CONTENTS

Message from the Chair and CEO
  to the Minister Responsible ..................... 2
Organizational Overview .......................... 4
Year in Review ...................................... 6
  We're More than a Museum .......................... 7
  Sharing the BC Story ............................... 10
  We're a Centre of Expertise ......................... 11
  Key Initiatives and Highlights of 2008/09 ............ 12
Corporate Governance .............................. 19
Report on Performance ............................ 21
Progress Against Shareholder’s Letter of Expectations .... 25
Financial Report ..................................... 27
Appendix A: Acquisition and Deaccession Highlights .... 42
Appendix B: Research, Published Articles and
  RBCM Publications ................................ 45
Appendix C: Public Programs ........................ 47
RBCM Supporters ................................. Inside Back Cover

Front cover: Garry Oak Meadow, Southern Vancouver Island, from the mural Splendid Diversity – 36 More Wonders of the World. Artist, Carol Christianson, commissioned for Free Spirit: Stories of You, Me and BC

We are the keepers of the BC story, the voice that tells us who we are as a people, where we’ve come from and why we matter.
On behalf of the Board of Directors of the Royal BC Museum Corporation, we are pleased to present the Corporation’s 2008/09 Annual Report.

The Corporation enjoyed tremendous success last year in celebrating the 150th anniversary of British Columbia and in telling the story of this province. The Royal BC Museum Corporation (RBCM) was proud to take a leadership role in the province-wide celebrations. Through the creation of Free Spirit: Stories of You, Me and BC, the colourful stories of this land were collected, shared and celebrated through an on-site exhibition, a book, a DVD, an interactive website, two travelling tours and a nine-month program of cultural events that touched visitors in communities across the province. This exhibition welcomed over 300,000 on-site visitors; thousands more around BC enjoyed the travelling exhibitions and the website received millions of visits. The success of Free Spirit demonstrates the Corporation’s ability to connect deeply with the wider British Columbia community.

In 2008/09 the Corporation made great advances in the quality and depth of its supportive partnerships. The recently established Development Department has succeeded in bringing new sponsors, donors and partners on board, and it has strengthened existing support networks. This department will continue to broaden the reach of the Royal BC Museum Corporation in its aim to establish significant and sustainable sources of funding.

Last year, the Corporation’s net income was reduced to $0.02 million, as a result of a year of economic downturn and declining tourism. On-site visitors were 15% below forecast, resulting in a 15% reduction in admission revenue. This reduction was mitigated by an equal reduction in expenditures. Looking ahead, a decrease in the Corporation’s forecasted operating grant of $0.628 million starting in 2009/10, combined with a continuing economic downturn will require a further reduction in program services and expenditures to address reduced revenue. Forecasts for future years are uncertain due to a weak economy and continued weakness in American visitation to BC.

Fiscal year 2008/09 saw our staff and executive working to develop a comprehensive vision that will chart the Corporation’s course over the next 15 years. This vision lays the groundwork to guide the Corporation in revitalizing its physical plant, galleries, programs and visitor experience in order to become one of the foremost cultural institutions in the world. For the past 123 years the Royal BC Museum Corporation has collected and preserved British Columbia’s stories; our vision sets the course to ensure the Corporation will continue to do so to the best of its abilities well into the next century – and beyond.
The Royal BC Museum Corporation is your institution – your museum and archives. It serves British Columbians and tourists as a leading cultural destination, contributing to BC’s tourism economy. It serves the Province, its shareholder, by protecting for all British Columbians the artifacts, specimens and documents that tell the story of this province. The Corporation recognizes and values the ongoing support of the Province to fulfill its mandate.

The 2008/09 Royal BC Museum Corporation Annual Report was prepared by the Chief Executive Officer (CEO) and staff under Board direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The Board, through its direction to the CEO and its review of this report, which includes reporting on performance measures and targets, is responsible for the report and has confidence in its financial and performance-based information. The information presented reflects a complete and accurate account of the actual performance of the Royal BC Museum Corporation for the twelve months ended March 31, 2009 in relation to the 2008/09 to 2010/11 Service Plan prepared in February 2008. The measures presented are consistent with the Corporation’s mandate, goals and strategies, and focus on aspects critical to the organization’s performance. All significant decisions, events and identified risks as of March 31, 2009 have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the February 2008 Service Plan was released and any significant limitations in the reliability of data are identified in the report.

