



2020-2021
**STRATEGIC
PLAN
UPDATE**

November 2021



**12,250+
Students**

**31
Schools**

660 Teachers

630 Support Staff

**7th
largest
school
division
in Alberta**

**OUR CORE
PURPOSE
IS TO
INSPIRE
SUCCESS**

Proudly serving:

- **Beaumont**
- **Calmar**
- **Devon**
- **Leduc**
- **New Sarepta**
- **Thorsby**
- **Warburg**

OUR CORE VALUES

- 1. Student-Centred Learning**
- 2. Relationships**
- 3. Safe, Supportive Environments**
- 4. Passion**
- 5. Responsible Resource Management**

DIVISION EXECUTIVE TEAM

- **Superintendent of Schools/
CEO - William Romanchuk**
- **Associate Superintendent,
Business & Finance - Chelsey Volkman**
- **Associate Superintendent,
HR & Administration - Calvin Monty**
- **Associate Superintendent,
Learning Services - Norm Dargis**

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OUR CORE VALUES

Student-Centred Learning

Learning begins with, and is focused on, the student. In support of this, every member of the School Division engages in active learning, with the purpose of creating the best experience for our students and staff. We work and learn in healthy school communities. We celebrate the light bulb moments with students and staff alike. We work hard and we have fun too.

Relationships

We foster positive relationships based on respect and trust. We make meaningful connections with each other that strengthen over time. We don't give up on students or each other. We are proud of the relationships that we build within our schools, within our communities and the world that we call home.

Safe, Supportive Environment

We create an inclusive environment that values diversity and is supportive and safe for all. We value the health and wellness of every member of our school community and commit ourselves to sustain this in a welcoming and positive culture every day.

Passion

We inspire our students to be engaged learners. We love what we do. We go the extra mile to create memorable moments. We seek to light a spark of curiosity in our students and our colleagues to enable them to set goals and achieve their dreams. We dedicate our time and creativity to help each other succeed along their journey in life.

Responsible Resource Management

We honour and acknowledge that we are active and welcoming members of a larger community and share resources with them. We ensure that students and staff have the tools they need to succeed. We manage our financial, capital and human resources responsibly. We have a reputation for being innovative and for applying technology wisely. We value each person who chooses to work with us and commit to helping them to develop their skills and talents. Time is a precious resource and we use it wisely.

Description of the Future

Black Gold sees a future where every member of our community succeeds. With an eye to academic, artistic and athletic achievement and the development of life skills, we support all of our students. We work to provide opportunities and guidance for students and staff alike to chart their course for the future.

In the future, we better understand the whole person, and all that they offer to our learning environment. We will work to understand the social-emotional development of all individuals and how to support them in the learning environment. We continue to use a trauma informed and research-based approaches to wellness that help us to support students and staff. We continue to be nimble and responsive to the changing social, economic and political landscape. We understand that all the work we do begins with developing strong, lasting, positive relationships. We work to enhance the communities in which we live and work.

DIVISION PRIORITIES

1. Success

Promote growth that leads to success for every student from pre-Kindergarten through to post-secondary, providing multiple pathways and a focus for all learners.

Goal 1- A higher number of children begin Grade 1 with key milestones in emotional, social, intellectual and physical developmental met

Goal 2- High learning expectations and achievement for the foundational skills in literacy and numeracy are promoted, with particular attention to students in need of additional support

Goal 3- A greater number of students achieve learning outcomes and have the knowledge and skills they need to make informed education and career/life choices

2. Wellness

Build safe, positive, healthy environments for learning and working to nurture student and staff wellbeing. (supportive)

Goal 1- Students, staff and parents contribute to a safe, welcoming, healthy and inclusive learning and working environment that welcomes diversity and promotes personal and professional growth and wellness

Goal 2- Students and staff learn and work in environments that are clean, safe, sustainable and well maintained

Goal 3- Data is used to inform decisions that optimize the distribution of resources

3. Engagement and Partnerships

Engage our educational partners to enhance public education and respect the diversity of our communities.

Goal 1- Families and school communities are engaged in their childrens' education

Goal 2- Partnerships with community organizations are cultivated to support the growth, development, wellbeing and success of students of all abilities

Goal 3- The school experience is enhanced by providing high quality curricular, co-curricular and extracurricular opportunities for students within the Division through the use of available resources

GOVERNANCE

Board of Trustees & Superintendent of Schools

PROUD ACCOMPLISHMENTS

1. Human Resources department core purpose, core goals, and core values.
2. COVID-19 human resource management strategy.
3. Crisis management response.

