



PIPELINE

January 2013

CHAIRMAN OF THE BOARD

Welcome to 2013. We have had a very positive and productive school year to date. We are looking forward to this continuing through to the end of the school year.

The Board has a busy agenda for the school year:

- We continue to work on our Strategic Plan; one major focus is building positive relationships with all stakeholders.
- Announcement of Innovation Fund - All staff are invited to participate. We look forward to seeing all the submissions.
- School Visits continue - These visits allow us to see and experience, first-hand, the wonderful things happening within all of our schools.

- We continue to lobby for appropriate and sustainable funding for Black Gold Regional Schools. We appreciate the support from all of our staff in our endeavour.
- Meetings with the Minister of Education and our MLAs are ongoing and have been very positive.
- Budget - we await the Provincial Budget announcement, coming sometime in February.

Thank you for your continued dedication and commitment to the students of Black Gold Regional Schools. We truly appreciate all that you do in our schools and in our communities.

Sandy Koroll, Chairman, Board of Education - 780-955-6025 - sandy.koroll@blackgold.ca

SUPERINTENDENT

Goodbye 2012, hello 2013, and what a year it's shaping up to be! The following are just a few of the highlights from the 2012-2013 school year:

- On November 2, 2012 the Sod Turning Ceremony was held for the new Beaumont School, École Dansereau Meadows School. Construction on the new school has started and its doors will open in September 2014.
- Black Gold Regional Schools will be hosting a Beaumont Schools Grade Reconfiguration and Boundary Review Public Information Open House on Tuesday, January 15, 2013, at École Secondaire Beaumont Composite School atrium, 5417-43 Avenue, Beaumont, from 6:30 p.m. to 8:30 p.m.
- Our focus this year is on student leadership and we are hosting a Youth Leadership Conference on April 18, 2013.
- School Councils and School Administrators will be invited to a discussion regarding the new Education

Act on Tuesday, February 26th at 7:00. The meeting will be held in the Maclab Centre at Leduc Composite High School, 4308 - 50 St., Leduc. Mr. Rick Hayes, Executive Director of Alberta Education will present to the entire group followed by a question and answer session.

- Due to the success of last year's program the Board of Trustees has decided to provide BGRS staff with another opportunity to bring forward innovative ideas. This year's Innovations Fund program is open to all BGRS staff.
- As you are aware, tripartite talks between the Alberta Teachers' Association, Alberta School Boards Association and the Government of Alberta were recently discontinued. The Alberta Teachers Association and each local School Board are therefore resuming local bargaining.

As we move into 2013, I wish you all health, happiness and a successful school year.

Dr. Norman Yanitski, Superintendent of Schools - 780-955-6026 - norman.yanitski@blackgold.ca

**ASSOCIATE SUPERINTENDENT
HUMAN RESOURCES &
ADMINISTRATION**

In the words of Charles Dickens, it was the best of times; it was the worst of times. I know the value of both human capital and positive relationships, and, in these capacities, Black Gold Regional Division is second to none. Over the past four months I've been blessed to work with many of you: custodians, educational assistants, school secretaries, library clerks, maintenance personnel, teachers, assistant principals, and principals. The vast majority of these encounters have been inspiring and engaging, but a few have been heart wrenching and difficult; I thank all of you for your professionalism, your unwavering dedication to our students, and your humanitarianism.

We began the year with an exciting new teacher orientation; our 25 new teachers discussed curriculum, professional development, ATA member services, and teacher evaluations; from the plunger story, they learned that no job was beneath them. Our Long Service Awards and Welcome Back Ceremony was a hit as usual; the house band, of course, was, and is, always memorable, but what resonated with me were these words of Dr. Neufeld, "It's all about receiving and protecting a child's heart." If we choose to love and look after all of our students, and each other, we will truly live our Division's core purpose of inspiring success.