David McMillan  
Chair, Board of Directors, Royal BC Museum Corporation

Pauline Rafferty  
Chief Executive Officer, Royal BC Museum Corporation
Enabling Legislation
The Royal BC Museum Corporation is a Crown Corporation. Created in 2003 under the Museum Act, the Corporation is responsible for the provincial museum, the provincial archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wawadit’la), St Ann’s Schoolhouse and the Netherlands Centennial Carillon.

Our Mandate and Core Business Areas
The Museum Act lists the purposes of the Royal BC Museum Corporation as:
• to secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia
• to hold and manage the archives of the government
• to increase and communicate knowledge of the natural and human history of British Columbia through research, exhibits, publications and other means
• to serve as an educational organization
• to develop exhibits that are of interest to the public
• to manage, conserve and provide access to the collection
• on the request of the government, to manage cultural and heritage facilities designated by the government and
• to perform functions usually performed by a museum and archives.

Our Vision
A transformed Royal BC Museum Corporation will become British Columbia’s leading cultural centre. Our vision calls for major initiatives on-site, off-site and online. We will become a landmark physical site and virtual environment for debate, reflection and knowledge. We will bridge cultures, engage generations, and positively impact the lives of all people who share a connection to BC.

In realizing this vision, we will further our reputation as one of the pre-eminent cultural museums and archives in the world, inspiring British Columbians and global visitors to share a passion for BC and what it means to be British Columbian. In doing so we will open minds and enrich lives.

Our Mission
To explore and preserve British Columbia’s human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

Our Goals
• support collections that are representative of the human and natural history of BC
• be an organization that offers an exceptional standard of visitor welcome, hospitality and service
• be a sustainable, high-performing organization

Generations of history – Lower Mainland
“It’s because real estate, like the people that live on it, is uniquely personal. When you’ve lived for a long, long time in one place, and generations of babies have been born and old people died, the spirits of your ancestors are there even if you don’t believe in a spirit world. They live on in the minds of all those who knew them. Mine are in the hollow husk of a cedar fence post I found in last spring’s clean up that my grandfather set the summer before he died, and in the curbing that outlines the old well where my mother hung for hours waiting for someone to come home and rescue her. It isn’t so crazy after all. These are real and tangible things.”

Quote from The People’s History Project
**Our Values**
These fundamental beliefs and values guide the Royal BC Museum Corporation:

- **Visitor focused:** understanding our visitors’ needs and placing them first
- **Excellence:** providing a high degree of interest by offering unique programs and services
- **Innovation:** embracing new ideas and processes to improve our services
- **Integrity:** in our work, our actions and our conduct
- **Responsible stewardship:** of the collections and information entrusted to our care.

**Why the Public Needs the Royal BC Museum Corporation**
The work we do is important to all British Columbians, now and in the future. Not only do we preserve and provide access to the provincial collection, we also share the province’s natural and human history through informative programs and we support research to broaden the public’s understanding and appreciation of BC heritage. We are an integral driver of tourism in British Columbia. And we’re continually looking ahead at how best to develop and preserve our collections for future generations – so that the story of BC can be told for years to come.

*Dance costume from the Shan-e-Punjab Dance School where young girls learn traditions of Punjabi dance and song. Giddha dances, with their village origins, allowed women to publicly express commentaries and social critiques of the world around them.*

*Giddha dress, India, 2006. RBCM 2007.63.1a-c*
Year in Review

Etched into British Columbia’s landscape – into the canyons, forests and coastlines of this majestic province – are the myriad stories of its land and people. The Royal BC Museum Corporation (RBCM) is proud to be the teller of these stories. Since 1886, the RBCM has collected, cared for and shared with others the history of British Columbia. We are the custodians, protectors and presenters of this history, and we share its meaning with the world.

