

Royal BC Museum

**2025/26 – 2027/28
Service Plan**

March 2025



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Board Chair's Accountability Statement



The 2025/26 – 2027/28 Royal BC Museum 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. The Royal BC Museum Board and team are excited about the emerging plans, strategies, and opportunities underway to meet our mandate and address fiscal sustainability, including the profound need to respect the [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#). We are committed to being an institution that works

collaboratively with communities and other cultural organizations to ensure all peoples of B.C. feel respected, acknowledged, and reflected in our cultural spaces.

All significant assumptions, policy decisions, events and identified risks, as of February 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, 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 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, appearing to be 'Ry Moran', written over a horizontal line.

Ry Moran
Acting Board Chair, Royal BC Museum
February 18, 2025

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Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how 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 2025/26 service plan outlines how the Royal BC 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 BC 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 BC 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 experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand

and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

Performance Planning

Goal 1: The Museum is modern and inclusive.

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

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 Nations Leadership Council, 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, and continue to travel exhibitions to locations around 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 reflect the relevant affirmations and articles from the Declaration on the Rights of Indigenous Peoples Act (Declaration Act) in museum policies and practices and support implementation and reporting on the Declaration Act Action Plan including action 4.34 to reset the relationship between the Royal BC Museum and Indigenous Peoples in B.C. by ensuring that Indigenous voices are prioritized and inform the development of narratives, exhibitions and learning programs.
- 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 implement the Declaration Act supporting Indigenous Peoples' inalienable right to know the truth regarding human rights violations committed against Indigenous peoples in residential schools, ensure that record holdings related to residential schools are accessible to the public, and commit more resources to public education materials and programming on residential schools.
- Continue the implementation of the Strategic People Plan prioritizing employee wellbeing.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.1 Number of community engagement participants (in person and online) ^{1,2}	3,484	1,000	1,000	1,000
1.2 Percentage of staff and volunteers trained in EDIA practices and policies	100%	100%	100%	100%

Data source: Royal BC Museum

Discussion

1.1: Engagement with communities and partners includes the work to co-create exhibits, programs and events, tour travelling exhibitions to venues around the province, and work in collaboration to support a strong provincial economy. Targets reflect the conclusion of the public engagement process regarding the future downtown site in January 2025.

1.2: Staff orientation in EDIA principles, along with collaboration with experts in the EDIA field to develop and educate on museum polices, is a key step in further embedding EDIA into the organization’s culture and practice. The target for 2025-26 and beyond reflects that mandatory EDIA training has been integrated into the Museum’s onboarding processes.

Goal 2: The provincial collections and records are accessible

Reflecting the *Museum Act*, 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.

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

Repatriation is the return of control over Indigenous belongings and ancestral remains 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 ancestral remains.
- Support the Province in the 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 belongings, photographs, audiovisual and other materials currently in the care of the Museum available online as appropriate.

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

The Museum is working 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, on the development of 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 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 preparation, pack and move of collection items designated for the new archives, research and collections building.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2.1 Number of repatriation visits per year	149	121	150	150
2.2a Number of objects BC Archives will add to BC Archives online collections databases annually, in thousands (K)	7K	4K	1K	7K
2.2b Number of records to be added to Royal BC Museum collections management system annually, in thousands (K)	7.5K	7.5K	3.5K	7.5K
2.2c Number of banker's boxes of government records to be processed annually, in thousands (K)	2K	0K	0.1K	0.2K
2.2d Reach of digital programs	4,500	4,500	4,500	4,500

Data source: 2.1: This figure reflects the higher volume of repatriation requests and resultant visits the Museum continues to experience. 2.2a, 2.2c: 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.

Discussion

2.1: Repatriation visits include community access to Museum held Cultural Belongings and ancestral remains, in person and virtually to support repatriation and reconciliation.

2.2a: This performance measure indicates the Museum's progress in digitizing BC Archives collections. Targets have been reduced from the 2024/25 Service Plan due to the preparation and packing of the BC Archives for the move to Provincial Archives Research and Collections Campus.

