

Royal BC Museum

**2026/27 – 2028/29
Service Plan**

February 2026



For more information on the Royal BC Museum contact:

675 Belleville Street, Victoria B.C. V8W 9W2

250 356-7226

Or visit our website at

royalbcmuseum.bc.ca

Published by Royal BC Museum

Board Chair's Accountability Statement

The 2026/27 – 2028/29 Royal British Columbia Museum's Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.



All significant assumptions, policy decisions, events and identified risks, as of January 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act* and 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.

Signed on behalf of the Board by:

A handwritten signature in black ink, consisting of stylized characters that appear to be 'Sae Hoon Chung'.

Dr. Sae Hoon Chung
Board Chair, Royal BC Museum
February 6, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how the Royal BC Museum will support the Government's priorities and selected action items identified in the most recent [Royal BC Museum Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

The 2026/27 – 2028/29 Service Plan outlines how the Royal B.C. Museum supports government's priorities, including contributing towards lasting and meaningful reconciliation by implementing the [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#) and the [Truth and Reconciliation Commission's \(TRC\) Calls to Action](#); increasing the Royal B.C. Museum's presence throughout the province by increasing accessibility for all British Columbians; enhancing equity, diversity and inclusion policies and practices to ensure the Museum is a place of cultural safety for all; prioritizing modernization of the Museum infrastructure, operating and organizational policies and procedures; and building and strengthening relationships with First Nations, diverse cultural communities and existing and emerging cultural organizations throughout the province.

Under the [Museum Act](#) (2003), the Royal BC Museum, which includes the B.C. Archives, is required to fulfil the 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).

Economic Statement

B.C.'s economy saw mixed performance among sectors in 2025 amid U.S. tariffs and related global economic uncertainty and declining B.C. population growth. Consumer spending was strong through the first half of the year, supported by front-loaded spending ahead of U.S. tariffs (particularly for automobiles), lower inflation and interest rates, but spending has slowed in recent months. Residential construction remained above average in 2025 despite declining from the high levels of activity seen in recent years, and home sales were subdued in 2025. Meanwhile other investment indicators (such as public sector investment and commercial building permits) saw steady growth despite headwinds from economic uncertainty. B.C.'s exports have been resilient amid U.S. tariffs. The value of international exports was unchanged as lower forestry exports and coal prices offset higher values of natural gas and copper exports.

The Economic Forecast Council (EFC) estimates that B.C. real GDP grew by 1.5 per cent in 2025. In the near-term, the EFC expects B.C.'s economy to also grow by 1.5 per cent in 2026 and by 1.9 per cent in 2027, similar to the national average. For Canada, the EFC estimates growth of 1.6 per cent in 2025 and projects national real GDP growth of 1.3 per cent in 2026 and 1.9 per cent in 2027.

A volatile global trade conflict as well as immigration and population fluctuations are the main risks to the outlook. Other risks include commodity price instability, renewed inflationary pressures leading to elevated interest rates, prolonged housing market weakness, and climate change impacts.

Performance Planning

Goal 1: The Museum is modern and inclusive

The Royal BC Museum is for all British Columbians. The Museum will continue to innovate and create relevant, sustainable, engaging, and accessible programs, exhibitions, and unique experiences in partnership with the public.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.1 Number of community engagement participants (in person and online)	1,400	1,000	1,000	1,000
1.2 Percentage of staff and volunteers trained in EDIA ¹ practices and policies	90%	100%	100%	100%

Data source: Royal BC Museum

¹EDIA: Equity, Diversity, Inclusion and Accountability

Objective 1.1: Continue to nurture a relationship-focused approach to serving British Columbians.

The Museum will continue to engage with communities across B.C., proactively and collaboratively working to support repatriation, advancing partnerships with existing and emerging cultural organizations to further improve access to the collections and support cultural sovereignty.

Key Strategies

- Continue advancing reconciliation through Indigenous community-led repatriation of belongings, furthering stewardship policies and providing access to belongings in the Museum and Archives collections, and welcoming communities to the Museum as a safe space for all visitors (e.g., whether for research, repatriation, gatherings, commerce, leisure or inspiration).
- Work in partnership with communities to continue a phased-approach to reimagining and reopening the remainder of the third-floor galleries.
- Continue to build trust-based relationships with the First Peoples Cultural Council and Indigenous communities across B.C.
- Connect with existing and emerging cultural organizations to leverage opportunities to increase accessibility through co-created programs and exhibits, while continuing to bring traveling exhibitions to communities across the province.

- Continue to reduce barriers to access for low-income British Columbians through existing and new programs and partnerships such as the MyMuseum initiative through the City of Victoria LIFE program and Community Days.