Black Gold's Aspiring Leadership Team, nine very talented teachers from across our Division, has been

meeting at 4:00 p.m. on the last Monday of each month; together we've been discussing what good leadership looks and sounds like. We've discussed our strengths and weaknesses, we've enjoyed presentations by current Black Gold principals, we've explored the top five dysfunctions of teams, and next we will explore effective leadership behaviours.

Speaking of leadership, on December 19th, Superintendent Dr. Yanitski and I met with both our new principals and principals who are new in their schools, and we pondered the question, "Would I Follow Me?" I impressed upon the group that it is all about servant leadership; great leaders care more about their people than they care about themselves. In the words of Albert Einstein, "Only a life lived for others is a life worthwhile".

Have a look at our website, and read our H.R. Department's core purpose, core goals, and core values; let me know how we are doing. If you get the chance, check out my blog at <http://bgrshr.blogspot.ca/>.

Finally, I wish you and your families a wonderful and prosperous new year. Please do grab me and chat at our upcoming teachers' convention, and remember, if the wind will not serve, take to the oars.

Cal Monty, Associate Superintendent Human Resources & Administration - 780-955-6032 -calvin.monty@blackgold.ca

**ALL THE BEST IN
2013**

ASSOCIATE SUPERINTENDENT LEARNING SERVICES

We have had several events taking place that have Inspired Success at the newly named Learning Services Department (formerly Curriculum and Instruction). I want to start by acknowledging the fine work of outgoing Associate Superintendent, Neil Fenske, who did much of the work that we continue to build upon.

We began this year by completely reorganizing our Learning Services strategic plan. The new plan reflects our commitment to integrated services. We will have Student Services working closely with Technology, AISI, ESL, PD and the CAP team to provide a multi-faceted approach to student learning and teacher capacity building. This will allow us to better identify and address students' learning issues and provide appropriate supports to teachers and students that will enable the students to learn better.

The areas of Home Education, Outreach, On-Line and Video Conference continue to provide the outstanding services they always have. We are constantly looking at ways of integrating these services to provide one-stop shopping for alternative education choices for students and schools to meet their learning or situational needs. We are proud of the work that the teachers and staff are doing at the newly opened Outreach School in Beaumont. The school is filling a long-standing need in the community.

The Black Gold Regional Division can once again be proud of its Accountability Pillar Report. Our schools are recognized as being safe, caring and inviting places to learn. Teachers are engaging students and administrators are providing excellent instructional leadership and responsible fiscal management.

We continue to score well above provincial averages in our PAT and Diploma exams in almost all categories. We can point to this as an affirmation of all of the hard work and dedication that the teachers, staff and volunteers have put in to provide our students with some of the best educational opportunities in the province.

Much of my time has been spent working with Division Principal, Norm Dargis and his team, planning programs and ensuring the smooth transition of students during the reconfiguration of the Beaumont schools that will be necessitated by the addition of École Dansereau Meadows School opening in September of 2014. There is still a lot of work to be done in this regard.

In the near future, I look forward to meeting with each school to discuss their educational plans for this and upcoming years. The future continues to look bright in Black Gold.

Bill Romanchuk, Associate Superintendent, Learning Services – 955-6028 – bill.romanchuk@blackgold.ca

**LEARN from yesterday, LIVE for today,
and HOPE for tomorrow.
Albert Einstein**



ASSOCIATE SUPERINTENDENT BUSINESS AND FINANCE

The Audited Financial Statements for 2011-2012 were approved by the Board of Education on November 28, 2012. There was an overall deficit of \$272,988 distributed between the following programs:

Instruction	(\$ 3,433)
Operations & Maintenance	(\$ 459,380)
Transportation	\$ 163,681
Administration	\$ 26,144
External Services	\$ 0

The budgeted deficit in Instruction was not realized primarily due to additional CEU funding received and an under-expenditure of \$563,308 in certificated salaries & benefits. The deficit in O & M was partially due to moving and refurbishing portables at Leduc Estates School and École Leduc Junior High School.

