

2026/2027 GOVERNANCE FRAMEWORK AND ANNUAL WORK PLAN



THE IMPORTANCE OF A GOVERNANCE FRAMEWORK

Effective Boards of Education have a governance structure that is designed to result in strong decisions that flow from a strategic direction supported by quality information and public transparency. This clear governance framework, based in research*, has been used to establish the board's annual work plan and is designed to demonstrate to the public how the work of the board supports these principles.

In a broad sense, the Board of Education, working hand-in-hand with the superintendent and district senior staff, accomplish their work in the following ways:

- Setting the strategic direction in the context of the district and province;
- Monitoring the performance of the system and adjust plans as necessary;
- Attending to both internal and external compliance and accountability;
- Engaging effectively with stakeholders and the public and operate on a basis of transparency; and
- Advocating for public education locally and provincially.

In our annual work plan, the activities of the board, both annual and emergent, are identified for the coming year as a way to communicate the work of the board and as a way to operate on the basis of transparency.

In each month, the work of the board is aligned to the governance framework. While many issues overlap, the broad categories operate as an efficient and effective organizer for the work of the board.

**Based on Australian National Audit Office:
Public Sector Governance (2003)*

BOARD'S VISION AND GOALS

Annually, the board refines and establishes its goals, to support the overall district vision of *Learning by Design* which states that:

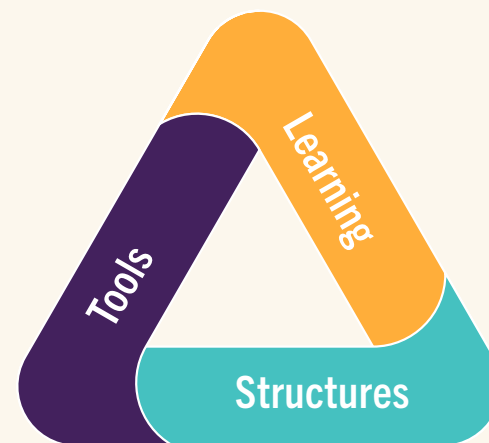
“We prepare our learners to think creatively and critically, communicate skillfully and demonstrate care for self and others.”

We realize this vision through:

- Supporting the design of engaging learning environments for all students.
- Operational efficiencies that prioritize resources to directly support learning.
- Relationships with community partners to broaden opportunities for students.
- Advocacy for necessary facilities and resources.
- Supporting schools and workplaces that are safe and caring for all.

OUR VISION: LEARNING BY DESIGN

At the heart of Surrey Schools is a district-wide shared vision for learning —Learning by Design—where we prepare our learners for a world in which they think creatively and critically, communicate skillfully, and demonstrate care for self and others. Learning by Design has three core aspects—Learning, Structures, and Tools—that support innovation in our schools.



Learning: Learning that honours our diverse cultures and traditions. Inspired by individual passions, interests and connected to real-world experiences and challenges. Supported by all who work with, and for our students.

Structures: Time, physical space, access to information, and connection to community provide the flexibility to support powerful learning.

Tools: Tools that enable digital citizenship support access to information and demonstrations of learning. Tools to support learning extend beyond digital technologies.

FROM GOVERNANCE AND GOALS TO A STRATEGIC ANNUAL WORK PLAN

As part of effective governance, each year the Surrey Board of Education identifies a strategic working plan for the year ahead.

This work plan is tailored to the specific events and topics that are on the board's horizon in the coming school year while attending to the ongoing governance and compliance requirements that are annual in nature.

Our district vision is realized by a focus on priority practices. These practices guide our support of schools and our pursuit of engaging learning environments.

Our priority practices guide our vision for learning. They are:

- Curriculum Design
- Quality Assessment
- Instructional Strategies
- Social and Emotional Learning

ANNUAL WORK PLAN

The annual work plan is broken into the categories of governance as indicated in the framework. In addition to the framework and the annual work plan, each month the board engages in in-service and professional development activities to both inform the board in a deeper way about the monthly governance work, and also as a way to answer detailed operational questions that support individual trustees as they work to continually support quality public education.

These monthly in-service opportunities are an important supporting structure for the board's work. These sessions help deepen the board's understanding of operational issues while allowing staff to address any questions or issues that the board may have in the many areas that make up Surrey's educational and business operations. In each month of the year, there is generally a theme for the work and the in-service opportunities are intended to align with those themes.

Board's Governance Activities

- Strategic direction and context
- System planning and performance monitoring
- External compliance and accountability
- Engagement with stakeholders and public recognition events
- Advocacy for public education and provincial liaison

These sections of the annual work plan, aligned with strong governance themes, will be populated with the monthly and ongoing activities of board governance.