Now Trending

- Staff wellness and support.

IMMEDIATE FOCUS AREAS:

- COVID-19 supports.
- Positive relationships.
- Succession planning.



DIVISION PRINCIPAL

PROUD ACCOMPLISHMENTS

1. Creation of school based wellness teams including the Wellness Instructional Support Teacher and other school stakeholders.
2. Healthy School Rubric completed at each school with inventory of best practices.
3. Development of site-based Action Plans working toward Healthy School Wellness Goal.

Now Trending

- BGSD Division Wellness Initiative.
- Supporting Black Gold Administrators.

IMMEDIATE FOCUS AREAS:

- Support of BGSD Administrators.
- Completion of Aspiring Leadership Team (ALT) Cohort 2021.
- Creation of the ALT Cohort of 2022.
- Creation of Assistant Principal Community of Practice (CoP).
- Creation of Rural Principal CoP.
- Continue Division wellness initiative.



HR & ADMINISTRATION

PROUD ACCOMPLISHMENTS

1. Human Resources department core purpose, core goals, and core values.
2. COVID-19 human resource management strategy.
3. Crisis management response.

Now Trending

- Staff wellness and support.

IMMEDIATE FOCUS AREAS:

- COVID-19 supports.
- Positive relationships.
- Succession planning.



COMMUNICATIONS

PROUD ACCOMPLISHMENTS

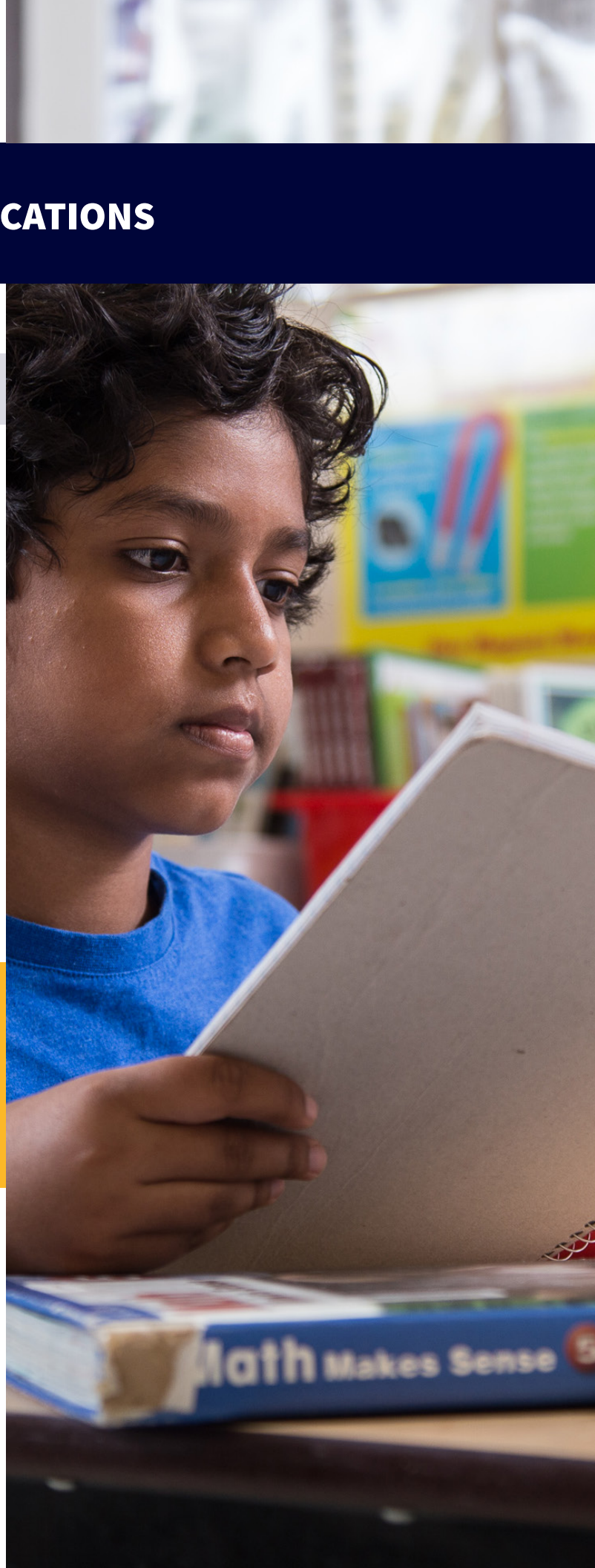
1. Successfully planned and produced the virtual 2021-2022 Welcome Back/ 25th Anniversary Celebration/ Long Service Awards Ceremony.
2. Developed the Division's public engagement capacity through the purchase and incorporation of new digital public participation software.
3. Successful in raising the public profile of the Division and schools through increased number of success stories shared on social media and local newspapers, and increased use of video.
4. Worked with Education Technology and Information Technology to successfully launch new website.

