

**Royal BC Museum**

**2022/23 – 2024/25  
Service Plan**

**February 2022**



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## Board Chair's Accountability Statement



The 2022/23 – 2024/25 Royal BC Museum Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the Royal BC Museum's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the Royal BC Museum's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in blue ink that reads "Daniel F. Muzyka". The signature is fluid and cursive, written over a light blue horizontal line.

Daniel F. Muzyka  
Board Chair

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## **Strategic Direction and Alignment with Government Priorities**

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

Under the *Museum Act* (2003), the Royal BC Museum (the Museum), which includes the BC Archives, is required to fulfil government's fiduciary role of public trustee. Furthermore, as the archives of government, the Royal BC Museum also falls under the Information Management Act (2015; amended 2019).

This 2022/23 service plan outlines how the Royal BC Museum will support the government's priorities, as identified in the most recent [Crown Agency Mandate Letter](#): realizing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and Truth and Reconciliation Commission's Calls to Action; contributing to lasting and meaningful reconciliation; enhancing equity, diversity, inclusion, accessibility and access; addressing issues of racism; modernizing and decolonizing the Museum; and COVID-19 recovery.

## Operating Environment

On behalf of government, the Royal BC Museum manages \$111 million of building assets and a further \$56 million in contents (exclusive of collections) located in Victoria, B.C. It also cares for more than seven million objects, records and specimens and 28 linear kilometres of archival records. The Museum buildings, including the main museum building, the Fannin building and the BC Archives building, are at their end-of-life phase (see [appendix B](#) for site plan). These buildings do not meet today's seismic standards, and accessibility or sustainability standards, and have not had any significant upgrades or renovations in over 50 years.

The Museum receives an annual grant from the government of \$11.866 million, which represents approximately 49 per cent of its core operating budget. Combined with operational revenues, the Royal BC Museum has historically presented high profile and visitor-acclaimed initiatives such as learning programs and new exhibitions.

The operating environment, specifically over the last two years, has presented many challenges for the Museum, but also provided impetus for change. The Museum has played an extensive supporting role in reconciliation through a number of important areas including the repatriation of ancestral remains and cultural belongings, supporting communities in accessing residential school records, working closely with First Nations on considerations around the Modernization project, including establishing Memorandums of Understanding with both the Songhees Nation and Esquimalt Nation. The COVID-19 pandemic has also led to further development of innovative and dynamic programming online and off-site. The IMAX® Victoria has also created further opportunities for synergies with exhibitions and learning, as well as contributed to revenue generation.

Before the onset of the COVID-19 pandemic, approximately 48 per cent of the Royal BC Museum's operating budget was funded by admissions revenue, programming and licensing, and sponsorship and philanthropic contributions, all of which are variable funding sources.

Key financial and operational challenges include the management of aging infrastructure while the modernization project moves forward, the resources required for collections stewardship and digitization including repatriation activities, and the potential that the COVID-19 pandemic may continue to have an impact on Museum, archives, and IMAX® Victoria operations through public health orders and guidance as well as travel restrictions.

All of this combined with undertaking the modernization of the Museum including the development of the purpose built Collections and Research Building which will allow for the protection and expanded public access to the collections, the work to develop fully inclusive human history galleries informed by broad base community engagement and outreach, and modernization of museum practices, policies and procedures, will have an impact on the operating environment, including financial planning.

## **Performance Planning**

This Service Plan outlines the Royal BC Museum’s goals for the 2022/23 to 2024/25 fiscal years and the strategies to achieve them. During the course of this Service Plan, the Royal BC Museum will employ a number of protocols and mechanisms to facilitate strategic, proactive engagement with the Ministry of Tourism, Arts, Culture and Sport, including quarterly meetings between the Minister and the Board Chair; regular meetings between the Deputy Minister and the Chief Executive Officer; and regular meetings between the Assistant Deputy Minister and senior representatives from Museum to discuss strategic priorities, performance measures and emerging opportunities. Several amendments have been made to the performance measure targets since the 2021/22 – 2023/24 Service Plan, reflecting the prioritization of the work required to prepare for the move to the new Collections and Research Building and the Museum modernization project; implementation of the United Nations Declaration on the Rights of Indigenous Peoples; the impact of the COVID-19 pandemic on Museum operations during the 2021/22 fiscal year, and the pandemic’s potential to continue disrupting operations in future years.

### **Goal 1: Museum Modernization Project**

Our vision is to build a new state-of-the-art facility that provides a cultural legacy for the province and economic and social benefits for the local region. A business case for a new Museum facility, at the downtown site, that considers our shared history has been developed, and we are working to finalize details including the project’s scope and budget. Once the details of the scope and budget are finalized, it is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of a project for a new museum facility and its impact on the Museum’s day-to-day operations. The Royal BC Museum will continue to work with development partners and key stakeholders on Museum modernization, including the construction of the Collections and Research Building in Colwood, and the modernization of the museum site in downtown Victoria.

The Royal BC Museum will also continue efforts to modernize operations, practices and policies and integrate an equity, diversity, inclusion and access lens to this work, improve the work culture, address issues of racism and inclusion of all communities and nations in modern British Columbia and provide a culturally safe, more contemporary museum experience. Decolonizing our exhibitions and practices, and ensuring that we are inclusive of all peoples, nations and cultures in our diverse province, is central to Museum modernization and re-imaging of the museum.

## **Objective 1.1: Modernize the museum experience**

The Royal BC Museum is in the midst of a modernization project which includes operations, infrastructure and practices. The Museum's capacity to appropriately house and care for its vast collections is strained and the buildings no longer meet today's standards. The Museum has been at its current location since 1967 and the facility and its exhibits have not been substantially renovated or updated in over 50 years. The Province has committed to modernizing the Museum in the 2019 and 2020 Throne Speeches and in the Minister of Tourism, Arts, Culture and Sport's 2020 Mandate Letter.

On September 18, 2020, the Province announced the first phase of the Royal BC Museum modernization project, the construction of the Collections and Research Building in the Royal Bay development of Colwood, B.C. The Collections and Research Building will store and protect the collections, artifacts and archives; provide research areas and laboratories; and support public access to more of the collections. This building will use mass timber and support Clean BC energy efficiency standards. The project implementation will result in economic benefits during both the construction phase and ongoing operation of the Collections and Research Building. The project will also result in the continuation and enhancement of long-term economic benefits in the region through tourism and the staffing/operations of the building. The public galleries and IMAX Victoria theatre will remain at the downtown site in Victoria. The Province is expected to announce the second phase of the modernization plans, for the downtown Museum site, in 2022.

Key goals of the modernization project are to have inclusive and contemporary visitor experiences and increase access to the collections. The strategic direction is to engage with the community, honour Indigenous knowledge, and embody cultural awareness. The modernization project contributes to a strong sustainable economy that works for everyone as it is a major capital project in Greater Victoria and supports business development in the region.