But it’s not just about history. It’s about our current reality – and our future, too. And just as the stories of this land change and develop with the passage of time, so does the RBCM. Within this dynamic and vibrant place, our collection continues to reflect the changing face of British Columbia. New knowledge created through our research initiatives brings forth new understandings of the BC story. And every day, these stories are presented in new ways and with new meanings.

This past year not only saw the customary developments and successes that occur over a 12-month period at the RBCM; it also marked a change in the way we plan to move forward. A change in the way we do our jobs, in the way we interact with our public, and in the way we approach the future.

There is underway a renewal of the RBCM, from the inside out. We’ve got an influx of fresh ideas and young people who infuse our organization with new energy and new ways of seeing the world. We’ve embraced innovative technologies like never before. We’re asking ourselves and others what a museum is and what it could be. We’re looking ahead at where we want to be and what we want to achieve.

In another pivotal undertaking, we’ve drawn up a vision to guide the RBCM over the next 15 years, as we revitalize our physical plant and transform the visitor experience with our museum and archives on-site, online and around the province. In doing so, we will reach our full potential as a museum and archives for all British Columbians and continue to inspire visitors from the world over.

What’s happening to make this shift? For one, our long-term, experienced staff members are passing their knowledge to new staff. These seasoned professionals have spent decades enriching and expanding our collections and knowledge base. Now, our new curators and collections managers are seizing every opportunity to learn from the men and women whose ideas have shaped more than a quarter century of historical and environmental research. Fortunately, many of our recently retired experts have returned to work alongside our new staff as research associates and mentors.

But all this cross-generational collaboration isn’t just happening among our staff. We’re putting it front and centre in our exhibitions, too. Take Free Spirit: Stories of You, Me and BC for example. The first thing visitors saw upon entering the exhibition gallery was The Party, an eclectic mix of people who’ve contributed to making British Columbia what it is today. From Kinney Starr to Chief Dan George, we’re showing how our province has been shaped not only by previous generations, but by those still among us, too. And look at the poignant stories told by War Brides: One-Way Passage. For many, these heartening – and heart-rending – tales initiated a process of cross-generational discovery, bringing women of the Second World War together with their daughters and granddaughters. Empathy blossomed. Tears flowed. Conversations opened.

Yes, we’re about honouring the past. We celebrate, assess and judiciously catalogue the present, too. But now, we’re thinking about the future. Our major exhibition of 2008, the RBCM vision

At the RBCM, we serve our vision with the understanding that we do so for the current generation and every generation in the future. Sure, we collect and care for the past. But increasingly, we do so with our eyes looking forward.

Renewal and regeneration at the RBCM

Talk about coming full circle. When one of our curators retired from the RBCM recently, he was replaced with none other than his co-op student from a decade prior. These two researchers continue to work together, continually unfolding – and sharing with others – the BC story.
Free Spirit, was indeed a story told of this province’s past and present – but using new technology. We’re ramping up the interactivity of our offerings, evolving alongside society and keeping pace with our community. This past year, our visiting students videoconferenced with kids half a continent away. Evergreen Playland, a compilation of archival BC travelogues, made part of our collections available on DVD. The People’s History Project encouraged British Columbians to share their stories online, through written submissions, sound bites and video clips. We’re exploring new ways of reaching – and engaging – our visitors.

**We’re More Than a Museum**
For those who figure the name “Royal BC Museum” sums us up, here’s how Webster’s Encyclopedic Unabridged Dictionary defines museum:
“A building or place where works of art, scientific specimens, and other objects of permanent value are kept and displayed.”