Now Trending

- Increased public expectations for meaningful engagement, transparent decision-making and convenient, timely information.

IMMEDIATE FOCUS AREAS:

- Continuing to support Board advocacy and stakeholder engagement/strategic planning efforts.
- Strengthen the Division's internal and external communications to increase trust, connection, and a sense of belonging among stakeholders.



ADMINISTRATOR'S ASSOCIATION

PROUD ACCOMPLISHMENTS

1. Continuing to support principal leadership and wellness during COVID school year (Board Priority: Wellness).
2. Contributing additional work to assist AHS with close-contact tracing. These additional efforts helped to ensure that our schools remain a safe place.
3. Working collaboratively with Division Office staff to support students, teachers, and the school community during school COVID-19 outbreaks. (Board Priority: Engagement in Partnerships).

Now Trending

- “Returning to Normal” as we safely reintroduce athletics, clubs, and other extracurricular activities.
- Implementation of Instructional Support Teachers (new screeners, wellness awareness, etc).

IMMEDIATE FOCUS AREAS:

- Finding effective ways to connect IST initiatives with classroom teacher practice (Board Priority: Success).
- Increasing collaborative time/PD for the Administrators' Association (Board Priority: Wellness & Engagement and Partnerships).



LEARNING SERVICES

PROUD ACCOMPLISHMENTS

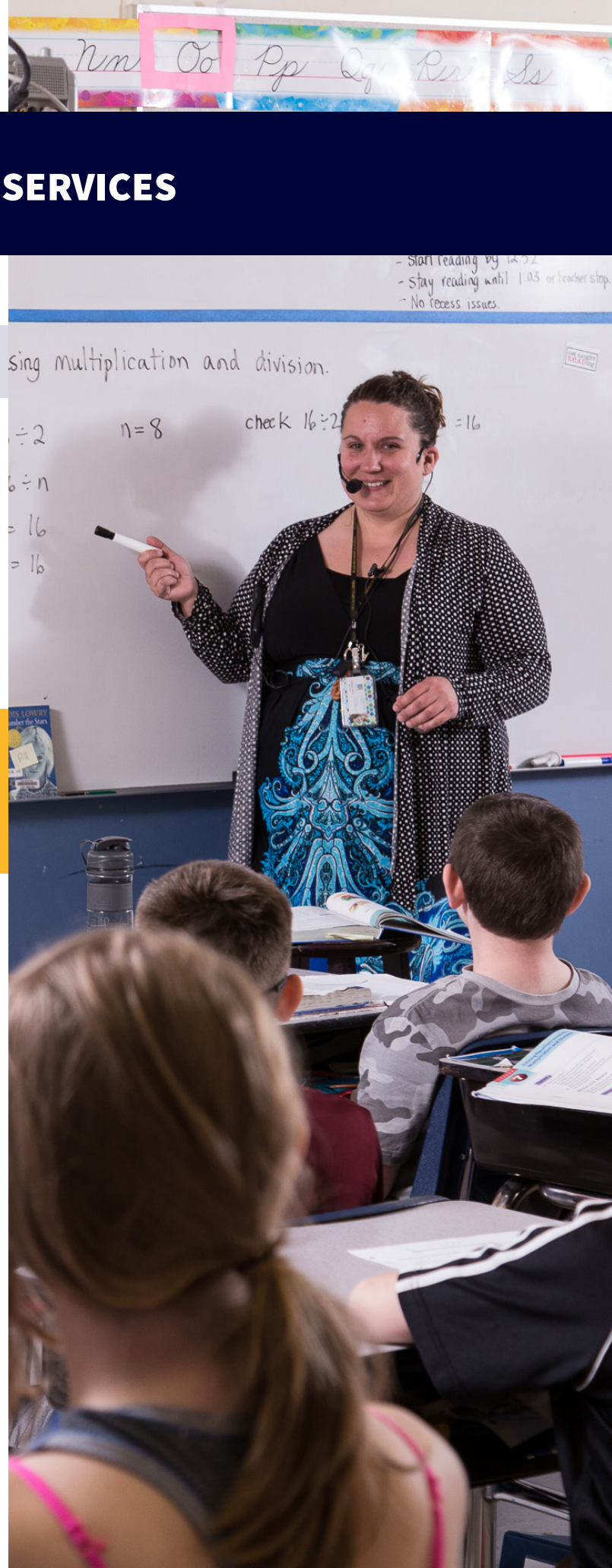
1. Development of a new Home-based and Outreach delivery model in response to the closure of the Alberta Distance Learning Centre.
2. Appointment of a new Director of Student Services.
3. Selection of new Literacy screening tools and Math remediation support resources.