The Revised Budget of \$101,188,322 for 2012-2013 was also approved by the Board of Education on November 28, 2012. We are projecting a deficit of \$667,835 distributed between the following programs:

Instruction	(\$ 436,621)
Operations & Maintenance	(\$ 262,756)
Transportation	\$ 49,132
Administration	(\$ 17,590)
External Services	\$ 0

The deficit budget will be fully supported through the use of operating reserves. Our greatest fiscal challenge for the current year is in the Operations & Maintenance Department. As well, salary settlements are outstanding with all employee groups.

Have a great rest of the school year.

Ruth Andres, Associate Superintendent - 780-955-6049 - ruth.andres@blackgold.ca

DIVISION PRINCIPAL

We began the year by making changes to the Administration Mentorship program. The new program titled Aspiring Leadership Team (ALT) included a change in emphasis from school administration to a broadened focus of educational leadership. The ALT meets monthly to expand their leadership skills through group discussion, the study of resource materials and periodic guest speakers. The nine members of the ALT have worked assiduously and will continue to meet until the end of May.

The Beaumont School Reconfiguration Review process began in early September. The process was initiated due to the anticipated completion of École Dansereau Meadows School in the fall of 2014. The working committee continues to make progress on this sizeable initiative. Committee members have engaged community partners and have invested significant time in making sure all concerns involved in this process are addressed. An Open House, organized to solicit public input, has been planned for the evening of January 15th. We look forward to the public comments and will forward a final proposal to the Board for approval in March.

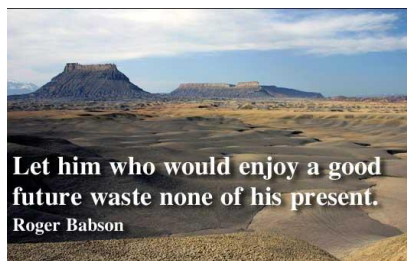
One focus for Black Gold Regional Schools this year includes youth leadership. As a result, a Youth Leadership Conference is being planned. The organizing committee intends to involve all Black Gold Regional Schools and include as many students as possible. The conference date has been scheduled for April 18. We look forward to working with our youth and to providing them with an opportunity to hone their leadership skills.

The 2012-2013 Innovative Grant Initiative has garnered much interest. A total of 53 proposals have been submitted. A selection committee consisting of three school-based Administrators and one school Trustee will be reviewing the submissions and will select the successful proposals by January 17, 2013. We look forward to seeing the successful proposals in action.

An emphasis on Regional Principal Group meetings continues to be encouraged. The intent of these meetings is to provide opportunities for Principals to review, discuss and strategically address regional concerns. These meetings continue to be productive and have yielded several creative initiatives that meet the unique needs of each geographic area within Black Gold. The level of cooperation between administrators is commendable.

As with every year, we ask ourselves where time has gone. Here we are close to the mid-point of another school year wondering if the second half will go by as quickly as the first. Experience has taught me that, if anything, it will pass even quicker. I would like to thank everyone for your patience and support in helping with my transition. I look forward to continuing to work with you on future initiatives and challenges that will surely present themselves. All the best in 2013.

Norm Dargis, Division Principal – 780-955-6110 – norm.dargis@blackgold.ca



STUDENT SERVICES

Areas of focus for Student Services in 2012-13 continue to be student engagement, psychological health, and capacity building, all in support of the primary mission...student learning.

Over the past three years we have been heavily invested in implementing a *Positive Behaviour Support* model in the Division. PBS is an evidence-based practice which incorporates direct teaching of skills where there is an identified lag, at the individual, classroom, or school level. It works on building relationships and collaborative problem solving, which is a natural fit with other school programs that focus on creating safe and respectful learning environments. It also looks at the function of behaviour - what it is communicating to us. It is a shift in thinking - looking at student behaviour through a different lens, and reflecting on how we set up our classroom routines, rules and expectations and how these things affect student behaviour. The many parents and school-based staff that have taken the PBS training report that they have greater confidence and success in managing challenging behaviours. Not surprisingly, behavior tends to improve when students have their needs addressed and are engaged in learning. There are some brilliant examples of this in our schools!

