

MINISTRY of EDUCATION and CHILD CARE

# Estimates

Spring 2024



BRITISH  
COLUMBIA

Ministry of Education  
and Child Care

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December 7, 2022

Honourable Rachna Singh  
Minister of Education and Child Care  
Parliament Buildings  
Victoria, BC V8V 1X4

Dear Minister Singh:

Thank you for agreeing to serve as Minister of Education and Child Care. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

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- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

Because of our government's success in building an economy that works for everyone, 100,000 people moved to B.C. last year seeking new opportunities, the fastest growth in 50 years. This year's numbers are expected to be similar. Many of B.C.'s fastest growing communities are seeing more families moving in, including school-age children, exerting pressure on school capacity in several parts of the province.

Sustaining our economic success means responding to the needs of fast-growing communities, and this will be a significant challenge and opportunity for us given the unprecedented rate of growth we are seeing. As Minister, working with teachers, staff, elected school boards, local governments, Indigenous Peoples, and colleagues, you will work to ensure the learning outcomes of over 665,000 students are achieved as an essential part of our whole-of-government response to this growth.

In addition, as Minister you will continue the good work of rolling out the first major new social program in a generation in our province – universal child care. Affordable, accessible, and inclusive child care helped B.C. to be the province with the fastest post-pandemic recovery of women returning to the workforce. The initial successes have raised public expectations and hopes for expanded child care services, including before and after school spaces. Supporting childcare workers and those who would like to become childcare workers will be key to meeting the needs of urban and rural communities as our government, in partnership with the federal government, commits to expand these vital services as quickly as possible to support families and reduce their costs.

Our education system is not immune to global trends of rising racism – making sure that schools, school boards, teachers, and staff have the tools they need to respond and fight racism in our education system so that all students feel they're in a safe place to learn is a priority.

Since 2020, our government has made considerable progress on important initiatives including:

- Increasing funding to deliver the safe new and expanded schools families need, and building new, accessible playgrounds for thousands of kids across the province.
- With teachers and required stakeholders, identify opportunities to expand services and interventions for kids with dyslexia and related learning differences.
- Taking steps to ensure that reconciliation and education go hand-in-hand, including co-creation of culturally relevant resources that are now available to all educators across the K-12 education system, and starting in the 2023-24 school year, requiring all secondary students to complete Indigenous-focused coursework before they graduate.
- Ensuring quality public education continues to be safely delivered throughout the COVID-19 pandemic, which included fast-tracking improvements to online and remote learning and increasing supports for teachers, support staff and students.

As you continue to make progress on items in the previous mandate letter, over the remaining period of this mandate I expect you to prioritize making progress on the following:

- Continue to work with Boards of Education to ensure all students have the supports they need to be successful.
- To help make sure students are properly fed for learning, expedite work with school districts to create more local school meal programs based on district data and priorities, and work with the Minister of Agriculture and Food to integrate Feed BC into this plan so that districts can include locally grown food.
- Deliver targeted investments to help make sure students have the classroom supplies they need to succeed, so parents and teachers don't have to pay the full cost out-of-pocket.
- With support from the Parliamentary Secretary for Accessibility, continue providing supports to children and youth with disabilities and special learning needs.
- Continue to invest in new and modernized schools, including focusing on meeting seismic requirements, increasing child care spaces, and achieving climate change and energy efficiency standards as set out in our CleanBC plan.

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- Work with staff, Boards of Education, teachers, parents, students, and other stakeholders to identify and address issues of racism in our education sector.
- Support the Minister of State for Child Care by working toward universal access to before and after school care, continuing to build spaces on school grounds, and finalizing development of a capital plan for child care.
- Work with the Minister of Children and Family Development and support the work of the Minister of Mental Health and Addictions to continue our government's commitment to addressing mental health problems early by expanding Integrated Child and Youth Teams to 20 school districts.

