



# OUR JOURNEY. OUR STORY.



**Northern Gateway**  
Public Schools

Three Year Education Plan 2020-23





## Northern Gateway Public Schools Board of Trustees

FROM LEFT TO RIGHT

*Back row:*  
Linda Wigton  
Gerry Steinke  
Christine Peck  
Anita Portsmouth  
Sherry Jeffreys

*Front row:*  
Barb Maddigan  
Judy Muir  
Diane Hagman

*Absent:*  
Jim Hailes



## Message from the Board Chair

Linda Wigton  
Board Chair

On behalf of the Northern Gateway Public Schools Board of Trustees, we present Our Journey. Our Story: Three Year Education Plan 2020-23. This document meets the requirements of setting a plan to enhance student achievement.

The Board of Trustees collaborates with community partners, parents, staff and students to set meaningful goals and work together to achieve success for Northern Gateway students. Focusing on educational, social, emotional and local contexts, we strive to provide responsible system governance, even when met with unprecedented challenges.

Northern Gateway is proud of the diversity represented in our student population. Appreciation of our varied communities, celebration of differences and communication across our geographically large school division, are key areas of focus for the Board of Trustees.

Strategies to ensure that Learners are Successful and that Learners are Supported are identified in our Education Plan. At Northern Gateway Public Schools, we believe that it is our work to assist every student to embrace life-long learning, become the very best they can be and value their important role as part of the larger social context. In the spirit of community, collaboration and creativity, we endeavour to provide our students with the knowledge, skills and attitudes to thrive and compete in our ever-changing world.

Trustees are always open to questions and communication from our communities and partners. Please feel free to contact any member of our school board for further information.

The mandate of education, from the government to the classroom, is to ensure students continue to demonstrate growth and achievement. With a strong spirit of creativity, innovation and partnership underlying our efforts, Northern Gateway Public Schools remains dedicated to helping students exceed expectations and achieve to the best of their ability. As a learning organization, we are committed to providing services and programs within quality learning environments to support the needs of every child.

This Three Year Education Plan will help to lead priorities and guide school division programs into the future. It outlines the initiatives we will implement over the next three years to support and enhance the student learning that takes place in our schools and educational sites. We look to continue improving student outcomes across all grade levels and reinforce our commitment to promote academic, personal and teamwork skills in our students.

This plan details the specific steps we will take to assist our students in realizing their potential. As a division, we recognize that in order for us to sustain positive results and address areas of challenge, we have to reinforce the value of building relationships among students, staff, parents and community. These are efforts that are based on shared values and a shared sense of responsibility for student success.

By working together to support these goals, I'm confident we'll be able to lift our learners up to new heights—ensuring that every student is supported and successful!

## Message from the Superintendent

Kevin Andrea  
Superintendent of Schools

# Accountability Statement for the Three Year Education Plan

The Education Plan for Northern Gateway Public Schools (NGPS) for the three years commencing August 31, 2020, was prepared under the direction of the Board in accordance with the responsibilities under the *Education Act* and the *Fiscal Planning and Transparency Act*. The Education Plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

Our Journey. Our Story: Northern Gateway Public Schools Three Year Education Plan 2020-23 was approved by the Board on May 26, 2020.



Linda Wigton  
Board Chair



Kevin Andrea  
Superintendent of Schools

## Publication

Our Journey. Our Story: Northern Gateway Public Schools Three Year Education Plan 2020-23 is available on the NGPS website, [ngps.ca/reports-and-publications/reports](https://ngps.ca/reports-and-publications/reports), on May 31, 2020.

Parents, school councils, stakeholders and community members are encouraged to provide feedback on the plan that will offer critical input into the next planning and preparation cycle.

The Board promotes NGPS through the Three Year Education Plan, regular Board meetings and Board highlights, individual school advancement plans, school communications, attendance at school council, town and municipality meetings, as well as online and social media platforms.

## Foundation Statements

### OUR STORY

**No matter who you are, you can learn here.**

From the students, to the teachers, to the principals and staff.