This year all of our BGRD schools have a designated minimum amount of *Learning Support Teacher* (formerly Special Education Teacher) time. Our Instructional Coaches and Psychologists work with the LSTs to build capacity at the school level in areas such as inclusive education, assistive tools for learning, Positive Behaviour Support planning, and awareness of community-based resources. This fall the LSTs, along with our Division Program teachers, have been participating in a webinar series called Making Connections, which focuses on improving instructional strategies for diverse learners.

Also new this year are 5 *Family School Liaison Workers* (FSLWs) who provide service to all schools throughout the Division. They have been instrumental in working with students, parents, and staff to ensure consistency of emotional/behavioural supports at home and at school.

Three of our schools, École Bellevue School, École Leduc Junior High School and Calmar Elementary are into the second year of the *Inclusive Education Planning Tool (IEPT) pilot*. The resources that accompany the IEPT are shared with all the schools in the Division, as another means of building capacity for staff re: inclusive instructional practices.

Our Learning Services Team is about to implement *My Blueprint*, a career planning/goal setting program in Grades 9-12. We'll be providing Counselors with some elbow-to-elbow support to implement this tool.

Through our Leduc and Area Student Health Partnership, we are hosting three *Community Collaborative Events* this year to provide opportunities for networking and develop awareness of the continuum of services and supports offered throughout our region. Close collaboration between school-based staff and our community-based service providers allows for improved communication and more seamless service for students and their families, and is critical to student success.

Critical to student success is enhancing school connectedness (attachment) between students and staff. The work of our *CAP Team* is instrumental in this regard.....

The CAP (Community Attachment Purpose) Team has been busier than ever with the start of this school year. Our current level of activity would indicate that Promotion, Prevention, Early Intervention, and student Relationship/Engagement has been gaining traction throughout Black Gold Regional Schools. We started strongly with having Dr. Gordon Neufeld as part of the Welcome Back. His message around student relationship as the stepping stone to academic achievement left an impression. Some of the highlights of our programming so far this year include;

- Working with schools to develop or enhance Mentorship programs involving High Schools, Junior Highs, and Elementary Schools. Development and support of a one year Mentorship Cohort.
- Working with schools to develop or enhance GSA (Gay-Straight-Alliance) groups in High School and bringing information out to Junior Highs through FyreFly in Schools.
- Supporting schools with the delivery of Friends for Life (Grade 3/4), Friends for Youth (Grade 7) in partnership with Community Agencies, Teachers, and FSLWs.

Student Services continued

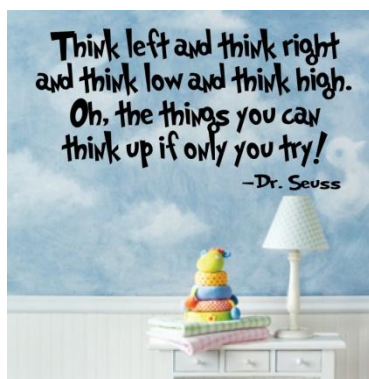
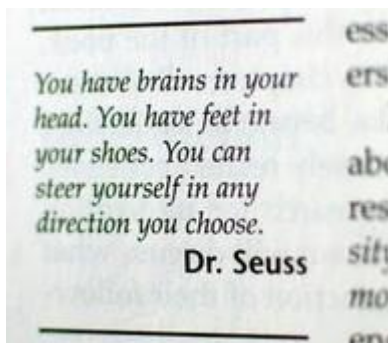
- Supporting schools through girls groups and boys groups at the Junior, Middle, and Senior High level. Supporting High School students writing Final exams with morning Healthy Snack.
- Supporting school Administrators with Professional Development in the area of Restorative Culture.
- Supporting several schools with full day events including Boys Day/Girls Day, International Human Rights Day, It's All About Me day. Plans are to reach out to more schools in this way.
- Mental Health focused programming on Fridays at Outreach – Leduc on *Souper Fridays*. We build/make soup, eat the soup together, and work on Mental Health programming. Programming is focused on Junior High students, but Senior High students are welcome.
- Focus group discussions with Outreach – Leduc and Black Gold youth in grades 7 through 12, discussing current issues that create stress and using that information to drive the development of a Jurisdiction Youth Conference focused on Leadership.
- Parent/youth information nights where we bring in guest speakers, a meal, and have conversation around issues that are identified for us. This is delivered in partnership with Black Gold staff and Community Services partners.
- Collaborative development (internal Black Gold staff, Community Services providers, parents) of Mental Health Fact Sheets available to all Black Gold staff, Community Service personnel, and parents/youth. Work with Community Service Providers and Black Gold students and staff to address suicide at the High School level.
- Continued support of CALM programming in the Personal Choices area of the curriculum.