Our work together must continue to evolve to meet the changing needs of people in this province. Issues not contemplated by this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of Cabinet, with the expectation that any proposed initiatives will be subject to the usual Cabinet and Treasury Board oversight and include measurable outcomes for British Columbians. Your ministry's priorities must reflect our government's overall strategic plan as determined by Cabinet.

British Columbians expect their elected representatives to work together to advance the public good. That means seeking out, fostering, and championing good ideas regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans that incorporate diverse perspectives early in the policy development process. Federal partnerships and resources will be particularly important and, on behalf of our government, you will engage with the federal government on advancing priorities to improve the lives of British Columbians.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister, and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no

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exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,

A handwritten signature in black ink, appearing to read "David Eby", with a long horizontal flourish extending to the right.

David Eby, KC  
Premier

Mandate/ Strategic-Business Priority	Key Commitments and Priorities	CCD	NEXT STEPS	MILESTONE DEADLINE (Year / Quarter)	STATUS <div style="font-size: 8px; margin-top: 5px;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: #d3d3d3; margin-right: 5px;"></span> on time  <span style="display: inline-block; width: 10px; height: 10px; background-color: #cccccc; margin-right: 5px;"></span> on hold  <span style="display: inline-block; width: 10px; height: 10px; background-color: #e0e0e0; margin-right: 5px;"></span> waiting direction  <span style="display: inline-block; width: 10px; height: 10px; background-color: #808080; margin-right: 5px;"></span> at risk                 </div>
<b>Ministry of Education and Child Care</b>					
Mandate	Increasing funding to deliver the safe new and expanded schools families need, and building new, accessible playgrounds for thousands of kids across the province.	RMD	Since 2018, funding for replacing or improving 282 playgrounds at public schools has been provided, resulting in better, more accessible play infrastructure for over 70,000 students and the broader communities where they live. Looking ahead, Budget 2024 committed \$5M/year for playgrounds moving forward, funding which will allow ECC to continue to build and improve playgrounds and reduce the fundraising burden on families.	Ongoing	
Mandate	With teachers and required stakeholders, identify opportunities to expand services and interventions for kids with dyslexia and related learning differences.	LEPD	<ul style="list-style-type: none"> <li>- Public announcement outlining additional details about the new provincial literacy and learning supports initiative (April 16, 2024)</li> <li>- Ministry staff continue to engage and consult with educational partners, stakeholders, and Indigenous rightsholders to inform planning and implementation (May-Aug 2024)</li> <li>- Determine pro-d grant funding formula and disseminate grants to districts and FISA (by March 2025)</li> <li>- Initiative roll-out begins (2024/25 school year)</li> </ul>	April 2024 - Public announcement March 2025 - Provide pro-d grants to districts and FISA June 2025 - Roll-out of other initiative components initiated	Budget 2024 included a \$30M investment in provincial literacy and learning disability supports, including early literacy screening (K-3), interventions and outreach programs, professional development for educators and support staff, and resources for parents and caregivers.
Mandate	Taking steps to ensure that reconciliation and education go hand-in-hand, including co-creation of culturally relevant resources that are now available to all educators across the K-12 education system, and starting in the 2023-24 school year, requiring all secondary students to complete Indigenous-focused coursework before they graduate.	LEPD	<ul style="list-style-type: none"> <li>- In partnership with FNEESC, BCSSA and FISA, deliver workshops and support communities of practice to increase the confidence and competence of BC educators in teaching provincial Indigenous-focused courses that meet the new graduation requirement.</li> <li>- Under guidance from the Standard 9 Working Group (incl. representation from FNEESC, FNEA, MNBC, BCTF and BCTC), co-develop an online module to support BC educators in accessing, selecting and respectfully using authentic Indigenous K-12 learning resources.</li> </ul>	Jul 2024 - Educator workshops delivered XXXX - Online module launched	New Graduation requirement in effect  Educator workshops delivered in 23/24 school year.  Timeline to produce module extended due to service provider change
Mandate	Ensuring quality public education continues to be safely delivered throughout the COVID-19 pandemic, which included fast-tracking improvements to online and remote learning and increasing supports for teachers, support staff and students.	S&T	Launch of new website for parents/students with information about the provincial online schools at end of Jan 2023. System changes to support implementation of policy will be completed.	July 1 2023 - New policy came into effect.	New Online Learning (OL) website and new OL policy launched July 1, 2023. MyEducation BC system updated to support policy implementation.
Mandate	Continue to work with Boards of Education to ensure all students have the supports they need to be successful.	SLSD	<ol style="list-style-type: none"> <li>1. (LEPD) Worked with educators to develop comprehensive supporting materials for the implementation of the new K-12 Student Reporting Policy (released Dec 9, 2022), with additional communication materials on changes to reporting coming in the 2022/23 SY for parents/caregivers and educators.</li> <li>2. (LEPD) In collaboration with a development team of teachers, develop and release draft Performance Standards resources for educators that outline what is proficient in key literacy and numeracy skills. Draft Standards are expected to be released for full field review in Spring 2023.</li> <li>3. (SLSD) Provided \$3M in Mental Health in School Grants to all 60 school districts to support mental health and substance use initiatives in schools.</li> <li>4. (SLSD) In June 2023, released the Decision-Making Tool: Supporting Educators in Selecting Mental Health and Substance Use Resources, an optional toolkit to support Boards of Education and educators with selecting appropriate, effective mental health and substance use resources for their learners.</li> </ol>	2023/Q1	Educator workshops delivered in 22/23 school year, and will continue in 23/24.
Mandate	To help make sure students are properly fed for learning, expedite work with school districts to create more local school meal programs based on district data and priorities, and work with the Minister of Agriculture and Food to integrate Feed BC into this plan so that districts can include locally grown food.	SLSD	<ol style="list-style-type: none"> <li>1. September 2023: Issued School District Feeding Futures Funding allocations and Food Infrastructure Program funding</li> <li>2. September 2023-March 2024: Launched Feeding Futures Advisory Committee to inform policy framework</li> <li>3. Fall 2023: Sector engagement and Indigenous engagement, including introducing K-12 FeedBC Resources and Nutrition Toolkit to sector</li> <li>4. November 2023: Issued Feeding Futures funding to Independent schools</li> <li>5. Winter 2024: Feeding Futures Framework evaluation including launching 2024 school food survey and update to Student Learning Survey <b>Cabinet Confidences</b></li> <li>6. Spring 2024: Updated Feeding Futures Framework in development <b>Cabinet</b></li> </ol>	2024/Q2	Feeding Futures foundational year (2023/24) underway and on track for <b>Cabinet</b>