Because here, education happens every minute, in every corner, of every school. Here, it isn't a between-the-bells thing. It's a lifelong thing.

It's a division-wide, school-to-school, network of learning. Where we never give up and we can't be more proud.

**Why?**

Because we know learning makes us better.

Better students, better teachers, better leaders.

It brings our communities closer and helps great ideas take shape.

**How do we do it?**

By understanding that every student is unique.

By creating a space where every student feels welcome.

And by inviting the whole family to participate in their education.

We do it by teaching and inspiring, the whole child, until we create an environment where every student leaves school saying:

**I matter.**

**I've got this.**

**I'm just getting started.**

### MOTTO

**Learning for life. Together.**

### VALUES

As leaders, we focus on The Three C's:

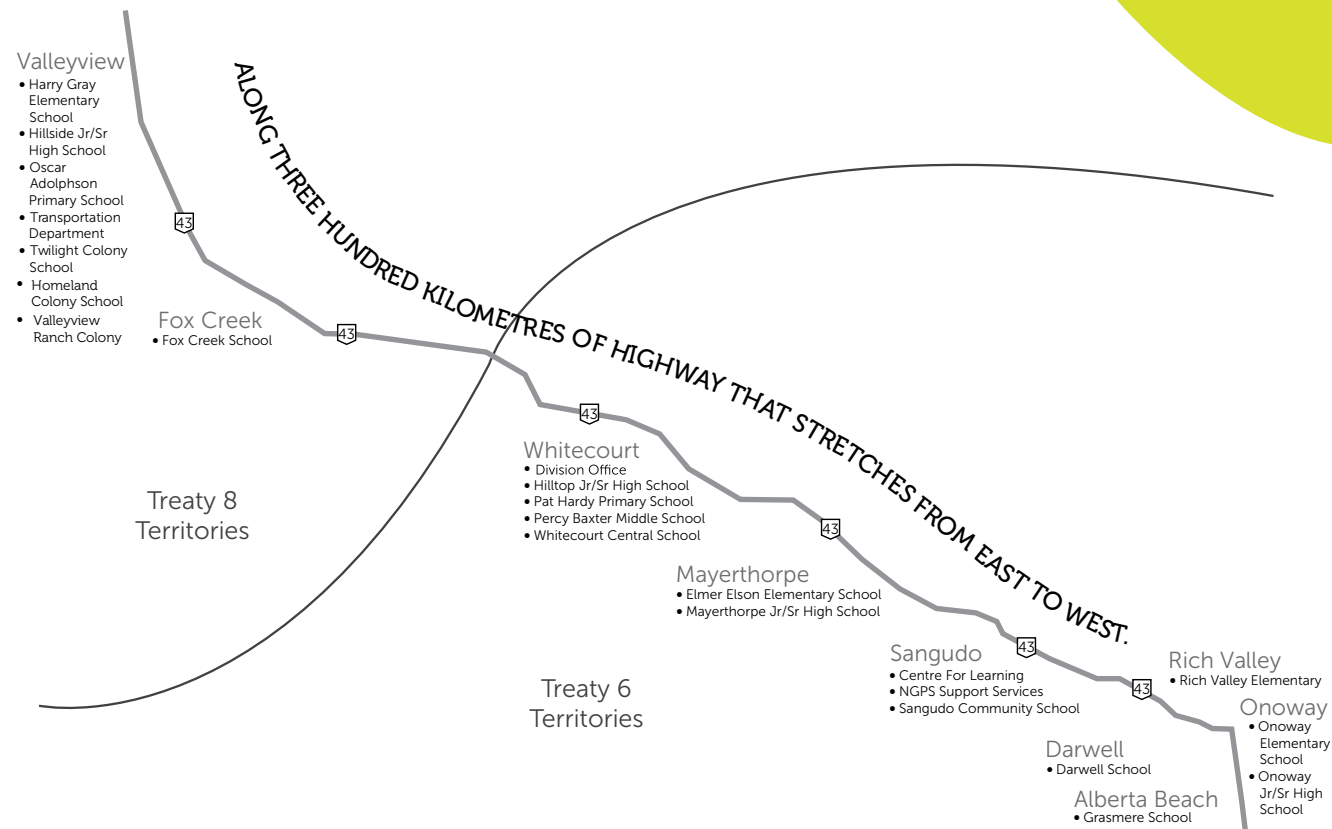
**COMMUNITY**  
**COLLABORATION**  
**CREATIVITY**