Trustee Professional Development In-Service

The ongoing work of the board is supported by targeted regular in-service and professional development. These activities are listed in this section of the annual work plan and are intended to support the governance activities in that current month.

It is important to note that at each monthly public board meeting, trustees report out on a range of activities including the numerous committees and events in addition to updates on budget and capital. This framework does not reference those routine communications as part of the regular board meetings. Most specific are the “Progress Report on Active Capital Projects” and the “Board Report” which are highlighted every month.

JULY & AUGUST 2026

KEY DATES



July 2:
First day of Summer Learning



July 31:
Last Day of Summer Learning

While there are no formal public Board meetings in the summer, the school district remains very active. Our summer learning programs are in full operation with over 10,000 students and we have numerous other learning activities underway.

The Board of Education continues to be deeply involved and as necessary, is consulted on decisions that need to be made on critical issues that emerge over the course of the summer. For example, hiring decisions still happen, local and provincial outreach continues and media interactions occur.

Each year, there are both advocacy and governance activities that occur over summer. Again, while public meetings are in abeyance over summer, the work of the board and our educational programs continue under the guidance of the board and staff.

The end of August formally starts the beginning of a new school year with the board attending the administration meeting in late August.

Strategic Direction and Context

- › Attend all administration meeting — strategic vision for district

SEPTEMBER 2026

KEY DATES



September 8:
Schools open



September 25:
Non-instructional day



September 30:
National Day for Truth
& Reconciliation

Theme: Enrolment and Setting the Stage

September is a month when we welcome students to our schools. The district has seen increasing enrolment growth and this year we will welcome 83,000 students. September is a time when we assess enrolment and place students in classes to set the stage for the coming year.

Strategic Direction and Context

- › Receive superintendent's report on organizational structure
- › Receive Summer Learning report
- › Receive annual work plan and identify high priority items for coming year
- › Receive report on BCSSA/Ministry of Education and Child Care
- › Invitations for presentations to highlight work of schools and district
- › Management Discussion and Analysis (MD&A)

System Planning and Performance Monitoring

- › Receive preliminary enrolment and analysis projections vs. actual
- › Review annual school planning calendar including schedule of Board meeting dates
- › Receive report on summer facilities work
- › Approve Enhancing Student Learning Report
- › Receive Accessibility Plan Report

SEPTEMBER 2026 CONT'D...

External Compliance and Accountability

- › Submit Executive Compensation Disclosure to Public Sector Employers' Council
- › Review the auditor's report and management letter
- › Approve the Audited Financial Statements for the previous school year for September 30 submission

Engagement with Stakeholders and Public Recognition Events

- › Welcome letter to employees, parents, and community
- › Recognize National Day for Truth & Reconciliation

Advocacy for Public Education and Provincial Liaison

- › Invite Ministry of Education and Child Care to meet on Surrey's capital and other priorities

Trustee Professional Development In-Service

- › Capital planning and the annual capital cycle
- › Financial audits and the annual financial cycle
- › School start-up routines (enrolment, projections, staffing, capital implications)
- › Enterprise Resource Planning (ERP) Update

OCTOBER 2026

KEY DATES



October 23:
Non-instructional day

Theme: Professional Development — Planning and Adjusting

After submitting our enrolment on September 30 which will determine our annual funding, October is a month where the stage is set and staff engage in substantial professional development including participation in the Provincial Specialist Day on October 23.

Strategic Direction and Context

- › Superintendent Report: student progress prior school year and looking ahead

System Planning and Performance Monitoring

- › Human Resources report: e.g. COR audit, hiring, staffing
- › Receive report on potential boundary adjustments

External Compliance and Accountability

- › Receive Student enrolment update and Implications for capacity and funding
- › Budget methodology

Engagement with Stakeholders and Public Recognition Events

- › Recognize World Teachers’ Day

Advocacy for Public Education and Provincial Liaison

- › Invite Members of Parliament to meet regarding funding for English Language Learner Welcome Centre, WRAP Program, and advocacy
- › Host the Annual Surrey School District Retirement Celebration

Trustee Professional Development In-Service

- › Bargaining if required
- › Annual cycle of student enrolment counts
- › District snow response plan
- › Professional learning and district context
- › Programs of Choice and enrolment trends (wait lists)
- › Feeding Futures Programs

NOVEMBER 2026

KEY DATES



November 6:
Non-Instructional Day



November 26–28:
BCSTA Trustee Academy and
BCSTA Provincial Council



November 30–December 1:
BCPSEA Fall Symposium

Theme: Budget adjustment, Provincial Liaison and Selection of Chair and Vice-Chair

With enrolment submitted, the district receives its annual budget. Final adjustments are made, and the board engages on the provincial scene to advocate for public education.