### **Key Strategies**

- Continuing the physical development of the Collections and Research Building in cooperation with the development partners (Ministry of Tourism, Arts, Culture and Sports, Transportation Investment Corporation, and Infrastructure BC).
- Preparing, packing and moving collections into the new Collection and Research Building.
- Continuing to develop the programmatic scheme for the Collections and Research Building, including learning programs, research objectives and on-going community engagement.
- Continuing community engagement and outreach to support decolonization and the development of inclusive and diverse narratives/stories for the new museum galleries.
- Engaging Indigenous peoples, following Indigenous protocols, and incorporating Indigenous views into building design, exhibit design and development of culturally appropriate programming. In doing so implementing UNDRIP and the goals of DRIPA.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Number of engagements with communities on the modernization project <sup>1</sup>	15	20	20	15
1.1b Activation against preparation, pack and move plan <sup>2</sup>	15%	40%	75%	100%

Data source: Royal BC Museum

<sup>1</sup> Refers to the number of community engagements (traditional and self-identified) that the museum has planned. Does not include individual meetings and consultations with individual groups and stakeholders.

<sup>2</sup> Represents the accumulated percentage of work against the preparation, pack and move plan over time.

## Linking Performance Measure to Objective

- 1.1a This performance measure reflects the implementation of the comprehensive engagement and outreach plan on the Collections and Research Building programmatic scheme and new museum gallery narratives.
- 1.1b This performance measure represents the accumulation of preparation, packing and moving work against the move plan through time. This includes the exhibits building, Fannin tower, and the archives buildings.

## Discussion

Objective 1.1 and the associated performance measures were new for 2021/22. The associated goal was previously included as Goal 4 in the 2021/22 Service Plan and has been moved to Goal 1 given impact on the organization. Targets for these measures represent planned approaches to modernization. Additional engagements with stakeholders, other traditional and self-defined communities, small group meetings and individuals will also take place.

The packing and moving of the collections, performance measure 1.1b, will be a key focus for the Royal BC Museum in the years ahead. The target has been modified from last year’s Service Plan and is achievable, allowing for incremental progress to be made over the next three years, in conjunction with the anticipated completion of the Collections and Research Building in December 2024. The planned move into the Collections and Research Building will begin in January 2025.

## Objective 1.2: Equity, diversity inclusion and accessibility

Equity, diversity, inclusion and accessibility (EDIA) is central to modernizing the Museum and its practices, policies and procedures, and addressing issues of racism in the Museum. We will foster a culture shift that prioritizes staff psychological safety, wellness and healing, anti-discrimination (anti-racism and anti-sexism), and a positive and supportive culture. We will ensure that EDIA is at the forefront as a focus of the organization and that it is embedded in the Museum’s culture, policies, practices and procedures at all levels. As with all Crown corporations, the Museum has a responsibility to tackle systemic racism in all its forms and adopt the Gender-Based Analysis Plus (GBA+).

## Key Strategies

- Continue EDIA work including updated governance practices and training for the board, staff and volunteers.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Percentage of staff completed the EDIA training and workshops <sup>1</sup>	75%	90%	90%	90%
1.2b Percentage of volunteers completed the EDIA training and workshops <sup>2</sup>	-	10%	90%	90%

<sup>1</sup>These figures represent the percentage of staff who have participated in the EDIA and other training presented by the organization.

<sup>2</sup>These figures represent the percentage of volunteers who have participated in the EDIA and other training presented by the organization.

## Linking Performance Measure to Objective

1.2 a and b These performance measures indicate the efforts to support improved staff and volunteer understanding and awareness of equity, diversity, inclusion and access and how these pillars will support modernization of practices and systems within the museum and archives.

## Discussion

EDIA training is essential to the modernization of museum and archives’ practice, including systems, processes, procedures and culture. Support for better staff, volunteers and Board understanding and internalization of new ways of doing, will improve inclusion and lead to better input and decision-making. Target for staff have been slightly reduced from last years service plan to be more achievable, given the time taken for new employees to go through the mandatory sessions.

Measuring the percentage of volunteers who have completed EDIA training is a new performance measure for this year’s Service Plan, and is part of rolling this training out further across the organization. The volunteer program was halted during the COVID-19 pandemic, however as restrictions are eased, the program will gradually resume.

## Goal 2: Create dynamic and relevant visitor experiences

Achieve high levels of engagement and satisfaction from visitors and users through pop-up displays and travelling exhibitions, learning programs and events, digital content and publications. Ensure a program of diverse and inclusive content and delivery.

### Objective 2.1: Community outreach through travelling exhibitions and pop-up displays

As the museum undertakes its modernization work, it is critical to continue to serve and engage British Columbians through accessible events and experiences throughout the province.

#### Key Strategies

- In collaboration with stakeholders, continue to provide world-class visitor experiences by creating pop-up displays, expanding the travelling exhibitions program across the province, and through continued museum sector partnerships.
- Roll out pop-up engagement and community outreach in the Capital Regional District (CRD).
- In support of the visitor economy, create walking tours featuring pop-up displays with smartphone self-guided audio guide, in partnership with Destination Greater Victoria.
- Active use of QR codes at all pop-up exhibit locations to drive traffic back to Royal BC Museum website, with a specific focus on membership and learning.
- Continue the partnership with other research and cultural institutions on the [Landscapes of Injustice](#) project, funded by the [Social Sciences and Humanities Research Council](#).
- In so doing realising UNDRIP and the goals DRIPA.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Number of pop-up locations in the CRD (all types) (interior and exterior) (semi-permanent and rotating)	6	9	12	15
2.1b Number of pop-up locations outside of the CRD across B.C.	2	5	7	10
2.1c Number of travelling exhibitions across B.C.	5	7	9	10
2.1d Number of unique visitors to URLs from pop-ups and travellers links (traffic from QR code links at pop-up locations and links through social media)	474,000 <sup>1</sup>	1,724,000	3,100,000	5,700,000
2.1e Number of visitors to museum pop-up tour (audio tour downloads and quantity of physical maps handed out to users)	6,500 <sup>2</sup>	27,375	40,150	52,925

<sup>1</sup> Pop up display program began in November 2021 and will continue to rollout in the Capital Region through 2022 and forward.

## **Linking Performance Measure to Objective**

Visitor engagement is a key indicator that the museum and archives provide dynamic services and experiences that appeal to and meet the needs of British Columbians and visitors alike. As the museum site is modernized, the number of pop-up display and travelling exhibitions sites and related digital metrics will be used to indicate visitor access and engagement.

## **Discussion**

Objective 2.1 is new for 2022/23. Creating authentic, inclusive and dynamic visitor opportunities is paramount to maintaining relevance and providing a contemporary museum experience. In addition, these types of new and expanded offerings, including travelling exhibitions and a pop-up display walking tour program, the Museum will provide an opportunity to further engage with British Columbians on the future galleries, exhibitions and programming. All displays will meet the goals of EDIA and providing diverse and inclusive experiences.

2.1a Pop-ups are a program being specifically developed as part of the modernization project by the exhibitions team. They are museum displays of 500sq ft or less, located in high traffic venues with good transit links in the Greater Victoria area. Pop-up locations in and around the Capital Regional District (CRD) are targeted to engage with locals and visitors, to help support the local tourism economy and to continue to develop stakeholder relationships. Numbers are conservatively based on the exhibitions team's capacity to deliver pop-ups.