# Jurisdiction Profile

Northern Gateway Public Schools spans over 350 kilometres of rural north central Alberta. With a staff complement of 285 teachers and 237 support staff, we serve 4,900 students in 16 schools in the communities of Alberta Beach, Onoway, Rich Valley, Darwell, Sangudo, Mayerthorpe, Whitecourt, Fox Creek and Valleyview. NGPS also has a school located on each of the following colonies: Homeland, Rochfort Bridge, Twilight and Valleyview Ranch.

Located along the Highway 43 corridor, NGPS is primarily a rural school division which shares geographical area with two counties, Lac Ste. Anne and Woodlands and three municipal districts, Greenview, Big Lakes and Smoky River. The east end of the division (Alberta Beach, Onoway, Rich Valley, Darwell, Sangudo and Mayerthorpe) is largely agricultural, while the economies of Whitecourt, Fox Creek and Valleyview areas depend on oil, gas, agriculture and forestry.

NGPS boundaries extend into Treaty 6 and Treaty 8 territories and it is committed to supporting the First Nations, Métis and Inuit learners who comprise approximately 20% of its students. NGPS values and appreciates a long-standing relationship with Sturgeon Lake Cree Nation and Alexis Nakota Sioux Nation and looks forward to continuing to work together to meet the educational needs of First Nations students.



SERVING  
4,900  
STUDENTS

IN 16  
SCHOOLS

# Our Schools

Northern Gateway Public Schools supports those who have a hand in every child's education by fostering a program-rich learning environment. We believe our journeys, communities, imagination/innovation, and growth lead to engagement and provide opportunities for students to achieve success and fulfillment.



- DARWELL SCHOOL**  
Darwell
- ELMER ELSON ELEMENTARY SCHOOL**  
Mayerthorpe
- FOX CREEK SCHOOL**  
Fox Creek
- GRASMERE SCHOOL**  
Alberta Beach
- HARRY GRAY ELEMENTARY SCHOOL**  
Valleyview
- HILLSIDE JR/SR HIGH SCHOOL**  
Valleyview
- HILLTOP JR/SR HIGH SCHOOL**  
Whitecourt
- HOMELAND COLONY SCHOOL**  
Valleyview Area
- MAYERTHORPE JR/SR HIGH SCHOOL**  
Mayerthorpe
- ONOWAY ELEMENTARY SCHOOL**  
Onoway
- ONOWAY JR/SR HIGH SCHOOL**  
Onoway
- OSCAR ADOLPHSON PRIMARY SCHOOL**  
Valleyview
- PAT HARDY PRIMARY SCHOOL**  
Whitecourt
- PERCY BAXTER SCHOOL**  
Whitecourt
- RICH VALLEY ELEMENTARY SCHOOL**  
Rich Valley
- ROCHFORT BRIDGE COLONY SCHOOL**  
Rochfort Bridge
- SANGUDO COMMUNITY SCHOOL**  
Sangudo
- TWILIGHT COLONY SCHOOL**  
Valleyview Area
- VALLEYVIEW RANCH COLONY SCHOOL**  
Valleyview Area
- WHITECOURT CENTRAL SCHOOL**  
Whitecourt

# Planning and Priorities

## Key Domains

As aligned with the Ministry of Education's Business Plan (2020-23), Northern Gateway Public Schools Education Plan 2020-23 is grounded on four key priorities:

1. **Student Growth and Achievement**
2. **Learning Supports**
3. **Teaching and Leading**
4. **Governance**

## Assurance Model

Planning and reporting for the division is based on commitments to continuous improvement and includes the following elements:

- Ensures plans are aligned with provincial, division and community priorities
- Incorporates stakeholder input
- Prepares budgets that allocate resources to achieve goals and improve results
- Implements strategies to maintain or improve student learning and achievement
- Monitors implementation and adjusts efforts as needed
- Measures, analyzes and reports results
- Uses results to identify areas for improvement and to develop strategies and targets for future planning
- Communicates with stakeholders about school authority plans and results

Each school develops their own *School Advancement Plan* that aligns and is consistent with division and provincial priorities. School councils contribute to the planning process as required under Section 13 of the School Council Regulations (Alberta Regulation 113/2007).