Now Trending

- COVID-19 pandemic learning gaps.

IMMEDIATE FOCUS AREAS:

- Cohesion and alignment of the Learning Services departments.
- Align Division and School Assurance Plans with Division priorities.
- Supporting the continuity of learning.
- Collaborating with schools to implement new literacy screening tools.
- Implementing new PD model.
- Developing collaborative learning communities to support math remediation.



STUDENT SERVICES

PROUD ACCOMPLISHMENTS

1. Successful implementation of a continuum of supports for Pre-k to Grade 12.
2. Regular support and mentorship for school based leads (lst/counsellor) using virtual and face-to-face models.

Now Trending

- Update Leduc and Area Violent Threat Risk Assessment (LAVTRA) protocol.
- Connection with community agencies to strengthen the web of support for children, students, and families.

IMMEDIATE FOCUS AREAS:

- Aligning Student services with Learning Services priorities.
- Mental Health support and strategies for schools and staff.



INFORMATION TECHNOLOGY

PROUD ACCOMPLISHMENTS

1. Implementation of Endpoint Detection and Response across all division-owned windows based devices.
2. Reduction of Wireless Service Set Identifier (SSID) from seven to three, resulting in reduced channel interference.

Now Trending

- With the insurance provider's requirements for cyber insurance increasing substantially, what does IT need to do to protect Black Gold's reputation, resources and stakeholders? The challenge we face is that convenience does not equal secure, but where will the balance be? What is Black Gold's risk comfort level? Security is expensive.
- Implementing Multifactor authentication starting with Division Office.
- Air-gapped backup, have a backup stored off network, housed in a partner division's data centre.
- Develop an incident response plan. What is the process should there be a cybersecurity incident?

IMMEDIATE FOCUS AREAS:

- Capacity building and Succession planning. How do we build capacity from within? There will be immediate focus on mentoring and development of talent within the department.



EDUCATION TECHNOLOGY

PROUD ACCOMPLISHMENTS

1. Widest adoption of technology in classrooms and huge uptake in Tech PD enabled by systems and supports in place to ease transition into tech use

Now Trending

- Adoption of 1:1 in classrooms supported by BYOD.

IMMEDIATE FOCUS AREAS:

- Large changes in technology from Google and other third party suppliers driven by expanded uses of technology in education.



BUSINESS & FINANCE

PROUD ACCOMPLISHMENTS

1. Hired and supported the transition of a new team in both the Finance and Transportation departments.
2. Worked with municipalities as the Returning Officer for Black Gold School Division in the 2021 Municipal Election.
3. Worked with schools and division departments to support evolving needs during the 2021-22 school year due to COVID-19 restrictions and changes in student choice of learning in semester two.

Now Trending

- Insurance and Risk Management.

IMMEDIATE FOCUS AREAS:

- Reviewing, updating and implementing risk management best practices.
- Working with municipalities to ensure there are a sufficient number of appropriately sized school reserve sites.
- Updating and entering into new Joint Use Agreements with municipalities.
- Long-term budget planning.



FINANCE

PROUD ACCOMPLISHMENTS

1. Completed our first year-end audit successfully with the new Finance team.
2. Transitioned all school phone lines over to VOIP (Voice Over Internet Protocol) to deliver significant cost savings.

Now Trending

- Effective financial reporting and mid-year projections.

IMMEDIATE FOCUS AREAS:

- Implement Pcard module to provide schools with important budget information in a more effective and efficient manner.
- Complete updates to 2021-2022 Fall Budgets.
- Streamline financial reporting for capital projects to ensure budget information is being shared with Facilities in a timely manner.



TRANSPORTATION

PROUD ACCOMPLISHMENTS

1. Successfully operating all runs in the midst of a driver shortage and adding a new urban run.
2. Retained our drivers when contractors retired.
3. Maintaining bus pass usage for all ages due to driver involvement and ease of registration.