2.1b Pop-up locations outside of the CRD across BC contribute to the museum's mandate to serve all British Columbians and are conservatively based on the exhibitions' team's capacity to deliver pop-ups.

2.1c Travelling exhibitions are larger scale exhibitions created by the exhibitions team and rented out to other museums or cultural institutions. The number of exhibitions actively travelling across BC is also set to gradually increase over the coming years, in order to reach more British Columbians throughout the province.

2.1d Unique visitors to URLs from travellers and pop-ups indicates the level of engagement with these programs. As awareness, and the number of pop-up and travelling exhibitions increases, engagement is also set to increase.

3.1e The number of visitors to the Museum pop-up tour is an indicator of effective communication of, and engagement with the program. As more venues are added and awareness is increased, the number of visitors is also expected to increase.

## **Objective 2.2: Maintain high visitor satisfaction levels**

Matching and exceeding the expectations of the Museum's diverse audiences is a challenge. To meet this objective the Museum provides new display and travelling exhibitions, engaging and diverse learning experiences digitally and through outreach initiatives, and thought-provoking programming centred on the histories of the many different peoples in B.C.

## Key Strategies

- In collaboration with stakeholders, continue to provide world-class visitor experiences by promoting feature pop-up displays and travelling exhibitions and museum sector partnerships.
- Support increased engagement by incorporating digital connections into collections and archival content.
- Implement new programs with improved social media metrics with real-time opportunities to tweak social media content to increase engagement and visitor satisfaction levels.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2a Per cent of visitors surveyed satisfied with services	80% <sup>1</sup>	85% <sup>2</sup>	90% <sup>2</sup>	90% <sup>2</sup>

<sup>1</sup>Data source: Royal BC Museum Marketing & Business Development records. Data is gathered in comprehensive I Count surveys two times per year with a random sample of on-site visitors, and is reliable with 95% confidence, 19 times out of 20.

<sup>2</sup>Data source: Royal BC Museum Marketing records. This figure is derived from direct traffic from QR code links at pop-up locations and links through social media.

## Linking Performance Measure to Objective

Visitor satisfaction is a key indicator that the Museum is providing relevant and inclusive services and experiences that appeal to and meet the needs of British Columbians and visitors alike. As the museum site is modernized, the satisfaction indicators will be used to indicate visitor understanding and engagement in the Museum programs.

## Discussion

Targets have been changed from the previous 2021/22 Service Plan targets as measuring visitor satisfaction from 2022/23 onwards, extends across new off-site programs. Through an expanded travelling exhibition program, pop-up displays, and walking tours, the Museum will continue to change to serve the needs of our diverse communities; this program comes with a unique set of challenges in regards to visitor satisfaction and there is an understanding that these levels will drop in the short term; and then rebuild as the Museum share experiences in new ways.

## Objective 2.3: Continue growing attendance numbers at learning programs and events

Royal BC Museum learning programming constantly evolves, reflecting contemporary tastes, learning expectations and the adoption of new technologies. The following performance measure considers the response received from learners of all ages in offering learning experiences that are inherently unique: as its programming is based on, and drawn from, the collections of the provincial museum and archives of B.C., no other institution can offer these types of programs.

## Key Strategies

- Provide curriculum support for k–12 and post secondary students and teachers, including developing and crowd- sourcing resources on the online [Learning Portal](#), teacher workshops, school tours, school partner projects, [Digital Field Trips](#) and school visits.
- Continue demographic and geographic outreach, consulting with diverse cultural groups to deepen the museum and archives’ institutional knowledge and connecting with learners and educators throughout the province to develop a user-focused experience.
- Diversify the types and sites of community engagement and outreach events to ensure the Museum experience is accessible.
- Expand digital programming to provide new opportunities for learners of all ages to engage with the museum and archives; especially while modernization of the Museum site is in progress.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3a Number of people at learning programs/events *including digital <sup>1</sup>	14,000	18,000	20,000	20,000
2.3b Number of programs delivered outside of CRD <sup>2</sup>	4	6	10	10
2.3c Number of programs delivered digitally <sup>2</sup>	180	200	225	225

<sup>1</sup> Changed from the previous 2021/22 Service Plan targets. Please see Discussion section for more information. Data is supplied by third-party providers and Royal BC Museum financial systems is considered reliable. Starting in 2020/21, during the pandemic’s first wave, the Royal BC Museum rapidly accelerated the number of online Learning programs. These programs were hosted live on Zoom, with recordings posted on the museum’s Facebook page and YouTube channel. Data for 2020/21 onwards is based on the number of attendees on each Zoom session, the number of views of the YouTube recording, and the number of Facebook video views.

<sup>2</sup> Data Source: Royal BC Museum Including community engagement activities, this is separate from Digital Field Trips, and are more of the conventional “public program” adult curated events/dialogues.

## Linking Performance Measure to Objective

This measure has been updated as previously it encompassed learning events as a whole, within the CRD, outside of the CRD and digitally. It has been segmented in order to provide a diverse, culturally safe and inclusive experience and maintaining relevance locally, close to the museum site and within the local economy, as well as fulfilling the mandate to be a provincial museum, accessible to British Columbians throughout the Province. This measure shows the extent to which Royal BC Museum learning programs and events support its strategies, government’s direction and the range of learning styles and approaches, both curriculum-driven and independent.

## **Discussion**

The forecast and targets for learning programs and events will fluctuate, based on best-case assumptions about the status of the pandemic and the Museum's modernization plans. The figures are conservative as the museum readies for the pack and move to the new Collections and Research Building. Conservative estimate for in person programs delivered, as in 2021/22 in particular, we will strategically recalibrate the program and this will impact our ability to deliver digital programs for the first quarter of 2022 in particular.

The Royal BC Museum anticipates targets in 2.3c to remain stable, with a constant demand for the [RBCM@Home webinars](#), [Digital Field Trips](#) and future opportunities to offer digital outreach to multiple classes simultaneously in collaboration with streaming education companies.

Our Learning programs, @Home and Digital Field Trips were well attended but cannot be reliably accounted as a benchmark metric going forward because more people were staying in due to the pandemic restrictions. As the pandemic restrictions ease, people may opt for more in person experiences which make digital audiences hard to predict.

## **Objective 2.4: Increase digital visitor volume**

Online presence is the digital face of the museum, archives and the IMAX Victoria, supporting the Museum's reputation and, by extension, that of British Columbia. This objective reflects the view that digital visits are as valuable and important as in-person visits. This is especially important as work to modernize the museum site takes place.

A key component of this objective is to continue the steady digitization of the Museum's collections, a process that helps to preserve fragile/at risk records and provide users with a more durable medium online, to make the museum and archives more accessible to all British Columbians.