## Supporting Students

To better meet the needs of students, a priority will be established to provide timely intervention and differentiated supports. To address the diverse needs of our students across the division, support and funding will be provided to schools.

## First Nations, Métis and Inuit Learners

Northern Gateway Public Schools is committed to supporting the success of First Nations, Métis and Inuit students. Strategies within the Plan provide opportunities for all students, teachers and school leaders to develop knowledge and understanding of, and respect for, the histories, culture, languages, contributions, perspectives, experiences and contemporary contexts of First Nations, Métis and Inuit people.

## Moving Learning Forward

The division's Education Plan guides our actions in a responsive manner. Strategies, performance measures and input from students, staff and partners are reviewed and considered on an ongoing basis to inform meaningful planning and sound decision making.

# Looking Back and Moving Forward

Northern Gateway Public Schools results from the Accountability Pillar of October 2019 inform the priorities for the current Education Plan 2020-23. In alignment with current priorities, the following key insights were considered:

## OUTCOME: Learners are Literate and Numerate

NGPS Provincial Achievement Test and Diploma results are on par with the Province in reaching Acceptable Standard and significantly below in Standard of Excellence. Many of our students are finding success when allowed more time to graduate (for example: five years). Opportunities through work experience and the Registered Apprentice Program are transitioning students into post-secondary or personal career paths that may not require participation in four or more diploma exams.

## OUTCOME: Learners achieve acceptable and excellence in curricular outcomes through Responsive Instruction and Purposeful Assessment.

NGPS students have performed below the Province on many assessments when comparing the Acceptable Standard and the Standard of Excellence (significantly below in some areas). Curriculum, responsive instruction and purposeful assessment have been identified as key to ensuring common understanding and consistent best practice in supporting student achievement.

## OUTCOME: Learners are educated in a system that respects diversity and is inclusive.

NGPS student drop out rate is on par with the province both within the three-year average and current results. NGPS, First Nations, Métis and Inuit student drop out results are below the province indicating good results.

## OUTCOME: Northern Gateway Public Schools First Nations, Métis and Inuit students are successful.

- Many of our students are finding success when allowed more time to graduate (for example: five years).
- Opportunities through work experience and Registered Apprentice Program are transitioning students into post-secondary or personal career paths that may not require participation in four or more diploma exams.
- NGPS, First Nations, Métis and Inuit student drop out results are below the province indicating good results.

## OUTCOME: Learners have excellent teachers, school and school authority leaders.

There is a need to deepen public awareness of today's learners and their needs through:

- the knowledge of the current school learning and teaching environment;
- the breadth of programming offered;
- the understanding of the prescribed curriculum;
- the importance of multiple perspectives, and
- the integration of competencies.

## OUTCOME: Learners are educated in well-governed system

It is important to maintain a visible presence and engage stakeholders in an increasingly competitive market. Student success is measured when NGPS students develop an understanding of the importance and value of being a contributing member of a school community.

UPON REVIEW OF THIS INFORMATION, NGPS DEVELOPED THE THREE YEAR EDUCATION PLAN 2020-23 TO ENSURE THAT ALL LEARNERS ARE SUPPORTED AND SUCCESSFUL.