Mandate	<b>Deliver targeted investments to help make sure students have the classroom supplies they need to succeed, so parents and teachers don't have to pay the full cost out-of-pocket.</b>	RMD	<ul style="list-style-type: none"> <li>- School districts were encouraged to utilize unused SY 2022/23 Student and Family Affordability Funding (SFAF) for school supplies.</li> <li>- ECC developed and obtained approval of a Treasury Board submission that resulted in \$20M to replenish SFAF funding for the 2023/24 SY (nearly \$19M for public schools and \$1.1M to the Federation of Independent School Associations (FISA) to distribute to Independent School Authorities; carryover of some funds into 2024/25 SY is expected.</li> <li>- School districts will be able to utilize this funding to help minimize the cost of out-of-pocket purchases and expenses for parents and families, including school supplies and fees.</li> </ul>	- SFAF announced in March 2024	
Mandate	<b>With support from the Parliamentary Secretary for Accessibility, continue providing supports to children and youth with disabilities and special learning needs.</b>	LEPD	<ul style="list-style-type: none"> <li>- Launch second Provincial School Outreach team to support rural and remote school districts in addressing the needs of students with disabilities.</li> <li>- In collaboration with K-12 partners, implement Minister approved inclusive education projects including modernizing language in Ministry "special education" orders, policies and documents; creating updated Individual Education Plan (IEP) Guidelines and student support planning tool for school-based teams; and developing new resources to support meaningful consultation between, and clarify roles and responsibilities for, parents/caregivers and school district staff.</li> <li>- Continue to work with K-12 partners and the Accessibility Directorate at SDPR to support school districts in meeting the requirements of Accessible BC regulations and standards.</li> </ul>	<ul style="list-style-type: none"> <li>Jul 2024 - Post updated versions of "special education" order, policies and documents with modernized language</li> <li>Sep 2024 - BC CAISE releases updated Meaningful Consultation for families resource</li> <li>Oct/Nov 2024 - Launch second school outreach team</li> <li>Apr 2025 - Release of Inclusive Ed Roles &amp; Responsibilities resource</li> <li>May 2025 - Release updated IEP Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>First school outreach team became fully operational in January 2024. Recruitment underway for second outreach team.</li> <li>K-12 Partner Inclusive Ed Project Table established in December 2023 to guide planning and implementation of inclusive ed projects.</li> </ul>
Mandate	<b>Continue to invest in new and modernized schools, including focusing on meeting seismic requirements, increasing child care spaces, and achieving climate change and energy efficiency standards as set out in our CleanBC plan.</b>	RMD	Budget 2024 committed \$3.75B in capital funding to modernize schools, including over \$750M for seismic projects over 3 years as well as funding for Neighbourhood Learning Centres to be delivered as part of eligible capital projects and prioritized for child care space creation. The Budget also included funding to reduce the GhG footprint of school facilities and fleets, in line with CleanBC.	ongoing implementation	on time, waiting for direction from Budget 2024 to confirm additional project priorities to advance with school districts over the coming years