A workplace that spans generations
From our youngest junior docents who come on board to help out with special exhibitions to our most seasoned staff and volunteers, our workforce proudly spans five generations. The ever-changing nature of our work as a museum and archives attracts volunteers and staff with a wide range of talent and interests.
That describes only part of what we do. We also:

- **are a hub of research.** Our scientists are constantly expanding knowledge about the cultural and environmental history of BC. From curators who comb beaches for specimens to the conservator who signs up for a stint of preservation work in Antarctica to researchers who spend their summer holidays studying plant distributions in alpine areas, we’re a centre of scientific and cultural excellence.

- **hold the entire provincial history in our keeping,** of which we are reminded every time the police or RCMP go through our collections while investigating crime scenes or solving cold cases. Our archives are where British Columbians go when they’re sleuthing out connections to their past.

- **are an international reference point for expertise.** People from all over the world use our collections to enrich their own scientific and historical research. This past year we had Irish, American and German...
scientists looking at our bird fossils; Russians checking out Sea Urchins; Chileans studying Sea Cucumbers; and Japanese researchers examining Sea Lions.

- **demonstrate leadership for other organizations** through our business practices (we are, after all, one of BC’s Top 50 Employers) and our green initiatives, which have been lauded by BC Hydro as being leaps and bounds ahead of comparable organizations.

- **facilitate connections between people**, as when RBCM experts organized an April 2008 symposium to bring together people who have studied Kwaday Dan Ts’inch (Long Ago Person Found) since his discovery in a northern BC glacier in 1999; or when we helped people from different cultures create memory boxes to tell the stories of their ethnic backgrounds; or when we gathered together community members, experts and public figures to discuss timely topics through our popular Café Series. We’re constantly connecting people and ideas.

- **reach out to people** not just in our physical buildings, but in their communities and homes – whether it be using technology to enhance visitors’ enjoyment of our exhibits, encouraging grassroots contributions like The People’s History Project, dispatching travelling exhibitions to bring our collections to the corners of the province, or waiving admission to the RBCM so thousands of schoolchildren can experience the stories of this land they call home.

*The donor of this kimono was interned in BC with her family during World War II. She purchased it on a family visit to Japan, to help reconnect with her cultural identity.*

Kimono, Japan, ca 1955. RBCM 2007.37.1A-N
actively safeguard British Columbia’s history.

We undertake major expenditures in order to make sure the provincial collections are adequately looked after. Improvements to our heating, ventilation and air conditioning (HVAC) systems got underway last year, and we’re moving on improving our cold storage facilities. We’ve drawn up a fire suppression plan for parts of our cultural precinct, and work has begun on upgrading our elevators and other parts of our slowly decaying physical plant.

look to the future by applying our insight from the past to our ecological prospects, by using technology to engage with our visitors, and by embracing – and publicly announcing – our vision of the RBCM of the future.

There’s a lot more to the RBCM than our galleries and our ability to wow the crowds with blockbuster exhibitions like Titanic (2007) or Eternal Egypt (2004). Certainly, that’s part of what we do – and it’s the most visible part – but we’re also working on a lot of other exciting activities.

Sharing the BC Story

The RBCM is committed to continuing to explore and share British Columbia’s story with the world. Let’s return to Free Spirit for an illustrative example. In both content and approach, Free Spirit was directly relevant to the community the RBCM strives to serve: the people of British Columbia. With an inclusive, multicultural approach to telling BC’s story, the project:

• included voices from across a wide spectrum of time, place, culture and socio-economic backgrounds
• invited community participation through The People’s History Project and public nominations suggesting which notable British Columbians should be included in the exhibition
• brought thousands of people together through public programs that provided for multicultural exchange through presentations and a Café Series that included discussion of relevant current issues
• addressed important current issues related to energy conservation, climate and environment through a conservation tour, as well as through the exhibition itself
• stimulated public discussion about identity
• placed a strong focus on ‘history’ that is recent and relevant to all ages, including stories of Terry Fox, the Raging Grannies, and a modern-day tree planter
• offered intriguing ‘back stories’ of numerous people and artifacts within the exhibition through a beautifully illustrated keepsake book.