Objective 1.2: Continue the work required for systemic cultural transformation within the Museum and Archives.

This objective directly supports our work to embed inclusion, diversity, equity, and accessibility in all policies, practices, procedures, and programming.

Key Strategies

- Ensure that equity, diversity, inclusion and accessibility (EDIA) principles are embedded in organizational culture through ongoing initiatives.
- Continue to implement the Declaration on the Rights of Indigenous Peoples Act (Declaration Act) by embedding its principles into Museum policies and practices. Actively support the Declaration Act Action Plan — specifically Action 4.34; to reset the relationship between the Royal BC Museum and Indigenous Peoples in B.C. This includes prioritizing Indigenous voices in exhibits, narratives, and programs, ensuring public access to residential school records, and commit more resources to public education materials and programming on residential schools.
- Continue to support and advance the work of the [Truth and Reconciliation Commission](#) (TRC) by embracing the [10 Principles of Reconciliation](#) and also acknowledging and responding to the [Calls to Action](#), especially those related to the defined responsibilities of museums and archives, or missing children and burial information.
- Continue to advance cultural transformation through community-led and co-created exhibitions and programming, working in partnership with diverse cultural organizations to reflect the histories, lived experiences, and contributions of racialized underrepresented communities in British Columbia, including continued partnership with the Chinese Canadian Museum, and the Nikkei National Museum.
- Continue the implementation of the Strategic People Plan prioritizing employee wellbeing.

Goal 2: The provincial collections and records are accessible

The Museum's mandate includes fulfilling government's fiduciary role as 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.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1 Number of repatriation activities per year	160	160	175	175
2.2a Number of objects BC Archives will add to BC Archives online collections databases annually, in thousands (K)	14.6	4.0	1.0	5.0
2.2b Number of records to be added to Royal BC Museum collections management system annually, in thousands (K)	19.7	3.5	3.5	7.5
2.2c Number of banker's boxes of government records to be processed annually, in thousands (K)	1	2	2	2
2.2d Reach of digital programs (K)	4.5	4.5	4.5	4.5

Data source: Royal BC Museum

2.1: This figure reflects the higher volume of repatriation requests and resultant visits the Museum continues to experience.

2.2a, 2.2b: Reduction in targets reflect the impacts due to the preparing, packing, and moving of the BC Archives and collections to the new PARC Campus facility which will temporarily cause a reduction in acquisitions.

2.2c: This target has increased compared to prior year due to the assumed impacts of moving to the new Provincial archives, research and collection building. A decision was made this year that the government records teams will stay in their current workspace and therefore, will not be impacted by the move.

Objective 2.1: Support repatriation as a collaborative journey with Indigenous communities.

Repatriation is the return of control over Indigenous Cultural Belongings and Ancestors to their community of origin. Globally, cultural objects were often stolen or taken under duress from Indigenous communities by settlers, and reconciling ownership, repatriation, and/or stewardship agreements for those objects is key to supporting reconciliation. The Museum recognizes that harmful impacts resulting from these actions continue today in B.C. and is committed to reconciliation and the repatriation of belongings through collaboration, care and time.

Key Strategies

- Continue repatriation of Indigenous Peoples' belongings with an open, collaborative and community-led approach.
- Continued focus on improving or building relationships with Indigenous communities whose collections are in the care of the Museum.

- Work with the Province and partners including the First Peoples' Cultural Council, the B.C. Museums Association, the Museum-appointed Indigenous Advisory and Advocacy Committee, respective First Nations, and others to develop a strategy to prioritize the repatriation of Ancestors.
- Support the Province in the co-development of a provincial repatriation policy framework under the [Declaration Act Action Plan](#).

Objective 2.2: Continue digitizing museum collections and experiences.

Much of the Museum's audience from B.C. and across the globe experiences the Museum online rather than in person. The Museum continues to refine existing and produce new digital programming and, in doing so, provides new opportunities and experiences for learners of all ages and in all regions of the province. An online experience allows visitors to engage with the Museum, Archives, staff experts and collections, as well as supports improved services, relevance, interests, and patronage.

Key Strategies

- Continue digitizing the Museum collections and BC Archives collection to improve public accessibility, including to continue the expedited digitization of residential school records.
- Continue to provide enhanced digital experiences to better serve the province, including online curriculum support for K-12 and post secondary students and teachers through the online [Learning Portal](#) and [Digital Field Trips](#).
- Expand digital programming to provide new opportunities and experiences for learners of all ages across the province and beyond to engage with the Museum and Archives.
- Ensure adequate resourcing to explore new ways to make Indigenous Cultural Belongings (tangible and intangible) including photographs, audiovisual and other materials currently in the care of the Museum available online as appropriate.