Mandate	<b>Work with staff, Boards of Education, teachers, parents, students, and other stakeholders to identify and address issues of racism in our education sector.</b>	SLSD	<ol style="list-style-type: none"> <li>1. Launched Inclusion Calendar Guide in September 2023 and posted on erase site.</li> <li>2. Funded Anti-Racism Educator Network Summit in October 2023</li> <li>3. Fund and partner with school districts to host Indigenous Youth Dialogues in May 2024</li> <li>4. Rollout Anti-Racism Training Course to sector by June 2024</li> <li>5. Rollout anti-racism incident response guidelines to sector by June 2024.</li> <li>6. Continue supporting cross-government anti-racism initiatives.</li> <li>7. Implement DRIPA Actions regarding Local Education Agreements and Indigenous Education Councils, Fall 2023-Spring 2024.</li> <li>8. (SLSD) Working directly with First Nations, following 2023's FNLG, on education items brought forward.</li> <li>9. (SLSD) Brought together Indigenous Education Council Chair and School District leadership on priority First Nations education work.</li> <li>10. (SLSD) Engagement with Indigenous partners and PSFS is underway to support planning of an Indigenous-Specific Racism Review (ISRR) in the BC K-12 and post-secondary education sectors.</li> </ol>	<ol style="list-style-type: none"> <li>1. 2023/Q2</li> <li>2-3. 2023/Q3</li> <li>4. TBD by AG/CITZ</li> <li>5. 2023/Q2-3,</li> <li>6. 2023 Q2-3</li> <li>7. 2024/Q1</li> <li>8. 2023/Q3-4</li> <li>9. 2024/Q2</li> <li>10. 2024/Q1-4</li> </ol>	- Bill 40 legislation in support of LEAs/IECs/SoC passed in the house on November 8, 2023. Policy development and implementation is underway for completion in Spring 2024.
Mandate	<b>Support the Minister of State for Child Care</b> by working toward universal access to before and after school care, continuing to build spaces on school grounds, and finalizing development of a capital plan for child care.	CCD	<ul style="list-style-type: none"> <li>Develop a capital plan for child care</li> <li>Work to ensure child care is considered in all Ministry of Education and Child Care capital projects</li> <li>Increase supports for communities and school districts through more regional and local approaches</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing announcements of child care projects on school grounds</li> <li>Development and approval of one-window application approach for school districts</li> <li>Treasury Board approval of Design Guidelines and Implementation</li> </ul>	<ul style="list-style-type: none"> <li>On time</li> <li>Growth in before and after school care spaces is slow (currently at 10% coverage, up from 9%), but progress demonstrated through initiatives to facilitate more growth:</li> <li>- ELCC leads in each district</li> <li>- Development of one-window approach through space creation funding for school districts through CMB</li> <li>- Development of design guidelines to support new projects (implementation dependent on TB approval in April 2024)</li> </ul>
Mandate	<b>Work with the Minister of Children and Family Development and support the work of the Minister of Mental Health and Addictions to continue our government's commitment to addressing mental health problems early by expanding Integrated Child and Youth Teams to 20 school districts</b>	SLSD	<ol style="list-style-type: none"> <li>1. (SLSD) Ongoing - Supported the implementation of ICY teams in 12 school district communities, facilitate monthly check-in with new ICY school districts to support and monitor implementation.</li> <li>2. (SLSD) April 2024: Will support ICY Spring Gathering where next 8 ICY communities will be announced</li> <li>3. (SLSD) Spring 2024: Onboard new 8 ICY school district leads.</li> </ol>	Ongoing	New communities will be announced in April 2024 to fulfil the Province's commitment to implementing ICY teams across 20 communities by 2024/25.