And we’re continually adding to that story. All around us, history is still happening – and we’re building into our existing collections the events and discoveries of today so that 50 years from now, the RBCM collections will give a complete picture of what life was – and is – like in this spectacular province. Last year, our curators collected a Cambodian dance costume, a kimono, a Lehnga wedding outfit, Punjabi dance garments and Chinese opera regalia. From textiles to turntables,

Shan-e-Punjab celebrates Vaisakhi at the first “From the World to BC” special event.

“The Royal BC Museum consistently delivers an outstanding experience. Its thoughtfully planned, skillfully executed exhibitions and programs engage and inform visitors from BC and around the world.”

Rod Harris, President & CEO, Tourism British Columbia
Thank goodness someone’s keeping track!
Now and then, things go missing from the provincial records. Like misplaced library books, borrowed documents sometimes go unreturned for a long, long time.

It happened to William Stewart Drewry, one of Canada’s foremost land surveyors. In 1929, as he was nearing retirement, Drewry was commissioned to survey a road on west Vancouver Island. A meticulous and thorough man, Drewry borrowed three field books from the Department of Lands that contained previous area surveys to help him formulate an accurate report. As legal property rights hinged on how accurately the land was surveyed, Drewry wanted to make sure he got it right.

He completed the survey, filed the field books carefully (and no doubt conscientiously) on his bookshelf…and got on with his retirement.

Fast forward 79 years. (Oops.) When, almost eight decades later, Drewry’s granddaughter presented her family’s records to the BC Archives, the field books were finally reunited with their proper government origins.

Our acquisitions reflect not only how the province is growing and changing, but our dedication to ensuring the record is complete – and completely accurate.

There’s nothing static about the RBCM, nor about the stories we tell. We’re humbled, for example, by our scientists’ discoveries that add another vital piece of the puzzle of the last Ice Age, proving that the task of finding the right answers is never complete. Like the history of British Columbia itself, the RBCM is continually evolving.

We’re a Centre of Expertise
With researchers around the world eager to work alongside our scientists and with our collections, the RBCM stands out as a centre of expertise.

Through new discoveries, fresh faces and innovative approaches, we’re evolving right alongside the rest of British Columbia. Things change quickly in today’s world, and we work to stay on top of these shifts – to document them, and to make sense of them in the context of the wider culture. As research is released into the public realm, we make use of it to update and regenerate the stories behind our collections. It is our goal – indeed, it is our job – to make our exhibitions, galleries and publications accurate, informative and revealing of our province’s history.

Often it’s our own researchers who are adding to this ever-growing body of knowledge: after years of deliberate searching, one of our curators finally found that long-pursued mammoth tusk on a Vancouver Island beach. It’s not like it was just sitting out in the open, waiting to be picked up. Had it not been for this curator’s tremendous expertise in this area, the tusk would have blended in with the rest of the whitish lumps in the nearby cliff face. But through knowledge and perseverance he found it – and added it to the constantly shifting story of this province. Same thing for those curators whose years of tireless research into alpine flora in northern BC have contributed rich new understandings to glaciation patterns in this province’s past. It’s this incredible expertise that keeps adding to, enriching and renewing the BC story.

But our expertise isn’t limited to our senior, more experienced staff. Just last spring a young curator was the first to find an ancient deer mouse jaw in Pellucidar II Cave – in the vicinity of the bear jaw she’d been the first to find a year prior. One of the newest members of our conservation team has just wrapped up a half-year work term in Antarctica, preserving artifacts from early 20th

New department streamlines our approach
Our new Collections, Research and Access Services division integrates the work of archivists, curators, conservators, collections managers and technology specialists into one united department: one department to oversee our entire collection, to serve one public in line with our single vision. It’s a rather unifying experience.
century polar expeditions. Her expertise was selected over that of numerous applicants around the world.

And since we’re on the subject of conservation, how about our two conservators who were contacted in rapid succession following a fire at Craigflower Manor, one of BC’s oldest historic sites? When people’s skill sets are so incredibly specialized that they know how to sew together fragments of 500-year-old squirrel fur robes or piece together a shredded document as weak as wet tissue paper, you know you’ve got expertise.