Strategic Direction and Context

System Planning and Performance Monitoring

External Compliance and Accountability

Engagement with Stakeholders and Public Recognition Events

Advocacy for Public Education and Provincial Liaison

Trustee Professional Development In-Service

- › Elect Board Chair and Vice-Chair
- › Receive trustee representation on committee list for information
- › Approve Board Authorized Courses for following school year
- › Policy committee report
- › Receive the business development financial activity report for the year ending, June 30, 2026
- › Approve 2027/2028 and three-year budget guiding principles
- › Receive 2026/2027 budget forecast
- › Acknowledge Take Our Kids to Work Day
- › Board members attend Remembrance Day ceremonies in the community
- › Attend BCPSEA Symposium
- › Attend BCSTA Trustee Academy
- › Represent board at the BCSTA Provincial Council meeting
- › Business Development
- › Policy Review
- › Preparations for 2027/2028 budget cycle in January
- › Public Engagement and Community Communications
- › Leadership Development and Recruitment
- › Onboarding meetings for new Trustees/Board

DECEMBER 2026

KEY DATES



December 21–January 1:
Winter Break

Theme: Celebrating our Schools

December is a month with numerous school and community events. Trustees participate and celebrate the winter season in schools and through school-based and community events.

System Planning and Performance Monitoring

- › Receive report on boundary adjustments for the following year
- › Receive update on BC Accessibility Act Implementation
- › Receive Hybrid Learning Report

External Compliance and Accountability

- › Approve the Statement of Financial Information (SOFI) report for submission to Ministry of Education and Child Care

Engagement with Stakeholders and Public Recognition Events

- › Attend December social events as invited
- › Attend Bell Centre Volunteer Appreciation Dinner
- › Budget session with stakeholder groups

Trustee Professional Development In-Service

- › International Education planning for the following September
- › Budget and Risk Management
- › Mental health in schools

JANUARY 2027

KEY DATES



January 4:
Schools Reopen

Theme: Kindergarten Registration and BC School Trustee Motions

January is a time to welcome kindergarten registration across the district. It is also a time where the board refines and focuses on the motions they wish to present at the annual BC School Trustees Association AGM in April.

System Planning and Performance Monitoring

- › Receive report on student achievement — fall summary
- › Budget update

External Compliance and Accountability

- › Receive updated ministry operating grant and draft 2026/2027 amended budget

Engagement with Stakeholders and Public Recognition Events

- › Request public input for the upcoming year's budget

Advocacy for Public Education and Provincial Liaison

- › Invite and present to MLAs — topic capital/budget and other issues
- › Prepare submission of motions to BCSTA AGM

Trustee Professional Development In-Service

- › Student projections for coming school year
- › Bargaining update if required
- › Review policy positions for submission to BCSTA AGM
- › Enterprise Resource Planning (ERP) Update

FEBRUARY 2027

KEY DATES



February 5:
BCPSEA Additional
General Meeting



February 12:
Non-Instructional Day



February 19:
BCSTA Provincial Council



February 22:
Board Strategic
Planning Session

Theme: Community Budget Consultation and Liaison Meetings

February is a time to prepare the budget for the year ahead with our annual parent meetings. This is also a time to schedule our partner liaison meetings where the board meets with each partner group about budget priorities and district direction.

Strategic Direction and Context

- › Board Strategic Planning Session

System Planning and Performance Monitoring

- › Approve international student fees
- › Receive How Are We Doing report

External Compliance and Accountability

- › Approve the amended annual budget and bylaw for submission to the Ministry of Education and Child Care

Engagement with Stakeholders and Public Recognition Events

- › Engage with public
- › Partner liaison meetings (STA, CUPE, SPVPA, Student Voice, EPEG, DPAC)
- › Recognize International Mother Language Day
- › Recognize Pink Shirt Day — anti-bullying
- › Represent board at BCPSEA Additional General Meeting

Advocacy for Public Education and Provincial Liaison

- › Represent board at BCSTA Provincial Council meeting
- › Extend invitation to City of Surrey and City of White Rock for liaison meetings
- › Extend invitations to the Katzie and Semiahmoo First Nations for Indigenous Rights Holder's meetings

Trustee Professional Development In-Service

- › BCSTA motions to propose — provincial direction
- › Review — BCSTA Provincial Council
- › Review and refine — Board goals for the coming school year
- › Enrolment pressures and mitigation strategies for the following year
- › BCPSEA liaison and advocacy for labour relations

MARCH 2027

KEY DATES



March 15–19:
Spring Break



March 22–25:
School Closure Days

Theme: Receipt of Budget and Calendar Approval

In March of each year the district receives its preliminary budget for the coming year. Planning begins in earnest as our annual staffing processes can begin and our public budget consultations are complete. This is also when the board approves the calendar for the coming school year.