2.2b: This performance measure reflects the Royal BC Museum's progress in uploading collections records to the Museum's online collections management system. Targets have been reduced from the 2024/25 Service Plan due to the preparation and packing of the collections for the move to PARC Campus, reflecting that accessions are currently closed.

2.2c: This performance measure indicates the Museum's progress in digitizing original government records. Bankers Box is a standard unit of measurement for government records and represents a 10" x 12" x 24" box filled with paper records. Targets set for 2025/26 are aligned to current resources.

2.2d: This performance measure represents the reach of digital programs delivered by the Museum by audience size. Digital programs are accessible throughout the province and beyond. Targets have been set based on the anticipated schedule of exhibitions and events that can offer a digital component, in conjunction with current resources available to deliver programs.

Goal 3: The Museum is financially responsible.

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.

Objective 3.1: Increase revenue generation from operations.

In 2025-26, 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 60*, *Global Threads: The Art and Fashion of Indian Chintz*, *Odysseys and Migration*, *Beyond the Beat: Music of Resistance and Change* and *Wildlife Photographer of the Year 61*; 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.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3.1a Revenue from operations, in millions (M)	11.4M	12.2M	13.5M	13.6M
3.1b Number of visitors to Royal BC Museum physical site (including BC Archives and IMAX® Victoria), in millions (M)	0.64M	0.66M	0.68M	0.68M
3.1c Number of visitors to Royal BC Museum website (including BC Archives, IMAX® Victoria and Learning Portal), in millions (M)	10.1M	10.5M	10.9M	11.3M

Data source: 3.1a Royal BC Museum. 3.1b Royal BC Museum. 3.1C: The new target is a more accurate reflection of post-pandemic museum web traffic.

Discussion

3.1a: Revenue from operations includes admissions, memberships, annual passes, leases, licensing, philanthropic contributions, sponsorships, grants and retail. The primary factors for estimating revenue are the types and topics of scheduled exhibitions and films and the projected visitation of the destination.

3.1b: This performance measure includes paid attendance (including membership visits); complimentary ticketed attendance; school groups; visits to the BC Archives; tours, courses, lectures and private events in rental spaces; visits to public programming events; events hosted by third parties; and visits to IMAX® Victoria. Targets have been adjusted from the 2024/25 Service Plan and are based on tourism trend indicators and historical data, in addition to planned exhibitions and events.

3.1c: This performance measure reflects the number of visitors to the Museum’s [corporate website](#) (including the B.C. Archives and [Learning Portal](#)) and the [IMAX Victoria 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.

Financial Plan

Financial Summary

\$000s	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Revenues				
Province of British Columbia Operating Contributions	13,251	13,251	13,251	13,251
Other Provincial Funding	6,203	6,035	6,015	475
Museum Admission Fees	7,990	8,200	9,481	8,761
Other Income	9,087	3,995	4,064	4,823
Total Revenue	36,531	31,480	32,811	27,310
Expenses				
Salaries and benefits	17,521	18,569	17,889	16,717
Building	3,361	4,045	4,211	4,338
Grant - in lieu of taxes	910	910	937	937
Security	1,348	1,442	1,451	1,495
Amortization	1,338	500	500	500
Special Exhibitions	2,080	795	1,675	1,800
Other Operating Costs	9,249	10,134	11,859	7,772
Total Expenses	35,807	36,395	38,523	33,559
Annual Surplus (Deficit)	724	(4,915)	(5,712)	(6,249)
Total Debt [even if zero]	0,000	0,000	0,000	0,000
Accumulated Surplus (Deficit)	19,851	14,937	9,225	2,976
Capital Expenditures	92,675	94,601	14,438	500

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

Appendix: Mandate Letter from the Minister Responsible



August 15, 2023

Leslie Brown
Chair, Board of Directors
Royal British Columbia Museum
675 Belleville Street
Victoria, BC V8W 9W2

Dear Leslie Brown:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members, and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations—including Crowns, Health Authorities, and Post Secondary Institution Boards—support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, and climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home—in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Royal BC Museum, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines, and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. 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.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

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 (CABRO) will continue to support you and your board on recruitment, appointments, and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy, and planning.