Everything that we do is driven by student reported need and in partnership with our teachers, parents, students, and excellent Community Service partners. We have an excellent team of passionate young professionals as CAP Mentors this year! We have been so busy that we have had occasion to actually borrow staff from other areas of Black Gold or Community partners. There is a lot of work to be done and we can only do it together.

Early Childhood Services has had a very busy but exciting start to the 2012 - 2013 school year. The opening of two pilot Enhanced Preschool Programs has been a very positive addition to the services provided for our young children. École Beau Meadow School in Beaumont currently offers four preschool classes and East Elementary School in Leduc offers eight classes. These preschools are structured to align with a more inclusive education model.

This is the second year that kindergarten teachers have participated in the Early Years Evaluation pilot. The Early Years Evaluation is an assessment tool that looks at five developmental areas of kindergarten aged children. This year all kindergarten teachers participated in the pilot and completed the screening tool on all of the children in their classes. The teachers then used the information to inform developmentally appropriate programming for the children in their classes.

Dianne Butler, Director, Student Services - 780-955-6037 - dianne.butler@blackgold.ca





AISI/PROFESSIONAL DEVELOPMENT

AISI – Building students’ capacity to navigate the disciplines

Welcome to AISI Cycle 5, where our new research project is focused on embedding literacy strategies in the many disciplines across the curriculum in Grades 4-12. This project was created last spring through a series of focus groups with teachers, students, administrators and parents, all supported by research in the area of disciplinary literacy. The question we are looking to answer in our work with teachers and students is, “*what is the impact on student learning and engagement when a research-based disciplinary literacy focus is incorporated into classrooms?*” We began this school year working in 18 Black Gold schools with 35 teachers and their students. Our team is comprised of 5 Instructional Coaches –Terra Kaliszuk, Steve Trueman, Pam Chromiak, Michael Skoreyko and Denise Harrison- (also Coordinator).

Teachers’ Convention -

On February 11 and 12, 2013 our AISI Team will be attending the annual AISI Conference at the SHAW Conference Centre. On February 11, we will be showcasing our findings to date, in Discipline-embedded Literacy AISI work in Black Gold. We will be highlighting the work and feedback from our teachers and students across many grade levels and subject areas, all with the goal of improving student learning.

Professional Development – **Professional development is something that professionals take on personally.**

This school year we have had one Division Cohort on October 9th. Our final Cohort for the year will take place on the morning of March 1st.

Our Beginning Teachers group has met 3 times since the beginning of the school year. It is a great opportunity for teachers in their 1st, 2nd and 3rd years of teaching to connect with other teachers across the Division. Our next session will be on January 17, 2013 at 3:45 on the 5th floor of County Centre. Come one, come all – there are always great prizes and food!

We do want to support you in meeting your personal professional development needs; please remember that if you are attending an ERLC session, we would like to pay for your sub for one full day. Please do email Julie Hill julie.hill@blackgold.ca prior to booking the sub, allowing us to track this budget line.

May you have a joyful and healthy 2013!