STUDENT COMPETENCIES ARE DEVELOPED THROUGH CONFRONTING REAL WORLD, CONTEXTUAL AND HANDS-ON EXPERIENCES



## Provincial Domain: Student Growth and Achievement

Learners are Successful

**OUTCOME:** Learners are literate and numerate

Strategies	Measures
<ul style="list-style-type: none"> <li>• Educators use data collected through annual:               <ul style="list-style-type: none"> <li>- Early Years Evaluation (EYE)—readiness</li> <li>- Fountas &amp; Pinnell (F&amp;P)—literacy</li> <li>- Highest Level of Achievement Test (HLAT)—literacy</li> <li>- Math Intervention/Programming Instrument (MIPI)—numeracy</li> </ul> </li> <li>• Extending a system-wide approach of professional learning and coaching in literacy and numeracy creates consistency throughout the division.</li> <li>• Collaborative Team Meetings provide information for programming for responsive instruction in the areas of literacy and numeracy.</li> <li>• Heightening the awareness and using the language of the Alberta Education literacy and numeracy progressions foster a deeper understanding throughout the division.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>• Provincial Achievement Test results</li> <li>• Diploma Exam results</li> <li>• High School completion results</li> <li>• Survey measure of Citizenship</li> <li>• Survey measure of <i>Academic Engagement*</i></li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>• EYE data</li> <li>• F&amp;P benchmark</li> <li>• HLAT</li> <li>• MIPI</li> </ul>

**OUTCOME:** Learners achieve acceptable and excellence in curricular outcomes through Responsive Instruction and Purposeful Assessment.

Strategies	Measures
<ul style="list-style-type: none"> <li>• The administration and application of curriculum, responsive instruction and purposeful assessment are applied to meet student needs.</li> <li>• Collaborative Team Meetings provide the opportunities for intentional planning, responsive instruction and purposeful assessment to improve student achievement.</li> <li>• Continued administration and application of Formative Assessment practices are applied to improve student achievement.</li> <li>• Continue to provide and model initiatives that promote student wellness.</li> <li>• Student competencies are developed through confronting real world, contextual and hands-on experiences.</li> <li>• Continued application of concept-based instruction and assessment practices are applied to improve student achievement.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>• Provincial Achievement Test results</li> <li>• Diploma Exam results</li> <li>• High School completion results</li> <li>• Survey measure of Citizenship</li> <li>• Survey measure of <i>Academic Engagement*</i></li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>• EYE data</li> <li>• F&amp;P benchmark</li> <li>• HLAT</li> <li>• MIPI</li> </ul>

*\* Measures in italics are under development by Alberta Education.*

# Provincial Domain: Learning Supports

## Learners are Supported

OUTCOME: Learners are educated in a system that respects diversity and is inclusive.

Strategies	Measures
<ul style="list-style-type: none"> <li>Each NGPS site creates a welcoming culture through a variety of caring, respectful and safe strategies.</li> <li>Student welfare is a priority in each NGPS school where a variety of programs and resources are provided and applied.</li> <li>NGPS prioritizes student growth and achievement by applying a variety of programs, resources and supports.</li> <li>Collaborative Team Meetings provide the framework for improving student achievement by considering supports for each student.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>Survey measure of Safe and Caring</li> <li>Survey measure of <i>Student Inclusion and Access to Supports and Services*</i></li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>EYE data</li> <li>F&amp;P benchmark</li> <li>HLAT</li> <li>MIPI</li> <li>Student attendance data</li> <li>Themes/focused strategies of Instructional Support Plan (ISP) (social emotional, literacy, numeracy)</li> </ul>

\* Measures in italics are under development by Alberta Education.



# Provincial Domain: Learning Supports

## Learners are Successful

OUTCOME: Northern Gateway Public Schools First Nations, Métis and Inuit students are successful.

Strategies	Measures
<ul style="list-style-type: none"> <li>The administration and application of curriculum, responsive instruction and purposeful assessment are applied to meet First Nations, Métis and Inuit student needs.</li> <li>Student competencies are developed through confronting real world, contextual and hands-on experiences.</li> <li>Through the work of NGPS, First Nations, Métis and Inuit school advocates, students, teachers and leaders, will foster a deeper understanding of the application of Foundational Knowledge of First Nation, Métis and Inuit peoples.</li> <li>Teachers collaborate to develop and apply foundational knowledge about First Nations, Métis and Inuit for the benefit of all students.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>Survey measure of Safe and Caring</li> <li>Survey measure of <i>Student Inclusion and Access to Supports and Services*</i></li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>Survey of First Nations, Métis and Inuit Advocates</li> <li>Disaggregated student achievement measures from the NGPS Accountability Pillar results (Provincial Achievement Tests, Diploma Examinations, Graduation Rate, High School Completion)</li> <li>Disaggregated student achievement local measures (MIPI, EYE, BLAST, HLAT, F&amp;P)</li> <li>A review of strategies embedded in each School Advancement Plan</li> <li>Student attendance data</li> </ul>