Objective 2.3: Continue work to deliver the Provincial archives, research and collections building project.

The Museum is building, with the support of the Province and key partners (namely the Ministry of Tourism, Arts, Culture and Sport, Ministry of Infrastructure, the Songhees Nation and the Xwsepsum Nation) a new, state-of-the-art, sustainable archives, research and collections building. This innovative mass timber facility will provide future growth space for continued care of the collections and archives, house improved research facilities and collaborative workspaces and improve public access to the collections.

Key Strategies

- Continue the development of the new Provincial archives, research and collections building project with key partners in alignment with project timelines and budget.

- Ensure that the Songhees Nation and the Xwsepsum Nation continue to be respectfully and appropriately engaged, including observing cultural protocols, and working collaboratively to integrate their feedback into programming.
- Continue plans for the preparations, packing and moving of collection items designated for the new archives, research and collections building.

Goal 3: The Museum is financially sustainable

This goal reflects the long-term financial viability of all aspects of the Museum, Archives and IMAX® Victoria operations. It also reflects the Museum's commitment to fiscal responsibility and responsible financial stewardship. By continuing to offer world-class exhibitions and programming that are not typically available at any other venue in B.C., the Museum will attract visitors from across the province and around the world who will contribute to the organization's financial viability through admission fees, memberships, IMAX® Victoria, venue rental fees, sponsorship, donations and grants. The Museum will also continue to take steps to improve efficiencies to carefully manage operating costs.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
3.1a Revenue from operations, in millions (M)	\$13.8	\$13.0	\$12.5	\$12.5
3.1b Number of visitors to Royal BC Museum physical site (including BC Archives and IMAX® Victoria), in millions (M)	0.50	0.65	0.62	0.62
3.1c Number of webpage visits to the Royal BC Museum website (including BC Archives, IMAX® Victoria and Learning Portal), in millions (M)	10.5	10.9	11.1	11.3

Data source: Royal BC Museum

3.1a, 3.1b: Forward looking targets have been adjusted from prior year to reflect current year performance and updated forecast assumptions based on latest industry trends and projections.

Objective 3.1: Increase revenue generation from operations.

In 2026/27, the Museum's key revenue drivers will include: reopening more of the third-floor galleries; hosting key feature exhibitions and accompanying programming: *Wildlife Photographer of the Year 61*, *Critical distance*, and *Ancient Egypt: Obsessed with Life*, leveraging IMAX® Victoria to create unique visitor experiences; and increase visitors to the Museum site. The Museum will work to increase its revenues by diversifying and increasing its streams of self-generated revenue.

Key Strategies

- Drive admissions revenue by providing world-class visitor experiences and hosting feature exhibitions (developed in-house and loaned) that draw local and international audiences.
- Engage effectively with Museum and IMAX® Victoria members to increase visitation.
- Work with transport hubs and tourism partners to draw visitors to the destination and drive awareness of the Museum's offerings through these key connection points.
- Pair feature exhibitions with IMAX® Victoria films that have a strong thematic connection to create a more immersive visitor experience and continue to offer a varied program of documentaries and Hollywood movies at IMAX® Victoria to attract a wide range of visitors.
- Continue to diversify the Museum's funding base through the venue rental programs, corporate memberships, IMAX® movie concessions, retail, philanthropy, sponsorships and grants.

Financial Plan

Financial Summary

\$000s	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Province of British Columbia Operating Contributions	13,251	13,251	13,251	13,251
Other Provincial Funding	5,366	5,976	475	475
Museum Admission Fees	6,252	9,200	8,700	8,700
Other Income	7,541	3,800	3,815	3,835
Total Revenue	32,410	32,227	26,241	26,261
Expenses				
Salaries and Benefits	16,118	19,228	16,750	17,176
Building	3,239	4,211	4,338	4,468
Grant – in lieu of taxes	741	769	769	769
Security	1,375	1,451	1,495	1,540
Amortization	4,764	500	500	500
Special Exhibitions	658	1,675	1,800	1,800
Other Operating Costs	10,085	9,657	7,182	7,232
Total Expenses	36,980	37,491	32,834	33,485
Annual Surplus (Deficit)	(4,570)	(5,264)	(6,593)	(7,224)
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	19,481	14,217	7,624	400
Capital Expenditures	76,773	32,917	500	500

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

Key Forecast Assumptions, Risks and Sensitivities

Forecast Budget assumptions are based on the following:

Revenues

- Increase in Province of British Columbia Operating Contributions for negotiated wage increases.
- Revenues from both the Museum exhibitions and the IMAX® Victoria theatre will continue to recover to pre-pandemic years. The continued reopening of the permanent galleries and an exciting series of special exhibitions will encourage visitors throughout the coming years. The IMAX® Victoria theatre will continue to offer an expanded mix of documentary and Hollywood films including those that complement feature exhibitions.
- There will be a continued focus on expanding both the Museum membership program and the IMAX annual pass program, including the “Combo Pass” that will provide visitors with an attractive option to experience all that the museum has to offer.