Denise Harrison, AISI-PD Coordinator - 780-955-4528 - denise.harrison@blackgold.ca

TECHNOLOGY

Internet Access

By the time you receive this we hope to have increased our Telus Internet feed from 100 MB to 500 MB, to provide better access and support for the increasing use of multimedia on the Internet.

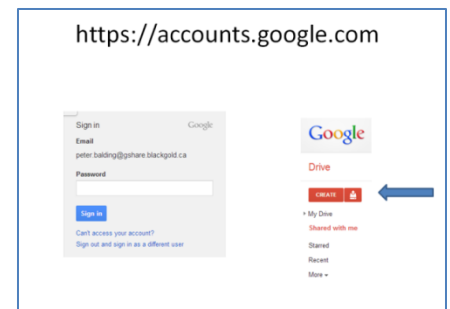
Acceptable Use

The Technology Committee has been reviewing [Alberta Education's document on Digital Citizenship](#) and will use it to revise the Acceptable Use guidelines in BGRS. The focus will be on:

- **Respect**
 - Respect Yourself
 - Respect Others
 - Respect Intellectual Property and Other Property
- **Protect**
 - Protect Yourself
 - Protect Others
 - Protect Intellectual Property and Other Property

Google

All staff, and students from Grades 3 up, have accounts on gshare – the BGRS Google domain. With Google Apps for Education, everything is automatically saved in the cloud. This means that emails, documents, calendar and sites can be accessed - and edited - on almost any computer, mobile device or tablet both at school and at home. Not sure how to use it with your students, talk to Susan or Ray.



Bring Your Own Device

Currently we encourage students and staff to bring their own computing devices to school. A committee of principals and Central Office staff is looking at conditions that need to be in place before a formal BYOD program can be implemented. We expect to proceed with some pilots this school year.

[BGRS Educational Technology News](#)

Click on the link above to check out some of the things happening with technology in classrooms throughout Black Gold. You can subscribe to this blog and others using Google Reader. Not sure how to, talk to Susan or Ray.

Peter Balding, Division Technology Administrator - 955-6040 - peter.balding@blackgold.ca

BUSINESS SERVICES-PAYROLL AND BENEFITS

SRB Software – The process of converting to the new financial software is well underway. Data has been converted and cheques and expense reclaims have been processed in SRB. All January month end payrolls will be processed using the new software. January payroll vouchers will be e-mailed to your e-mail address on file, but will not be available on Bellamy ESS (employee self service). SRB also has an employee portal similar to Bellamy ESS, but it will not be available until later into the conversion. We will keep you informed as to timing of this availability. In the interim, teachers and substitute teachers will continue to enter absences and substitute requests in Bellamy. Absence reporting and the contacting of substitute teachers (SMAP) will also be converted to the new software, but not until April 1 or later.

Questions on Pay or Benefits -

If you have any questions regarding your pay or benefits, please contact the appropriate person as detailed:

<u>Jaime Woinaroski</u>	Teachers and Substitute Teachers, Trustees
<u>Donna Kumpula</u>	Education Assistants, School Secretaries, Library Clerks, Technicians, Administration and Maintenance
<u>Carrie Bendfeld</u>	Benefits for all employees, Payroll for Custodians, Relief Custodians, Miscellaneous Hourly, Substitute School Secretaries, and Substitute Educational Assistants

CHANGE OF ADDRESS

Continue to complete any address changes in Bellamy ESS. Please note, this change will be verified by HR and accepted, so it may take a few days to show the updated address in the ESS system. We will manually change the information in the new software until the employee web portal is available and we will also notify ASEBP.

BENEFIT CHANGES

If you have married or have a change in dependants, please go online to www.asebp.ab.ca under Forms section, Administrative forms and then change application form. Download the form, complete it and send it to payroll. New family members must be added with 31 days to avoid penalty.