January 15, 2024

Honourable Mitzi Dean  
Minister of State for Child Care  
Parliament Buildings  
Victoria, BC V8V 1X4

Dear Minister Dean:

Thank you for agreeing to serve as Minister of State for Child Care. I trust in your leadership at this critical time to deliver results for the people of British Columbia.

British Columbians continue to recover from and respond to the upheaval caused by the COVID-19 pandemic and climate related natural disasters, while global inflation is driving up costs for more households and the world's economic outlook is concerning. Now more than ever, we need to focus on building a secure, low emission, sustainable economy, and a province where everyone can find a good home – whether you live in a rural area, in a city, or in an Indigenous community. We will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the inclusive and sustainable province we are building together.

Our government is committed to delivering on the mandate British Columbians gave us in 2020. Together we can make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations.

As we renew our work, my priority as Premier is to deliver results that people can see and feel in four key areas:

- **Attainable and affordable housing:** In the wake of soaring prices and record migration to B.C., we will take on the important work of building new homes that are actually attainable for the middle class, while continuing our work to address the housing crisis for those in distress on our streets.

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**Office of the  
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- **Safer communities:** To address concerns about public safety, both for the people struggling with mental health and addiction on our streets, as well as the feeling that downtown centres are not as safe as they were before the pandemic, we will work with our partners at all levels of government, the justice and health care systems, the non-profit sector, and community leaders to find solutions for this complex challenge facing our province, and work overtime to seize the assets of high-level criminals.
- **Improved health care:** Amid unprecedented pressures we will continue to work to strengthen our public health care system, from family doctors to new hospitals, so care is there for each of us when we need it.
- **A sustainable, clean, secure, and fair economy:** We will continue our work investing in British Columbians, fighting racism and promoting equity, and building a clean economy that addresses our obligations to combat climate change by driving down emissions, while creating good, family supporting jobs.

Building the first new social program for British Columbia in generations is a significant piece of work, and one that is still very much underway. Reducing costs and increasing access for parents to child care is vital, and a key part of our economic strategy as a province. As Minister of State for Child Care, you will be the front-line contact for workers, service-delivery organizations, Indigenous organizations, parents, school boards, and other key stakeholders to ensure that our programs meet the needs of British Columbians and we are responsive to their suggestions as we work together.