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 develop plans to address the following new priorities within your approved budget:

- Continue to work closely with the Ministry of Tourism, Arts, Culture and Sport, partners, and communities to advance reconciliation and support repatriation of cultural belongings and ancestral remains to Indigenous communities in British Columbia through:
 - resetting the relationship between the Royal BC Museum and Indigenous Peoples in B.C.;
 - proactively and collaboratively working with communities to support repatriation and improving access to the residential school records in the BC Archives; and
 - supporting the development of a provincial repatriation policy framework.
- Increase the Royal BC Museum's presence across the province and prioritize making the Museum and BC Archives' collections and records more accessible to all British Columbians by:
 - ensuring appropriate capacity and joint Ministry of Tourism, Arts, Culture and Sport decision making to advance the design and building of the Collections and Research Building in Colwood; and
 - advancing partnerships with existing and emerging cultural organizations such as the Chinese Canadian Museum and the South Asian Museum to make collections more accessible to the public, support cultural sovereignty, and expand public engagement.
- Deliver relevant, sustainable, and engaging exhibitions and programs reflective of British Columbia and contemporary museum and cultural practice, including financially responsible and sustainable operations through:
 - maximizing unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions, programs, and services; and
 - increasing revenues from exhibitions, programming, services, and commercial opportunities to support operations and return to a balanced budget.
- Advance work to support a modern, accessible, and inclusive Museum through:
 - continuing the work with the Ministry of Tourism, Arts, Culture and Sport to engage in a robust consultation with Indigenous communities, British Columbians, and stakeholders to inform next steps in the Museum's future; and
 - continuing the work required for cultural transformation within the Museum and archives, including embedding equity, diversity, and inclusion in all policies, practices, procedures, and programming.

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 summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Lana Popham
Minister of Tourism, Arts, Culture and Sport
Date: August 15, 2023

pc: Honourable David Eby, KC
Premier

Shannon Salter
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

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

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

Tracey Drake
Acting Chief Executive Officer
Royal British Columbia Museum

Lorne Brownsey
Board Member
Royal British Columbia Museum

pc: Bob Chamberlin
Board Member
Royal British Columbia Museum

Dan George
Board Member
Royal British Columbia Museum


Ry Moran
Board Member
Royal British Columbia Museum

Carole James
Board Member
Royal British Columbia Museum

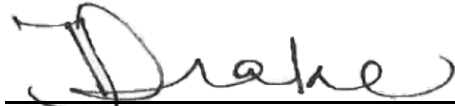
Robert Jawl
Board Member
Royal British Columbia Museum

Lenora Lee
Board Member
Royal British Columbia Museum

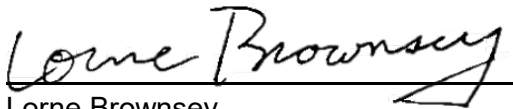
Peeter Wesik
Board Member
Royal British Columbia Museum



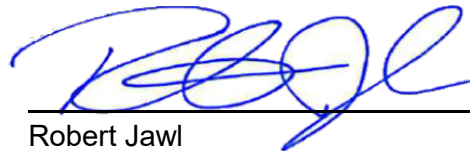
Leslie Brown
Chair, Royal BC Museum
Date: September 11, 2023



Tracey Drake
A/CEO, Royal BC Museum
Date: September 11, 2023



Lorne Brownsey
Director, Royal BC Museum
Date: September 11, 2023



Robert Jawl
Director, Royal BC Museum
Date: September 11, 2023



Bob Chamberlin
Director, Royal BC Museum
Date: September 11, 2023



Lenora Lee
Director, Royal BC Museum
Date: September 11, 2023



Dan George
Director, Royal BC Museum
Date: September 11, 2023



Carole James
Director, Royal BC Museum
Date: September 11, 2023



Ry Moran
Director, Royal BC Museum
Date: September 11, 2023



Peeter Wesik
Director, Royal BC Museum
Date: September 11, 2023