Strategic Direction and Context

- › Approve the local school calendar and board meeting dates (three-year calendar)
- › Approve the Specialty Program and Academy Fees

System Planning and Performance Monitoring

- › Annual report on progress/finances on English Language Learner Welcome Centre and WRAP Program
- › Board receives budget report on staffing timelines and processes for coming year

External Compliance and Accountability

- › Receive Ministry of Education and Child Care funding announcement

Engagement with Stakeholders and Public Recognition Events

- › Receive preliminary feedback on public budget consultation
- › Attend District Science Fair

Advocacy for Public Education and Provincial Liaison

- › Prepare communications to the district about preliminary budget and implications

Trustee Professional Development In-Service

- › Human Resources — staffing update, timeliness and processes

APRIL 2027

KEY DATES



April 15–17:
BCSTA AGM

Theme: Budget Implications and Staffing Processes

With the preliminary budget received, the board begins its final adjustments to the budget based on district priorities, community consultations and liaison meetings. This planning initiates our annual staffing processes and hiring begins for the coming year.

Strategic Direction and Context

- › Approve the annual bylaw for capital projects with preliminary ministry support

System Planning and Performance Monitoring

- › Receive information on staffing implications for coming school year
- › Annual Report on Childcare and Costs

External Compliance and Accountability

- › Budget meetings to align current year priorities with coming year allocations

Engagement with Stakeholders and Public Recognition Events

- › Trustee reports on activities between board meetings
- › Observe the Day of Mourning

Advocacy for Public Education and Provincial Liaison

- › Attend the BCSTA AGM

Trustee Professional Development In-Service

- › Budget — review and enhancement update/analysis
- › Preparation for BCSTA AGM motions that board wishes to present

MAY 2027

KEY DATES



May 5:
Board Strategic
Planning Session



May 6–7:
SPVPA Conference



May 7, 21:
Non-Instructional Days



Strategic Direction and Context

- › Policy Committee report
- › Audit Committee report
- › Board Strategic Planning Session

System Planning and Performance Monitoring

- › Decision on staffing and contractual obligations
- › Board annual capital tour including implications of capital constraints

External Compliance and Accountability

- › Receive Carbon Neutral Action Report for submission to the Climate Action Secretariat by May 31
- › Approve terms of engagement and appoint or reappoint auditor
- › Approve 2027/2028 three-year budget and budget bylaw
- › Approve the five-year capital plan for submission to the Ministry of Education and Child Care

Engagement with Stakeholders and Public Recognition Events

- › Host the District Long Service Reception
- › Attend commencement ceremonies
- › Attend SPVPA Conference

Trustee Professional Development In-Service

- › Annual review of staffing and supply of Teachers Teaching on Call (TTOC)
- › Inclusion and Equity

Theme: Approve Budget and Set Governance Framework

With the budget approved, the board can now set the strategic governance plan for the coming year. This is also a time for the board to present to the City of Surrey on our planning priorities and our coming five-year plan. It is also a time for the board to make its annual submission to the provincial *Select Standing Committee on Finance* to advocate for provincial funding.

JUNE 2027

KEY DATES



June 18:
BCPSEA AGM



June 24:
Last Day of School



June 25:
Administrative Day

Theme: Annual Capital Plan and Governance Framework

June is a time to celebrate commencement ceremonies in schools and to approve the Annual Capital Plan for the coming school year. From Adult Education to our Indigenous Peoples Honouring Ceremony, trustees will attend many events to celebrate our students, staff and community.

Strategic Direction and Context

- › Receive Racial Equity Report

System Planning and Performance Monitoring

- › Receive report on business development financial activity six months ended December 31
- › Receive report on summer learning enrolment
- › Report on changes to administrative procedures

Engagement with Stakeholders and Public Recognition Events

- › Acknowledge National Indigenous Peoples Day
- › Attend commencement ceremonies
- › Represent board at BCPSEA AGM