## Key Strategies

- Provide online curriculum support for k-12 and post secondary students and teachers through the [Learning Portal](#).
- Continue demographic and geographic outreach with equity, diversity, inclusion and accessibility (EDIA) top of mind, consulting with diverse cultural groups to deepen the institutional knowledge and connecting with learners and educators throughout the province to develop a user-focused experience.
- Expand digital programming to provide new opportunities for learners of all ages in all regions of the province to engage with the museum and archives through tools like digitization of the third floor galleries, and expanded video content.
- Explore ways to make Indigenous belongings, photographs, audiovisual and other materials, currently held in Royal BC Museum’s Indigenous collections available online.
  - Complete the Digital Totem Gallery project, allowing for dynamic knowledge-sharing with Indigenous partners through user-generated content.
- Continue to add collection data to the museum, library and archives collection systems.
- Continue to support preservation and access by digitizing and make accessible key photograph collections.
- Increase the number of hybrid programs offered, to broaden access to audiences across B.C., and leverage in-person programming via online platforms.
- Continue to create partnerships to fill gaps in internal digital knowledge and to tap into innovation taking place outside of the museum and archives.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.4a Total visitors to website, in millions (M) (does not include Learning Portal or IMAX Victoria website)	9 M page views 1.1 M sessions	7.2 M page views 800K sessions	6.8 M page views 760K sessions	6.4 M page views <sup>1</sup> 720K sessions <sup>1</sup>
2.4b Total visitors to Learning Portal, in thousands (K)	162.2 K page views 52.2K sessions	122.5 K page views 39.1 K sessions	128.6 K page views <sup>1</sup> 41.1 K sessions <sup>1</sup>	135 K page views <sup>1</sup> 43.1 K sessions <sup>1</sup>
2.4c Total visitors to IMAX Victoria website	450 K page views 125 K sessions	585 K page views 160 K sessions	700 K page views 190 K sessions	910 K page views 250 K sessions

Data Source: The Royal BC Museum collects web statistics through Google Analytics, which allows for detailed tracking of user behaviour and traffic volume across all web assets. Data is tightly controlled and reliable.

<sup>1</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

## Linking Performance Measure to Objective

Online visitor volume is a strong measure of the strength of the Royal BC Museum's digital reputation. The Royal BC Museum website includes the interactive [Learning Portal](#), access to online experts, exhibitions, videos, and publications. As the gateway to museum and archives' collections data and genealogy data, the Royal BC Museum website is the primary portal to its digital records.

The new targets reflect an anticipated (conservative) progression in all performance measures, based on previous years' data and the reductions of on site activities due to the focus on preparation for pack and move to the Collections and Research Building, and the third floor closure for the development of the new narratives.

### Discussion

2.4a This measure reflects the number of visitors to the Royal BC Museum's [corporate website](#). A session is defined as a group of interactions that takes place on a given site. A single session may contain a single page view, or multiple page views.

2.4b This measure reflects the growing number of visitors to the interactive [Learning Portal](#). The [Learning Portal](#) saw a significant increase in visitor traffic in the latter half of March 2020, immediately after the pandemic closure. The Royal BC Museum estimates that this trend will continue over the next three years with incremental improvement.

2.4c The Museum operates IMAX Victoria, which has a standalone website. This measure reflects the number of visitors to the [IMAX Victoria website](#).

The IMAX Victoria website saw a significant decrease in visitor traffic as it was closed from March 2020 through until September 2021. The revised targets have been set on the assumption that IMAX Victoria remains open and that public health orders are gradually eased.

## **Objective 2.5: Provide access to, and facilitate the repatriation of tangible and intangible cultural property and belongings to Indigenous communities in BC**

This objective supports and aligns with BC's *Declaration on the Rights of Indigenous Peoples Act*; the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples; and the Calls to Action from the Truth and Reconciliation Commission.

Wherever possible, the museum expedites repatriation requests from the Indigenous collections, both treaty-related and non-treaty related requests. The Indigenous Collections and Repatriation department (ICAR), works closely with First Nations communities on the return of ancestral remains at the Royal BC Museum and in other museums anywhere in the world.

A top priority in the next four years is to ensure ongoing, uninterrupted access to the Indigenous Collections throughout the modernization project, with consideration to the impacts of COVID-19. With this in mind, the ICAR continues to prioritize the task of digitizing all audio, film, video, photos, historic documents and research documents; digitized collections will ensure ongoing access for communities as repatriation discussions continue and enhance the existing public facing online database.

ICAR continues to receive feedback and guidance from the museum's Indigenous Advisory and Advocacy Committee (IAAC) on matters related to community engagement, ongoing community outreach, ideas around co-curatorial approaches for the renewed / refreshed museum and archives, the long-term maintenance and future planning for Thunderbird Park, and programs and services.

### **Key Strategies**

- Continue to provide Indigenous communities and individuals with digital copies of audio, film, video, photo and historic documents through online access and direct transfers to First Nations through repatriation agreements.
- Engage Indigenous communities on the protocols and appropriate processes for caring for their cultural belongings and the incorporation of Indigenous voices during the museum's modernization project (e.g. packing and moving Indigenous belongings).
- Look for means to preserve at-risk media and provide Indigenous communities in B.C. with access to photography and audiovisual collections.
- Continued work between ICAR and Learning department to offer a wide variety of school programs aimed at increasing awareness of Indigenous cultures and histories.
- Continue to consult with Indigenous communities about ongoing maintenance of totem poles in Thunderbird Park and developing longer-term plans for the future of the park.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.5a Number of audio recordings digitized & ready for transfer to communities & online access <sup>1</sup>	6	9	12	15
3.5b Number of existing photos digitized for transfer to communities and online access <sup>1</sup>	1,800 <sup>4</sup>	14,400	14,400	7,200
3.5c Creation of new photos & video of cultural objects that have not been photographed or video documented for online access & transfer to communities <sup>1</sup>	200 of 20,000 10% <sup>2</sup>	5,000 of 15,000 33%	5,000 of 10,000 66%	5,000 of 5,000 100%
3.5d Number of completed repatriation requests (treaty and non-treaty) <sup>1</sup>	Treaty: 3 Non-Treaty: 2	Treaty: 3 Non-Treaty: 3	Treaty: 4 Non-Treaty: 4	Treaty: 5 Non-Treaty: 5
3.5e: Outreach and Research Visits	5 (Te'mexw, Maa-nulth, Sto:lo, Gwa'Sala-Nakwax'daxw, Kitasoo)	5 (Heiltsuk, Hul'quimi'num Treaty, Gitxaala, Quatsino/U'mista, W'SANEC)	5 (Nuxalk, Ehattesaht, Lax Kw'alaams, Gitanyow, Tla-o-quiaht)	2 <sup>3</sup>

Data source: the Royal BC Museum Indigenous Collections and Repatriation department records

<sup>1</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

<sup>2</sup> 600 images/month x 1 digitizing technician

<sup>3</sup> The ability of the ICAR team to continue at pace will be impacted by the requirements of moving the collections to the Collections and Research Building in early 2025.

<sup>4</sup> There are currently 49,000 photos to be digitized.

### Linking Performance Measure to Objective

The performance measures have been developed to express the extent of repatriation and community engagement the Museum has been doing in a tangible way. Repatriation and reconciliation is a lengthy and sensitive process that requires a number of internal tactical work processes to occur.