Our conservation department has replaced outdated mechanical drum hygrothermographs (machines that measure temperature and relative humidity) with newer electronic data-logging equipment to better care for the collections. And a few of them acquired federal certification to use x-ray technology to ensure the collections are handled in the proper manner.

It’s just another example of the many ways our reputation as an international centre of expertise benefits all British Columbians by preserving the collections for generations to come.

Key Initiatives and Highlights of 2008/09

Leading the Way for a Green Future

At the Royal BC Museum Corporation, we consider ourselves leaders in sustainability. But this isn’t new thinking around here: we’ve been practicing good environmental stewardship for decades. As the keeper of BC’s environmental history, we make it our business.

In partnership with BC Hydro, we have undertaken a thorough lighting system retrofit to improve energy efficiency. In 2008 we completed a comprehensive energy management assessment, and commissioned a greenhouse gas inventory and management strategy. We adopted a number of green technologies, including low-flush toilets, motion-sensor lighting and solar-powered trash compactors. We’ve taken innovative measures to power off late at night. We installed a state-of-the-art heating, ventilation and air conditioning (HVAC) system in our feature gallery to ensure energy efficient climate controls and to protect our collections.

We’re paying attention to the little things, too. We read our emails instead of printing them. We take the stairs more often. We participate in Earth Hour. We don’t buy bottled water.

Perhaps most importantly, 2008/09 saw the implementation of a Sustainability Policy and the creation of a Sustainability Committee at RBCM, which champions environmentally sustainable activities and projects within the organization.

“...We all have a responsibility in caring for the planet, and the ingenuity of the Royal BC Museum in acting on that responsibility is commendable, inspiring, and deserving of acknowledgement.”

Bev Van Ruyven, Executive Vice-President, Customer Care & Conservation, BC Hydro

Eek, a mouse! Ancient bones of a deer mouse (Peromyscus) have been recovered during recent excavations at Pellucidar II Cave on Vancouver Island. The tiny mouse jaw dates to approximately 12,000 calendar years ago. This mouse apparently lived alongside the enormous Giant Short-faced bear (Arctodus), as the bones of both animals were found in the same cave sediment. Unlike the mouse, the genus of which is now one of the most populous of the New World mammals, the Giant Short-faced bear went extinct at the end of the Ice Age.
Development Highlights
In 2008, the Development Department brought on board skilled people to increase its internal capacity for fundraising. In direct alignment with RBCM corporate priorities, the department’s fundraising activities zero in on protecting the collection, enhancing programs and continuing to invest in an endowment fund.

In 2008/09 the RBCM clearly demonstrated its ability to attract new donors. Working in conjunction with the Friends of the Royal BC Museum Foundation, the Development Department’s successful fall fundraising campaign coaxed new donors into the fold, upgraded existing donors – and far exceeded fundraising targets. In addition, the RBCM received key gifts from Robin Clarke of Butchart Gardens and from longtime supporters John and Joan Walton. These generous donations relate directly to our corporate priorities.

The Friends of the Royal BC Museum Foundation, a registered charitable organization, supports the RBCM by managing the Royal Museum Shop, membership programs and backing our fundraising initiatives. In addition to creating its own endowment to hold funds in perpetuity, the Foundation has the financial responsibility of managing philanthropic revenue in designated funds related to the Corporation’s strategic priorities.

Fundraising efforts at the RBCM are closely linked to the vision that provides our framework for the future. A joint sponsorship program with BC Hydro took the Free Spirit exhibition out on the road and around the province, thereby achieving our goal of enhancing our outreach initiatives. Our grant writing efforts secured funds for improvements to the HVAC units in our feature exhibition gallery. This is a vital upgrade to maintain our Class A accreditation for holding Canadian cultural property and hosting feature exhibitions.

We are actively building support for new initiatives that move us toward becoming one of the world’s foremost cultural institutions. We look forward to engaging our supporters in advancing the plans we’ve laid for this exciting future.