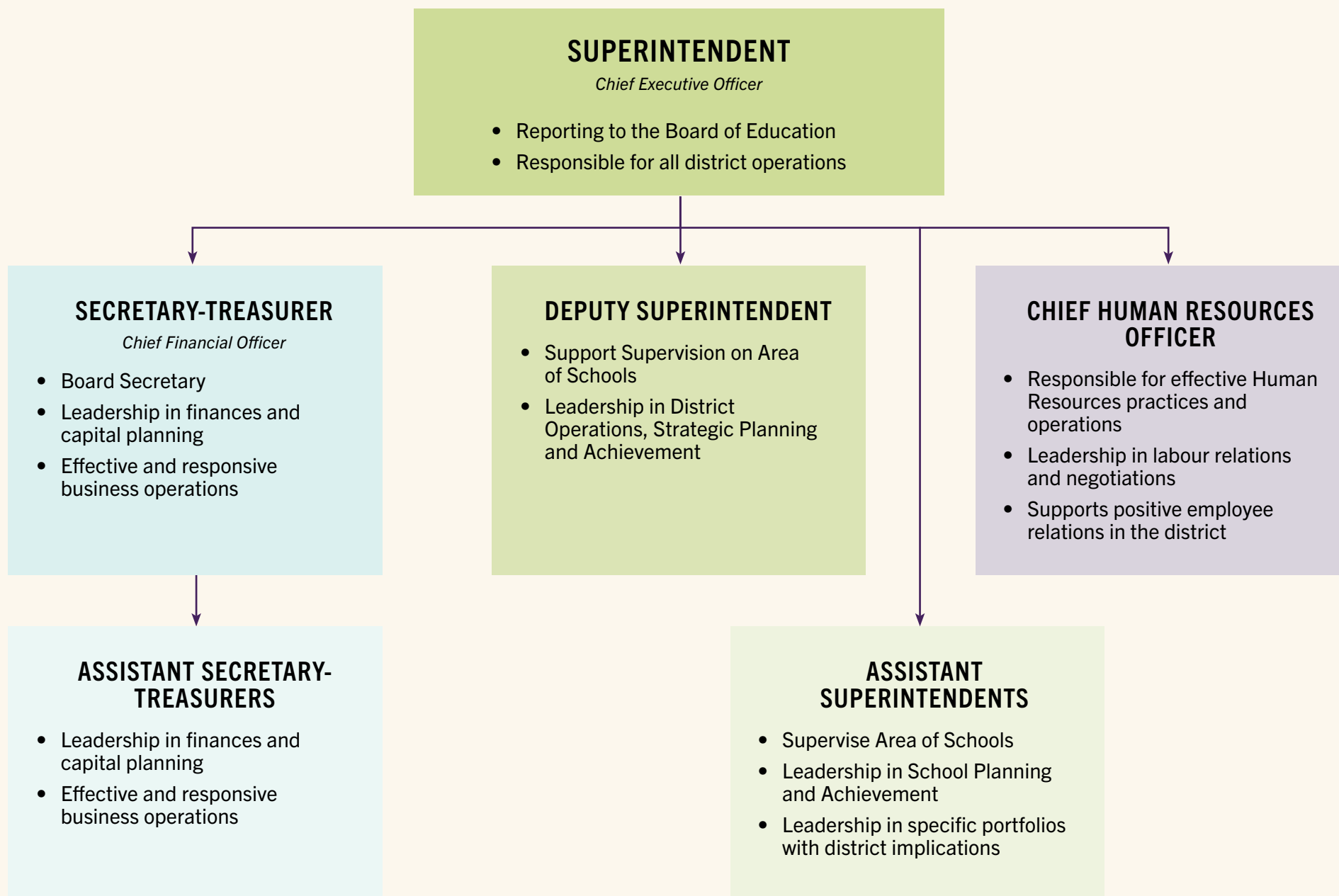
Advocacy for Public Education and Provincial Liaison

- › Continue to set dates for any required liaison with city and province over the summer for capital priorities

Trustee Professional Development In-Service

- › Racial Equity

OUR STRUCTURE



2026/2027 BOARD MEETING DATES

Board meetings are held at 7 P.M. in the main boardroom at the

**District Education Centre located at
14033 92 Avenue, Surrey, B.C.**

The public is welcome to attend regular board meetings or view online via livestream.

2026

Wednesday, September 16

Wednesday, October 7

Wednesday, November 4

Wednesday, December 9

2027

Wednesday, January 13

Wednesday, February 10

Wednesday, March 10

Wednesday, April 14

Wednesday, May 12

Wednesday, June 9

Please refer to the district website for further information: **SurreySchools.ca**

BOARD OF EDUCATION



The 2022–2026 Surrey Board of Education:

(back row) Terry Allen, Garry Thind, Gary Tymoschuk

(front row) Shawn Wilson, Laurie Larsen, Laurae McNally, Bob Holmes

CONTACT US

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