Targets for these performance measures are realistic; and ongoing digitization of the Indigenous Collections will continue in order to ensure ongoing access to the collections.

## **Discussion**

The number of repatriation requests, repatriated files of intangible cultural heritage and the digitization of the Indigenous Collections, all reflect the desire and ability of the museum and archives to play a significant and meaningful part in the process of reconciliation and the strengthening of long-term community relationships. Each of these performance measures reflects our ability to provide Indigenous communities in B.C. with access to cultural belongings and/or to repatriate them. Repatriation requests are honoured, but, for varied and often complex reasons, these requests often take many years to reach fruition. The pandemic has severely affected and will continue to affect the museum's ability to facilitate repatriation with travel restrictions and the safety of elders and community members being paramount.

### **Goal 3: Effectively steward the collections**

The Royal BC Museum will continue to develop and care for museum and archives collections, ensuring the collections and knowledge remain relevant and accessible for audiences now and for generations to come.

#### **Objective 3.1: Protect the collections**

The Museum's mandate is to fulfil government's fiduciary role as a public trustee of specimens, artifacts, archival records (government and private) and other materials that illustrate B.C.'s natural and human history, and to hold and make accessible these collections for current and future generations. To do this, the Museum provides the necessary conservation, research, management, financial and environmental supports.

Digitization is a key aspect of preservation and access: capturing fragile archival materials like textual records, publications, maps, paintings, photographs and audio and visual materials, and making them accessible to the public through Access to Memory (AtoM) – the [BC Archives collection search website](#) and [Sitka](#), the BC Archives integrated library system. Growing access to digitized materials from our natural and human history collections is provided by online exhibitions, through the [Learning Portal](#) and through [Digital Field Trips](#) for schools.

Enabling access contributes towards increased equity, diversity, inclusion and accessibility (EDIA) by expanding regional outreach and opportunities to engage. Providing access to experts through outreach and online and connecting meaningfully with diverse cultural and demographic groups.

#### **Key Strategies**

- Continue to grow the AtoM and Integrated Museum Management (IMM) databases to provide resources for research and sharing of knowledge about British Columbia, as well as provide a preservation method related to the digitization of records.
- Continue to develop the Sitka BC Archives Library Database to provide expanded access to provincial archive and genealogy records.
- Provide access to the collections through the new public-facing [catalog and search system for the BC Archives library](#).
- Process and make publicly accessible government records transferred to the Royal BC Museum.
- Continue to introduce new incremental preservation and conservation steps as budgets allow.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Collection Risk Management Index (CRMI) score <sup>1</sup>	80%	80%	80%	80%
4.1b Number of additional objects attached to AtoM, in thousands (K)	7 K	7 K	7 K	7 K
4.1c Number of boxes of government records processed, in thousands (K) <sup>2</sup>	2 K	3 K	2 K <sup>3</sup>	2 K <sup>3</sup>
4.1d Number of records added to IMM, in thousands (K)	70 K	25 K	25 K	10 K

Data source: Royal BC Museum

<sup>1</sup>The CRMI refers to the number of outstanding risks to the collection as a percentage of those originally identified in the Royal BC Museum’s comprehensive collections risk assessment.

<sup>2</sup>“Processing” entails reviewing and describing the boxes, carrying out preservation assessments, carrying out basic preservation treatment and rehousing the records (as required), reviewing the records for access/Freedom of Information (FOI) issues, making the descriptions available online for researchers, providing reference services and managing access to the records.

<sup>3</sup> These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

### Linking Performance Measure to Objective

- 4.1a This performance measure reflects the risk to the material holdings of the Royal BC Museum, identifying the predominant threats to our objective of safeguarding the province’s natural history and human history collections.
- 4.1b This performance measure indicates the Royal BC Museum’s progress in digitizing BC Archives collections (photographs, digital files and PDFs of textual records), duplicating often fragile, one-of-a-kind material, thereby protecting the source material, enabling easier access to this area of its collection and lengthening the lifespan of the content (duplicated and digitized).
- 4.1c This performance measure indicates the Royal BC Museum’s progress in digitizing original government records, duplicating often fragile one-of-a-kind material, thereby protecting the source material, enabling easier access to this area of its collection and lengthening the lifespan of the content (duplicated and digitized).
- 4.1d This performance measure indicates the Royal BC Museum’s progress in uploading records to IMM, the museum collection’s online management system, a tangible way to protect material records.

### Discussion

Outstanding risks identified in the Collections Risk Management Index (CRMI) pertain to the fabric, structure and environment of the collections building. To improve the CRMI score (and increase the figure above 80 per cent), earthquake and flooding risks and environmental conditions must be brought up to international standards. Other incremental improvements identified within the Collection Risk Management Plan have been completed. Once the

collections and archives are relocated to the new purpose-built Collections and Research Building, the CRMI score (4.1a) will improve. Completion of this move, an integral part of the museum's modernization plan, is scheduled to occur by 2024/2025.

Records from the Royal BC Museum that are processed, catalogued, digitized and uploaded to searchable website databases like IMM and AtoM benefit enormously from this process, because it helps ensure scientifically significant, historically valuable (and often fragile) material is conserved and public access to knowledge is secured as well as providing the public with access to records of the provincial government. The IMM and AtoM data sets (4.1b and 4.1d) are a measure of the amount of historical material that is uploaded into museum and archives databases for the public. Targets set for these measures demonstrate the Royal BC Museum's commitment to progress on the digital front, management of collections inventory control, and preservation.

The ongoing work of updating data and adding new records to IMM is captured in the targets going forward. The data sets for 4.1c have been amended from the 2021/22 Service Plan to reflect expected processing capacity in the coming years. There will be a hold on collections acquisitions during the move to the Collections and Research Building (to ensure the safety of all collections), which will affect the figures for 2024/25.

## Goal 4: Demonstrate a high level of continued financial responsibility

This goal reflects the Royal BC Museum’s role in ensuring sustainable and responsible financial management. Specifically, this goal is about the long-term financial viability of all aspects of the museum and archives operations. Demonstrating high levels of financial responsibility will allow for improvements to the museum’s programming and infrastructure, thereby attracting future visitors to British Columbia, and the Royal BC Museum. The organization is subject to significant financial pressures from the effects of increasing costs of human resources, utilities, property taxes and services. This goal also takes into consideration the likelihood of the COVID-19 pandemic’s ongoing impact.

### Objective 4.1: Financial management and efficiency

The Royal BC Museum will focus on sound corporate financial management, administrative costs efficiencies and strategic human resources.

#### Key Strategies

- Deliver efficient, financially responsible human resources practices to effectively manage staffing levels and ensure hiring aligned with change management and modernization work along with operations.
- Review and streamline contracted services, as appropriate, to increase the funds available for internal operations.
- Simplify processes and develop more user-friendly programs and systems for stakeholders.
- Make programs and systems more user-friendly, and understandable for stakeholders, by simplifying processes and accountability reports, making it easier to undertake work with the Royal BC Museum.