Now Trending

- Alberta still has a chronic driver shortage due to COVID-19 and the lack of training facilities for the MELT program.

IMMEDIATE FOCUS AREAS:

- Keeping students and drivers safe during the pandemic.
- Looking for MELT training facilities that have room for new drivers to be trained.
- Adding a new run to Leduc.



FACILITIES

PROUD ACCOMPLISHMENTS

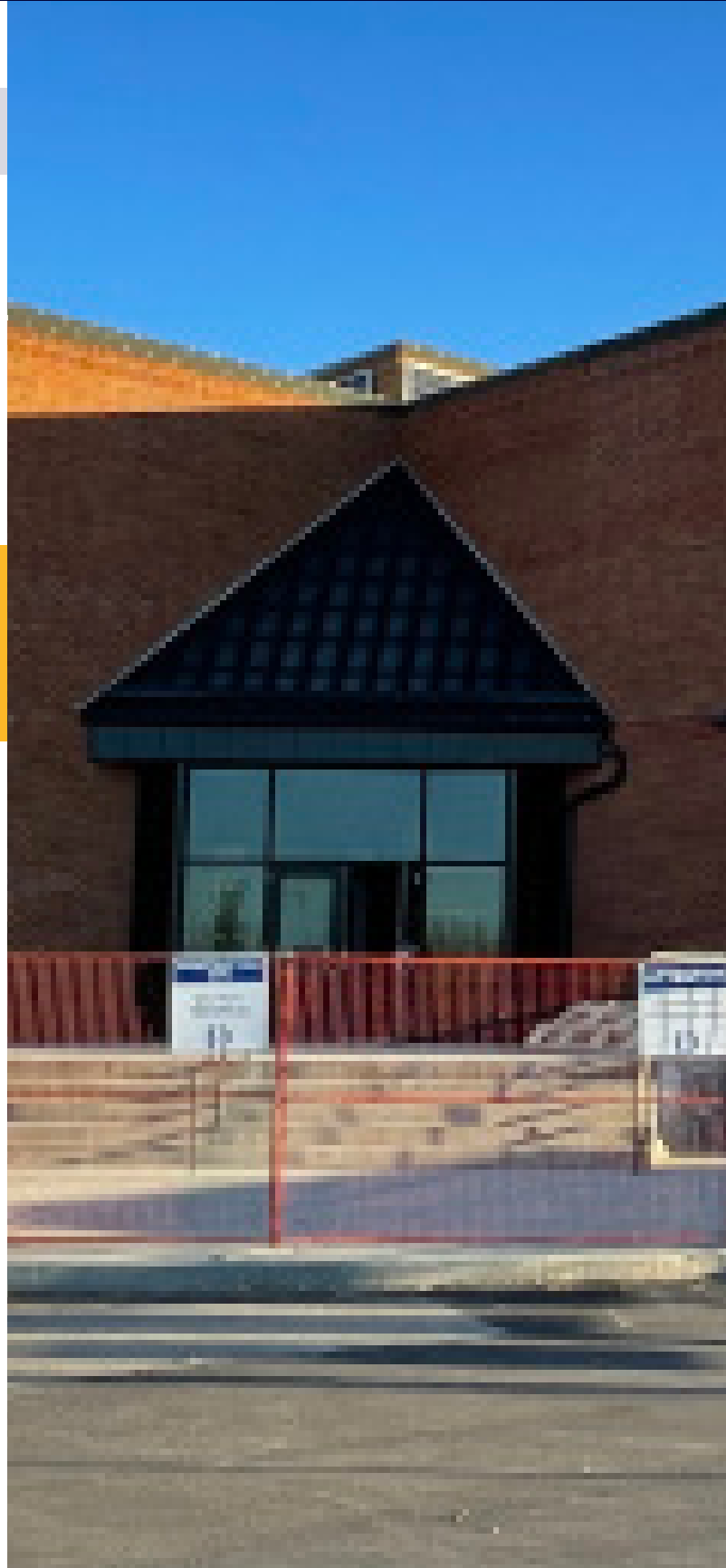
1. Bird Construction Awarded the P3 contract for the new Leduc high school.
2. École Secondaire Beaumont Composite is on schedule to be turned over in January of 2022.
3. Successful implementation of ARMIC Risk Management Strategies.

Now Trending

- Material delays due to COVID.

IMMEDIATE FOCUS AREAS:

- Keeping schools clean and safe.
- Completing the design on the new Leduc high school.
- Long term capital planning.



NOTES



BLACK GOLD SCHOOL DIVISION

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