Your support for the Minister through active involvement with community will help improve the efficiency and effectiveness of our work as we focus on making life better for all parents and families in our province through efficient, safe, and educational child care opportunities across the province.

Since 2020, our government has made considerable progress on important initiatives including:

- Making child care more affordable, accessible, inclusive, and higher quality for families. Cuts to licensed child care fees have reduced average costs from \$53 to \$21 a day for parents of kids kindergarten aged and younger. Today, more than 20,000 families are paying \$10 a day or less for child care, with more savings on the way.
- Increasing the number and availability of child care spaces, with over 10,500 new spaces open and over 20,000 new spaces on the way. We know that early childhood educators are critical to providing the child care services families need, which is why we doubled our ECE wage enhancements to \$4 per hour.

- Supporting the delivery of safe, quality child care through the COVID-19 pandemic and beginning the work to integrate child care into the K-12 learning environment.

As you continue to make progress on items in the previous mandate letter, over the remaining period of this mandate I expect you to prioritize making progress on the following:

- Continue to implement ChildCareBC, our government's ten-year plan to provide universal, affordable, accessible, quality, and inclusive child care to every family that wants or needs it, with the goal of no family paying more than \$10 a day for licensed childcare when fully implemented in partnership with the federal government. As a next step, expand our child care fee reductions to all licensed before and after school care spaces, so more parents see savings in their monthly budgets.
- With support from the Minister of Finance and the Minister of Education and Child Care, finalize development of a capital plan for child care to keep increasing the number of child care spaces, and leverage opportunities to build spaces on public land, including at hospitals, medical centres, government offices, and post-secondary institutions.
- With support from the Minister of Education and Child Care, continue to work with school boards to use existing elementary school facilities toward universal access to before and after school, and continue to build spaces on school grounds.
- With support from the Minister of Finance and the Minister of Post-Secondary Education and Future Skills, take concrete steps to improve wages and supports in early learning and child care, and establish a timeline to implement a wage grid for all early childhood educators in partnership with the child care sector, to ensure that early childhood educators are a well-supported profession, just like other professionals who work in B.C.'s education system.
- In partnership with Indigenous Peoples and the federal government, support a distinctions-based approach to increasing Indigenous-led child care for First Nations, Métis, and Inuit Peoples who want and need it.

Our work together must continue to evolve to meet the changing needs of people in this province. Issues not contemplated by this letter will come forward for government action and I ask you to bring such matters forward for consideration by the Planning and Priorities Committee of Cabinet, with the expectation that any proposed initiatives will be subject to the usual Cabinet and Treasury Board oversight and include measurable outcomes for British Columbians. Your ministry's priorities must reflect our government's overall strategic plan as determined by Cabinet.

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British Columbians expect their elected representatives to work together to advance the public good. That means seeking out, fostering, and championing good ideas regardless of their origin. I expect you to reach out to elected members from all parties as you deliver on your mandate. Further, you will build thoughtful and sustained relationships both with title holders and through public and stakeholder engagement plans that incorporate diverse perspectives early in the policy development process. Federal partnerships and resources will be particularly important and, on behalf of our government, you will engage with the federal government on advancing priorities to improve the lives of British Columbians.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the Members' Conflict of Interest Act. You will establish a collaborative working relationship with your Deputy Minister, and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The rural and urban challenges that we face are urgent and complex. In response, we must be forward-thinking, strategic, and ready to work across disciplines and old divisions in new ways. Labour shortages are a major issue globally, and British Columbia is no exception, including in the public service. Maintaining the BC Public Service as an employer of excellence will be key to retaining and recruiting the diverse professionals we rely on to deliver essential services, advice, and analysis.

At the core of this work is listening and responding to the priorities of people in B.C. Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Thank you for doing this important work with me.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Eby', with a long horizontal flourish extending to the right.

David Eby, KC  
Premier