Performance Measure(s)	2021/22 Forecast/ Benchmark	2022/23 Target	2023/24 Target	2024/25 Target
Managing operating budget within 10%	On or below budget	On or below budget	On or below budget	On or below budget

Data source: Royal BC Museum

#### Linking Performance Measure to Objective

Delivering on or below the annual budget demonstrates sound financial planning and responsibility.

#### Discussion

Objective 4.1 and the associated performance measure is new for 2022/23. The Museum is entering a period of change, with a shift from on-site operations and revenue generation to a focus on the modernization project and reimagining of the museum.

**Objective 4.2: Attract, retain, and develop a highly skilled, engaged and diverse workforce**

**Key Strategies**

- Continue to build employee engagement and increase talent development by investing in employee professional development opportunities.
- Modernize museum human resources practices, including a continued focus on monitoring and maintaining the health and wellbeing and psychological safety of employees.
- Ensure equity, diversity, inclusion and accessibility (EDIA) in human resource and management practices do not present a barrier and provide opportunities for Indigenous and other under-represented peoples within the organization.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.2a Employee Retention (% voluntary turnover) <sup>1</sup>	N/A	Less than 10%	Less than 10%	Less than 10%
4.2b Employee Engagement <sup>2</sup>	N/A	Establish a baseline	Maintain or Improve	Maintain or Improve

Data source: Royal BC Museum

<sup>1</sup>Performance measure targets begin in 2022/23 as the organizational structure and staffing has been solidified.

<sup>2</sup>Begin participation in the Work Environment Survey (January 2022 survey with results April 2022) and set benchmark staff engagement for measuring against in future years.

**Linking Performance Measure to Objective**

Employee retention is a key focus, reflecting the value of retaining the knowledge and expertise of staff, allowing for capacity building and knowledge transfer to new employees.

Modernization of the Museum and its practices presents innovative work that can contribute positively toward employee retention.

**Discussion**

Objective 4.2 is new for 2022/23 as the importance of a sustainable and engaged workforce is paramount to efficiency throughout the organization. If employees are satisfied and engaged in their work, it leads to increased productivity and a reduction in voluntary turnover, hiring and onboarding costs.

The Museum will focus on monitoring and maintaining the health and wellbeing, remote working needs, and productivity of employees during the year. In 2022/23, Royal BC Museum will continue working towards increasing employee satisfaction and engagement and will establish a baseline, using the Work Environment Survey in January 2022 (results April 2022).

The Museum will maintain the annual evaluation of employee engagement to assist the senior management in identifying opportunities to build employee engagement, continue talent development by providing employees with ongoing learning opportunities, increase capacity to

innovate, strengthen the Royal BC Museum’s ability to compete for top talent, and uphold commitments to diversity and inclusion to build an inclusive and thriving workplace.

**Objective 4.3: Leverage community support**

Continuing relationships with the public and stakeholders are paramount to support the delivery of modernization and the museum and archives’ mandate. It also contributes to the long-term financial responsibility of the Museum in terms of generating donors, partner-relationships and future visitors.

**Key Strategies:**

- Maintain earned media coverage and in-kind advertising ratios.
- Continue to raise awareness of the value of the museum and archives collections.
- Maintain the Royal BC Museum’s presence across the province with regional outreach, to make the museum and archives more available to all British Columbians.
  - Continue to develop and deliver the [Digital Field Trips](#) school program, and new digital learning opportunities for all ages for all regions of the province.
  - Provide continued support to other heritage, scientific and cultural institutions with scientific, curatorial and archival expertise on a case-by-case basis.
  - Support government objectives (e.g. the Royal BC Museum is the official repository for material arising from the Fossil Management Framework, an initiative led by the Ministry of Forests, Lands, Natural Resource Operations and Rural Development).
  - Increase online access to photography and audiovisual collections.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.3a Value of media, both in-kind and earned, in millions (M) <sup>1</sup>	in-kind: \$0.30 M	in-kind: \$0.30 M <sup>2</sup>	in-kind: \$0.30M <sup>2</sup>	in-kind: \$0.30M <sup>2</sup>
	earned: \$17.5 M	earned: \$20 M <sup>2</sup>	earned: \$20 M <sup>2</sup>	earned: \$20 M <sup>2</sup>

Data source: Royal BC Museum financial reporting systems.

<sup>1</sup>Marketing, and Communications records.

<sup>2</sup>These figures replace the targets identified in the 2021/22 Service Plan. See discussion section below for more detail.

**Linking Performance Measure to Objective**

Media value, which is both the result of media relations coverage and leveraging of paid-for advertising, reflects public engagement with Royal BC Museum’s initiatives. Earned media value is based on the amount it would cost to purchase the equivalent space/time for a published press article/broadcast. In-kind media refers to the value of all additional advertisements or advertorials negotiated with media for no cost. The ad equivalency formula is the readership of the publication (based on unique monthly visitors) times the potential viewership (assuming that not everyone on the site reads the article) times the average ad cost (a proprietary and constant value).

**Discussion**

The targets for 4.3a (earned media) have been reduced to reflect the change in marketing spend anticipated due to the modernization project. All future targets for earned media have also been revised in this Service Plan. .

The targets are based on the expectation is that the Royal BC Museum will generate strong earned media results once the modernization plans for the museum site are announced and in the following months. As the projects evolves, it is expected that public interest will remain consistent, growing as the Collections and Research Building nears completion.

**Objective 4.4: Generate revenue from operations**

Depending on the modernization project’s scope and budget, it is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of the project and its impact on the Museum’s day to day operations. The Royal BC Museum will continue to work to offset its operating expenses through opportunities for self-generated revenue.

**Key Strategies**

- Continue to generate revenue from admission and other revenue sources.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.4a Revenue generated from operations, in millions (M)	\$4.067	\$2.865	\$4.583	\$4.583

Data source: Royal BC Museum financial reporting systems.

**Linking Performance Measure to Objective**

4.4a These figures are a measurement of the Royal BC Museum’s ability to generate revenue from operations.

**Discussion**

During the 2022/23 period the third floor galleries will be closed while work is done to modernize the narratives. The second floor galleries will be open but without a blockbuster exhibition; the value proposition for visitors is lower than during normal operations and a reduced ticket price will be implemented for the year. Targeted revenue figures have been significantly reduced from the 2021 service plan. The third floor galleries will be closed while work is done to modernize the narratives. The second floor galleries will be open but without a blockbuster exhibition; the value proposition for visitors is lower than during normal operations.