NEW AND IMPROVED MY ASEBP

ASEBP recently announced that they have added more member self-serve features to My ASEBP. From managing every aspect of your Health Spending Account, to requesting or printing your own ASEBP ID cards, My ASEBP is making your benefit plan more user friendly. If you have not recently logged into My ASEBP, register today for the new My ASEBP to discover all of its new features. There is even an app available that allows you to view your ASEBP ID card online, view your claims history and manage your HSA on-the-go.

T4 SLIPS

T4 slips will be ready by **February 28, 2013**. If you have worked in more than one job category within Black Gold Regional Schools during 2012, you should expect more than one T4 slip (i.e. Teacher and Substitute Teacher or School Secretary and Educational Assistant). This also applies if you have had a baby during the year. T4 slips will be mailed to your home address as indicated in Bellamy ESS, so please ensure that this address is up-to-date.

LOCAL AUTHORITY PENSION PLAN (LAPP)

Lapp contribution rates have increased effective January, 2013.

Member rate up to the YMPE – 9.43% (2012 – 8.91%)
Member rate over the YMPE – 13.47% (2012 – 12.74%)
Employer rate up to YMPE – 10.43% (2012 – 9.91%)
Employer rate over YMPE – 14.47% (2012 13.74%)

YMPE refers to the Years Maximum Pensionable Earnings level determined by the Canada Pension Plan annually. In 2013, the YMPE is \$51,100.

JANUARY DEDUCTIONS

If you had reached your maximum deduction amount for CPP and or EI anytime in 2012, remember that your January pay amount will be lower than December because you will again be contributing to CPP and EI in January.

Contact Information:

Jaime Woinaroski	780-955-6052
Donna Kumpula	780-955-6053
Carrie Bendfeld	780-955-6055

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FACILITIES

BUDGET CHALLENGES

Black Gold Facilities department is in a fiscally challenging position to keep all our facilities well maintained. We are looking at alternative strategies, methodologies, products and whatever else is necessary so that our current level of service can be maintained. We are looking at “no wax” flooring products so that we may save money on supplies. During the Christmas Holidays we completed a project at École Leduc Junior High School whereas the hallways are now totally wax free. 50% due to a no wax PVC sheet product and 50% due to stained concrete. If you are in the neighborhood, check out the new look.

Another project that is underway is the transition from Metal Halide lighting to new T5 Fluorescent lighting in our gymnasiums. The T5 is a much brighter whiter light which come on instantaneously. The Metal Halide lights take 7 – 10 minutes to warm up and reach their maximum light potential. Often past practice has been that the gym lights were turned on in the morning and shut off after cleaning at the end of the day. Therefore, some schools now have the ability to shut the gym lights off during the day when the gym is unoccupied, thus saving energy costs. We have been able to convert 3 gymnasiums a year through our IMR (Infrastructure Maintenance & Renewal) program and should see the transition complete by 2015.

On the topic of lighting, I would like to make a comment in order that I may ask for your assistance. Facilities has purchased and are in the process of installing stickers above light switches as a gentle reminder to Help Conserve Energy. I ask that all staff please turn off the lights in your classroom, lab, gym or whatever space it is that you are vacating in order that the Facilities operating budget can be sustained. I thank you in advance for your assistance.



CONSTRUCTION

Our first P3 (Public Private Partnership) project is underway and École Dansereau Meadows School is slated for opening in September 2014. École Dansereau Meadows School will be a K – 9 school core construction only with a capacity of 700. École Dansereau Meadows School will be a joint school with St. Thomas Aquinas and the Town of Beaumont. St. Thomas Aquinas will also be a K – 9 school with a capacity of 400 and will have the ability to expand to 500 with modulares. The Town of Beaumont portion will host wrap-around services. Alberta Infrastructure will be sending Facilities a link to the construction site which will have updated photos for those of you who may want to follow the construction. This link will be posted on our website.



Enjoy the rest of the school year and may the 13 in 2013 bring you luck.

Dan Borys, Director of Facilities – 955-6068 – dan.borys@blackgold.ca