\* Measures in italics are under development by Alberta Education.

EACH NGPS SITE CREATES  
A WELCOMING CULTURE  
THROUGH A VARIETY OF  
CARING, RESPECTFUL AND  
SAFE STRATEGIES



# Provincial Domain: Teaching and Learning

Learners are Supported

**OUTCOME:** Learners have excellent teachers, school and school authority leaders.

Strategies	Measures
<ul style="list-style-type: none"> <li>• Division administration is supervised and/or evaluated using the Alberta Education Leadership Quality Standard / Superintendent Leadership Quality Standard.</li> <li>• School administration is supervised and/or evaluated using the Alberta Education Leadership Quality Standard.</li> <li>• Teachers are supervised and/or evaluated using the Alberta Education Teaching Quality Standard.</li> <li>• Schools prioritize and NGPS classroom teachers apply the five quality pedagogy domains of the Quality Learning Environment (QLE) in their classroom practice and through Collaborative Team Meetings.               <ul style="list-style-type: none"> <li>- Intentional Planning</li> <li>- Responsive Instruction</li> <li>- Purposeful Assessment</li> <li>- Engaged Professional</li> <li>- Positive Classroom Culture</li> </ul> </li> <li>• NGPS offers a mentoring and coaching program to its cohort of teachers new to the profession.</li> <li>• Through the collaborative process of the QLE work, leadership teams build capacity as instructional leaders to lead learning at each site.</li> <li>• NGPS offers a variety of professional learning, side by side coaching and external education consultants to build the capacity of school staff.</li> <li>• NGPS offers a variety of professional learning to build and enhance leadership capacity of its school administration.               <ul style="list-style-type: none"> <li>- Principals participate within their cohort to develop their instructional leadership capacity.</li> </ul> </li> <li>• Continue to support and promote a Culture of Wellness within the QLE.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>• Survey measure of Education Quality</li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>• Alignment and utilization of the School Advancement Plan to provide evidence of visionary (strategic planning) and instructional (implementation of the plan) leadership</li> <li>• Artifacts and evidence of Professional Learning work relative to quality pedagogy in a QLE</li> <li>• Surveys related to QLE work</li> <li>• Results/notes from school assurance meetings</li> <li>• Strategic planning documents</li> </ul>

TEACHERS ARE GUIDED BY THE ALBERTA EDUCATION TEACHING QUALITY STANDARD

# Provincial Domain: Governance

Learners are Supported

**OUTCOME:** Learners are educated in a well governed system.

Strategies	Measures
<ul style="list-style-type: none"> <li>• NGPS creates, maintains and fortifies community partnerships and relationships.</li> <li>• NGPS effectively manages its resources.</li> </ul>	<p><b>Required Provincial Measures</b></p> <ul style="list-style-type: none"> <li>• Survey Measure of Parent Involvement</li> <li>• School Authorities provide the amount budgeted for 2020-21, the amount spent and the variance between these amounts for operational expenses.</li> </ul> <p><b>Required Local Components</b></p> <ul style="list-style-type: none"> <li>• Survey measure of School Improvement</li> </ul>





# Stakeholder Engagement

## Community Engagement

Northern Gateway Public Schools recognizes that in a rapidly changing world and with increased expectations being placed on school systems, its work cannot be accomplished in isolation. Increasingly, effective partnerships within our communities, between jurisdictions, with other ministries, and with private industry are being explored. NGPS has worked to maintain long-established partnerships while reaching out to build new ones in support of providing quality education to students.