## Financial Plan

### Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Province of British Columbia Operating Contributions	11,866	11,866	11,866	11,866
Other Provincial Funding	2,824	6,488	4,510	4,586
Museum Admission Fees	4,067	2,865	4,583	4,583
Other Income	3,148	7,455	8,269	8,717
<b>Total Revenue</b>	<b>21,905</b>	<b>28,674</b>	<b>29,228</b>	<b>29,752</b>
<b>Total Expenses</b>				
Salaries and Benefits	14,468	15,405	15,280	15,356
Building	2,280	2,613	2,613	2,694
Grant-in lieu of Taxes	832	832	832	832
Security	955	941	988	1,037
Amortization	1,303	1,263	1,263	1,263
Special Exhibitions	1,107	-	1,500	1,500
Other Operation Costs	6,199	9,770	8,577	8,895
<b>Total Expenses</b>	<b>27,144</b>	<b>30,824</b>	<b>31,053</b>	<b>31,577</b>
<b>Annual Surplus (Deficit)</b>	<b>(5,239)</b>	<b>(2,150)</b>	<b>(1,825)</b>	<b>(1,825)</b>
<b>Total Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Accumulated Surplus (Deficit)</b>	<b>24,837</b>	<b>22,687</b>	<b>20,862</b>	<b>19,037</b>
<b>Capital Expenditures</b>	<b>11,703</b>	<b>52,847</b>	<b>99,449</b>	<b>50,606</b>

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

## Key Forecast Assumptions, Risks and Sensitivities

- A business case for a new museum facility has been developed for consideration by government. It is anticipated that the financial plan for the Museum for the next three years will need to be updated to reflect the commencement of the project and its impact on the Museum’s day to day operations, including revenue and expense assumptions. The current forecast includes an assumption for additional revenues, which may include transitional government funding necessary to enable sustainable continuation of the Museum’s operations.
- The Museum admission fees reflect an expectation that capacity restrictions resulting from public health orders will be eased.
- The Royal BC Museum continues to develop strategies to manage expenditure growth while maximizing programs in order to meet its mandate in a cost-effective manner.
- Other income includes earned income, access services, related retail operations, corporate sponsorships and gifts in-kind (donated collections and artifacts).
- During the past several years the Royal BC Museum Foundation has made financial contributions to the Royal BC Museum through its established endowments.
- Other expenses include information systems, project specific expenditures, marketing and supplies.
- The Royal BC Museum is subject to significant financial pressures from the effects of increasing costs of human resources, utilities, property taxes and services.

## Management’s Perspective on the Financial Outlook

Going forward, the Royal BC Museum will be more reliant on the Province while modernizing its galleries and buildings. All fundraising efforts will go to phase 2 of the modernization project and on-going operational fundraising once Museum modernization of the downtown site is complete.

The Royal BC Museum is focusing on the growth of internal and external business channels and the continued growth of its online sales, publishing revenue and licensing of our image banks.

## Capital Expenditures

Major Capital Projects (over \$50 million)	Targeted Year of Completion	Project Cost to Dec 31, 2021 (\$m)	Estimated Cost to Complete (\$m)	Approved Anticipated Total Cost (\$m)
Collections and Research Building	2025	19	206	224.4

## **Appendix A: Additional Information**

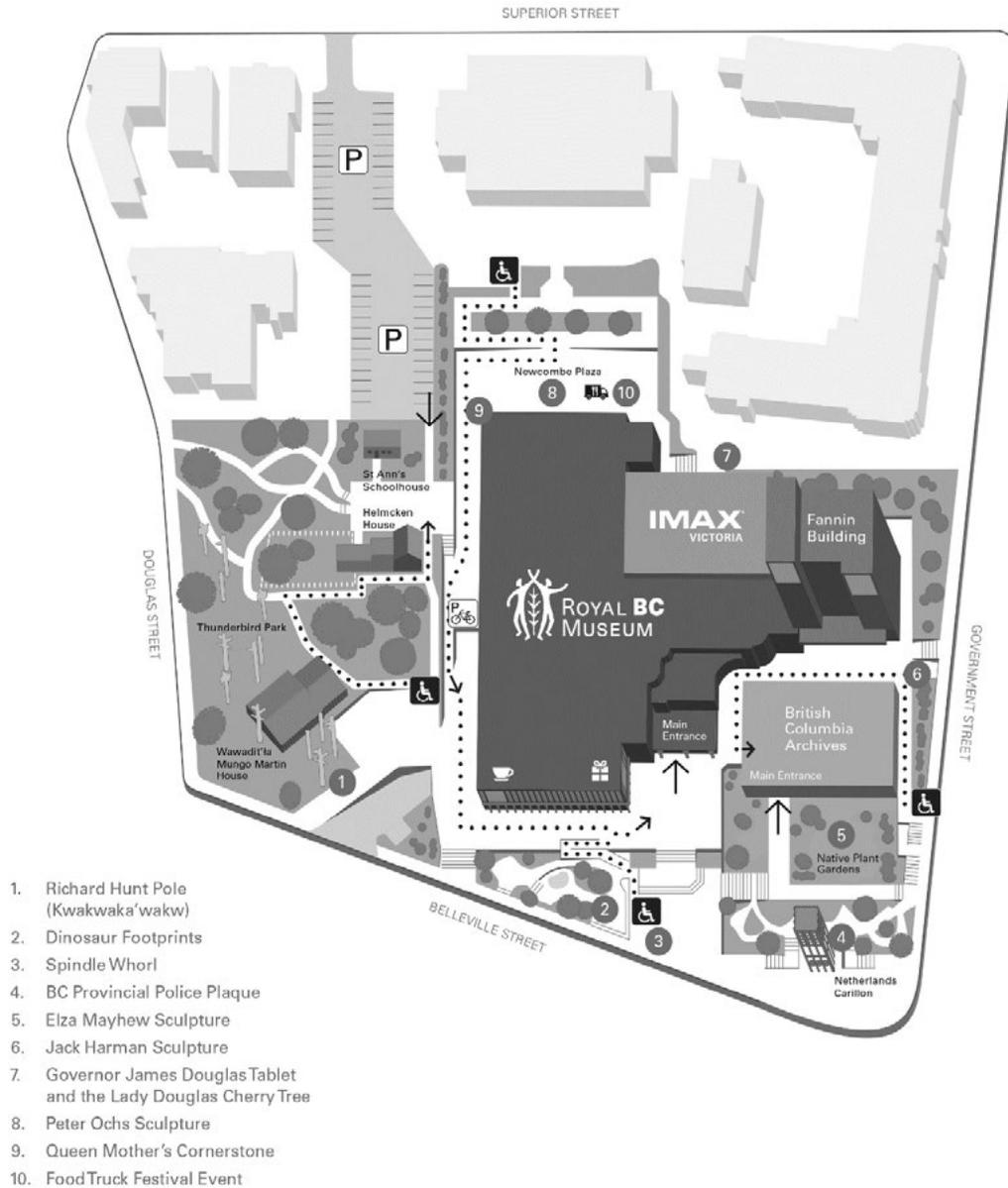
### **Corporate Governance**

- [Board of Directors](#)
- [Board Committees](#)
- [Senior Management](#)
- [Governance Principles](#)
- [Key Accountability Relationships](#)

### **Organizational Overview**

- [Enabling statute](#)
- [Mandate provided in enabling statute](#)
- [Vision and Values](#)
- [Business areas](#)
- [Benefit to the public](#)
- [Principal partners, clients and stakeholders](#)
- [How services are delivered](#)
- [Royal BC Museum's Risk Register](#)

## Appendix B: Site Plan



## **Appendix C: Crown Mandate Letter from the Minister Responsible**



Ref: 42216

May 17, 2021

Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal British Columbia Museum  
675 Belleville Street  
Victoria, BC V8W 9W2

Dear Dr. Muzyka:

On behalf of the Honourable John Horgan, Premier, and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise, and skills with which you serve the people of British Columbia (B.C).