Expenses

- Salary costs will continue to be managed through a rigorous managed staffing process that requires all new permanent and temporary hires to be reviewed and approved by executive.
- Estimated operating costs for the new Provincial archives, research and collections building are not included in the Service Plan Financial Table as they may materially change once building and program decisions are finalized.
- Many operating costs may continue to experience inflation but all opportunities to reduce costs will be explored including rationalization of services and zero-based budgeting for program operating budgets.

The following risks and sensitivities are considered for the budget:

- Risk of economic downturn is incorporated based on Q2 forecast information from Ministry of Finance.
- Visitor traffic estimates based on an average year. Weather, economic impact of higher interest rates on tourism, and proper functioning of transportation systems will affect visitor rates and spending.
- Inflation is based on 3 per cent for uncontrollable costs in 2025/26 – each 1 per cent difference drives approximately \$160,000 in costs.
- Future exhibits are anticipated to be on par with previous successful exhibitions. Lesser or greater visitor demand will impact museum admission revenues.

Management's Perspective on Financial Outlook

Museum and theatre admissions along with memberships and corporate sponsorships are a major factor in our revenues. The Museum continues to focus on revenue generation along with visitor experiences and community relationships.

Appendix: Mandate Letter from the Minister Responsible



June 3, 2025

Ry Moran
Acting Chair, Board of Directors
Royal British Columbia Museum
675 Belleville Street
Victoria, BC V8W 9W2

Dear Ry Moran:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and the other board members for your leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities, and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for the Royal British Columbia Museum, communicates our government's priorities for the entire public sector and provides specific direction and expectations of the Royal British Columbia Museum for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote, and First Nation communities.

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In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, the Royal British Columbia Museum is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC.

Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments, and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Strengthen RBCM financial sustainability by aligning operations with revenues and ensuring compliance with government policy priorities, including the development and operation of the new PARC Campus.
- Strengthen relationships with Indigenous Peoples and support repatriation of Cultural Belongings and Ancestral Remains in alignment with the Declaration on the Rights on Indigenous Peoples Act (DRIPA) and the Truth and Reconciliation Commission (TRC) Calls to Action.
- Collaboratively deliver relevant, sustainable, and engaging exhibitions, programs, and services, reflective of the diverse population in B.C. and contemporary museum and cultural practices.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Spencer Chandra Herbert
Minister of Tourism, Arts, Culture and Sport
Date: June 3, 2025

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Doug Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Silas Brownsey
Deputy Minister
Ministry of Tourism, Arts and Culture

Tracey Drake
Chief Executive Officer
Royal British Columbia Museum

Dan George
Board member
Royal British Columbia Museum

cc: Joan Axford
Board member
Royal British Columbia Museum

Robert Chamberlin
Board member
Royal British Columbia Museum

Sae Hoon (Stan) Chung
Board member
Royal British Columbia Museum

Gracen Chungath
Board member
Royal British Columbia Museum

David Galbraith
Board member
Royal British Columbia Museum

Robert Jawl
Board member
Royal British Columbia Museum

Lenora Lee
Board member
Royal British Columbia Museum



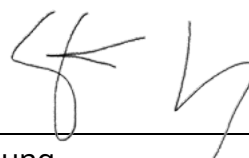
Ry Moran
Acting Chair, Royal British Columbia
Museum Date: June 4, 2025



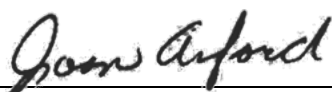
David Galbraith
Director, Royal British Columbia
Museum Date: June 4, 2025



Robert Jawl
Director, Royal British Columbia Museum
Date: June 4, 2025



Stan Chung
Director, Royal British Columbia
Museum Date: June 4, 2025



Joan Axford
Director, Royal British Columbia
Museum Date: June 4, 2025



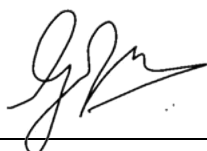
Lenora Lee
Director, Royal British Columbia Museum
Date: June 8, 2025



Bob Chamberlin
Director, Royal British Columbia Museum
Date: June 5, 2025



Dan George
Director, Royal British Columbia
Museum Date: June 5, 2025



Gracen Chungath
Director, Royal British Columbia
Museum Date: June 4, 2025