Throughout NGPS, students are invited to participate in formal and informal educational partnerships through community events. Community members are invited to share their expertise and passions with students. These experiences continually extend the four walls of schools to support meaningful and relevant education. Opportunities such as reading with community seniors or participating in a Registered Apprenticeship Program (RAP) ensure students are connected to their communities and community members are better informed of school cultures and programs. NGPS students and teachers readily engage in supporting the community and are fortunate to have that support reciprocated.

## Parent Involvement

Each school provides parents and community representatives with the opportunity to join a school council which may consist of students, parents, staff and community members. School councils meet to discuss issues and undertake initiatives that will lead to the betterment of the school community. Consistent with the requirements of the province, elections are held each year to choose the school council executive.

Through a variety of platforms, council members provide feedback on NGPS and school policy and procedures, educational initiatives, student programming and the school advancement plan.



## Capital Plan 2021-24

Three-year capital plans will be the basis of the government's annual review and assessment of capital projects and priorities based on project drivers and needs criteria:

- Health and Safety
- Building Condition
- Enrollment Pressures
- Functionality and Programming
- Legal Rights

Ultimately, the division's Three Year Capital Plan will identify projects that will be approved to move to the next phase of the gated process; Project Evaluation and Prioritization.

The division's Three Year Capital Plan for 2021-24, requests the following capital projects:

1. **Valleyview K-12 Replacement School**
2. **Whitecourt K-5 Replacement School**
3. **Modernize Fox Creek School**

Northern Gateway Public Schools fosters program-rich learning environments where students, teachers and our greater communities can do their best work, together. Catering to just under 5,000 students from Kindergarten to Grade 12, we operate 16 schools, four colony schools and four off-campus outreach schools, serving the communities and surrounding areas of Alberta Beach, Onoway, Rich Valley, Darwell, Sangudo, Mayerthorpe, Whitecourt, Fox Creek and Valleyview.

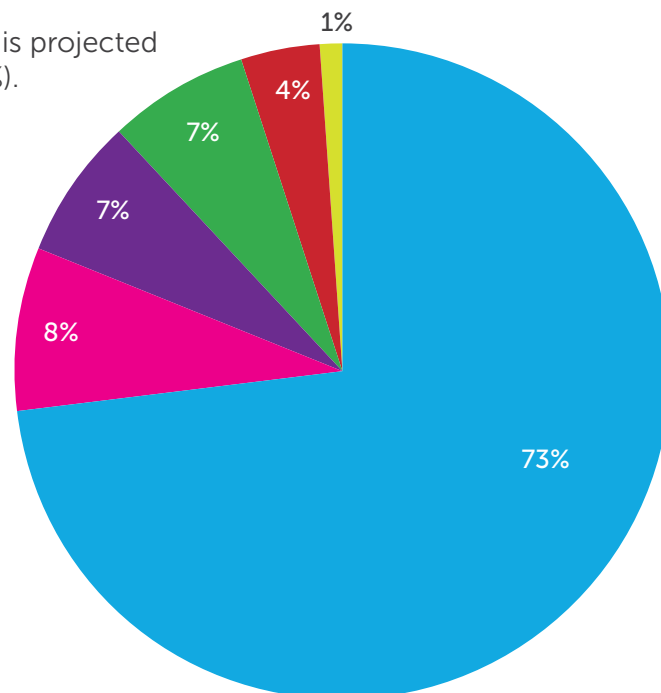
▶ View the Northern Gateway Public Schools Three Year Capital Plan at [ngps.ca/download/250543](https://ngps.ca/download/250543)

## Budget Highlights 2020-21

NGPS's annual budget for the 2020-21 school year is projected to be \$69,884,754, an increase of \$478,625 (0.007%).

Division expenditures are as follows:

- Student Instruction
- Student Transportation
- Capital & Debt Services
- Plant Operations & Maintenance
- System Administration & Board Governance
- External Services



▶ View the budget for the 2020-21 school year at [ngps.ca/download/273086](https://ngps.ca/download/273086)





**Northern Gateway**  
Public Schools