Every public sector organization is accountable to the citizens of B.C. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and Government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Royal BC Museum, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the Royal BC Museum about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest, and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity, and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, Government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms — and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land, and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent reduction in public sector building emissions and a 40 percent reduction in public sector fleet emissions by 2030. Your organization is expected to work with Government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the Royal BC Museum, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2021/22 Service Plan:

- Continue to work closely with Government, partners, and Indigenous communities to advance reconciliation and support repatriation of belongings to Indigenous communities in British Columbia through:
  - providing support to Indigenous communities seeking to repatriate belongings from the Royal BC Museum and other museums nationally and internationally;
  - making the Royal BC Museum's Indigenous collections more available online;
  - capturing archive materials and increasing accessibility to the public through the Royal BC Museum's digitized Access to Memory system;
  - providing Indigenous communities and individuals with reproductions of records documenting their cultural heritage;
  - prioritizing the digitization of Indigenous materials, with a focus on digitizing:
    - linguistic tapes to support language revitalization;
    - key photograph collections;
    - Indigenous belongings, where appropriate and with permission; and
  - providing expertise and support to other organizations and delivery partners, including the Province, to advance repatriation and reconciliation.
- Increase the Royal BC Museum's presence across the province and make the Museum and archives more available to all British Columbians by:
  - emphasizing the value of the BC Archives and the legacy the archives represent for the citizens of British Columbia;
  - increasing access to collections through digitization of materials;

- continuing to provide support to other heritage, scientific, and cultural institutions with curatorial, scientific, and archival expertise;
  - acting as a resource for research and the sharing of knowledge about British Columbia, which includes loans of objects and specimens;
  - curating and supporting touring exhibits around British Columbia; and
  - continuing to offer wider access to British Columbians through events and programs such as National Indigenous Peoples Day, Community Days, and the Greater Victoria Public Library pass program.
- Offer unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions and educational programs, and enhancing access through digital programs and services, including:
    - ensuring that onsite exhibits such as Orcas: Our Shared Future and Wildlife Photographer of the Year 2021, prioritize safety of visitors and adhere to Provincial Health Orders and incorporate online elements where possible;
    - delivering the 2021/2022 learning programs, including building on the Digital Field Trips school program for teachers and students across British Columbia, offering sessions with Museum staff linked directly, through digital technology, to classrooms; and
    - increasing online access to photography and audio-visual collections.
- Prioritizing modernization by both continuing the redevelopment of the Royal BC Museum, as well as modernizing the operating and organizational practices generally, including:
    - ensuring the modernization project safeguards the collections and better protects the artifacts that are not currently on display;
    - developing and supporting funding, programming, and financial efficiencies for the modernization project and for on-going business;
    - prioritizing the allocation of resources (Financial and Human) to the modernization project to support successful project delivery;
    - applying a modernization lens to curatorial, research, exhibition, and operating practices, procedures, and policies, seeking internal and external transformation;
    - advancing fundraising in support of the modernization project and ongoing operations; and
    - continuing to explore commercial opportunities which will contribute positively to the Museum's financial position.

- Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of cultural safety for all, through:
  - completing a review and update of all policies, practices, and procedures to ensure diversity and inclusion is reflected throughout Museum operations;
  - beginning a two-year Diversity and Inclusion program applicable to all levels of the organization including the board and all staff;
  - diversifying the RBCM community of supporters and visitors at every level through defined programs;
  - co-creating an Inclusivity Action Plan in collaboration with community experts and ensuring adequate resources to implement the Plan;
  - instituting mandatory staff bias and inclusivity training, including an internal dialogue series on racism;
  - supporting workplace diversification, including recruitment, retention, and support of diversity in staff, volunteers, and researchers; and
  - work to implement the Work Environment Survey as conducted by the Public Service Agency for its next survey cycle and for future cycles including ensuring results are monitored and action plans established to address gaps.
  
- Respond to the COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.
  - ensuring community health and safety while prioritizing access to the Museum through both virtual offerings and adapting in-person experiences in response to the evolving situation;
  - exploring opportunities for alternative revenue sources to offset impacts of reduced visitation revenues;
  - planning ahead for the full recovery of Museum operations after the COVID-19 pandemic and for long-term sustainability of the Museum; and
  - accounting for potential impacts from the COVID-19 pandemic on the modernization project.

Each board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

Dr. Daniel F. Muzyka  
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I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,

A handwritten signature in black ink that reads "Melanie Mark". The signature is written in a cursive, flowing style.

Melanie Mark  
Hli Haykwhl W̱ii X̱sgaak  
Minister of Tourism, Arts, Culture and Sport

Date: May 17, 2021

Enclosure



Dr. Daniel F. Muzyka  
Chair, Board of Directors  
Royal BC Museum



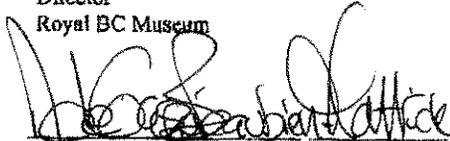
Wendy King  
Vice Chair  
Royal BC Museum



Lenora Lee  
Director  
Royal BC Museum



Peeter Wesik  
Director  
Royal BC Museum



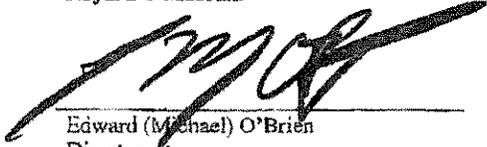
Nanon de Gaspé Besubien-Matrick  
Director  
Royal BC Museum



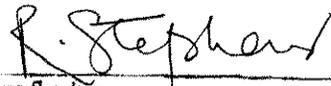
Nika Collison  
Director  
Royal BC Museum



Karen Aird  
Director  
Royal BC Museum



Edward (Michael) O'Brien  
Director  
Royal BC Museum



Ratana Stephens  
Director  
Royal BC Museum



Carole Alison James  
Director  
Royal BC Museum



Robert Jawl  
Director  
Royal BC Museum

Dr. Daniel F. Muzyka  
Page 8

cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Douglas S. Scott  
Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Neilane Mayhew  
Deputy Minister  
Ministry of Tourism, Arts, Culture and Sport

Wendy King  
Vice Chair  
Royal BC Museum

Lenora Lee  
Director  
Royal BC Museum

Peeter Wesik  
Director  
Royal BC Museum

Nanon de Gaspé Beaubien-Matrick  
Director  
Royal BC Museum

Nika Collison  
Director  
Royal BC Museum

Karen Aird  
Director  
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Dr. Daniel F. Muzyka  
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cc: Edward (Michael) O'Brien  
Director  
Royal BC Museum

Ratana Stephens  
Director  
Royal BC Museum

Carole Alison James  
Director  
Royal BC Museum

Robert Jawl  
Director  
Royal BC Museum

Chief Executive Officer/President  
Royal BC Museum