Visitor Experience Highlights
A New Plan for the Visitor Experience
Last year a significant collective effort went into the completion of a Visitor Experience Plan. It took us the better part of a year, and it involved every department in the RBCM. And in the end, we described a vision for a new visitor experience – not just with regard to exhibitions and programs but taking into consideration every interaction we have with our visitors. We’re leading the way among Canadian cultural institutions for having such a complete roadmap of where we want to go in this area. We’ve drawn up an exciting plan that not only describes our aspirations for each aspect of the visitor experience, but also redefines our relationship with the visitor and establishes a new importance on being visitor-centered.

Exhibitions
Our staff members put a lot of effort into mounting outstanding exhibitions. We spend a great deal of time and energy laying the groundwork for projects that are one, two and even three years hence.

In 2008/09, while we hosted Free Spirit: Stories of You, Me and BC, many of our people were setting the stage for our largest feature exhibition of 2009. When Treasures: The World’s Cultures from the British Museum unfolded in the spring of 2009, we were already planning our next project. And so it goes.

Fishing – Coastal
“Once upon a time, scores of salmon canneries dotted the coves and inlets of the BC coast. But with the introduction of improved boats and on-board refrigeration by the 1950s, the industry shifted canning operations to larger centres, thereby leaving the many cannery sites abandoned and derelict. But some of these sites lived on as summer gillnet stations, offering provisions, net maintenance and boat repair services to the fishermen.”

Quote from The People’s History Project
More than just an exhibition, *Free Spirit* was a project – a model for how we’d like exhibitions of the future to look. Created to mark the 150th anniversary of BC as a Crown Colony, *Free Spirit* saw us taking up two fundamental challenges: to reach out to all British Columbians, and to involve them in telling the stories of this province. Our creative solution was to create a six-part exhibition. In addition to the unique and entertaining gallery presentation of *Free Spirit*, we sent two projects around the province: the *CP Spirit of 150 Rail Tour* travelled across southern BC from Sparwood to Vancouver, sharing the BC story with more than 31,000 British Columbians in their own communities, and the *Free Spirit Conservation Tour* in partnership with BC Hydro touched more than 3500 people across the province. A richly illustrated book accompanied the project; with it was included a DVD of road trips based on travelogues from the ’40s, ’50s and ’60s from our archival collections. The fifth component of the project was a series of cultural events largely focused on the question of identity. Finally – and perhaps most exciting – our first effort to tap our online community engaged over 3.5 million visitors through The People’s History Project.

On the theme of celebrating BC’s sesquicentennial, the RBCM also hosted the touring photographic exhibition *Upstairs at Wah Lee’s*. The exhibition presented a snapshot of Quesnel and its denizens at the turn of the 20th century.

In keeping with our goal to bridge generations and cultures and kickstart meaningful discussion about the BC story, we hosted the travelling exhibition *War Brides: One-Way Passage*. The RBCM enjoyed a tremendous response to this art exhibition that tells the story of Canadian women who married foreign servicemen and subsequently followed their new husbands back to homelands around the world. In turn, a number of the 80,000 war brides who came to Canada settled in or otherwise enjoy connections to British Columbia.

“*For many years we have watched the RBCM play a very strong role as an economic driver for Greater Victoria.*”

Rob Gialloreto, President & CEO, Tourism Victoria
Public Programming

Public programs make a personal human connection between the RBCM and its audience. Part of our mandate is to educate the public about the cultural and environmental history of BC. Moreover, we pledge in our mission to inspire curiosity and wonder as we share our story with the world. Moving into the future, we're going to reach out to the community more. We’ll engage discussion and spark debate across generations and between cultures.

Free Spirit: Stories of You, Me and BC provided multiple opportunities to engage with a wider audience. Storytelling by professional actors in period costume provided a unique and appealing way to connect our visitors with the RBCM collections – and with the rich history of this province.

Much of the public programming during Free Spirit aimed to develop a strong interconnectedness with the increasingly multicultural nature of our audience. Our evening Café Series provided a forum for community members, historians, ethnologists, geneticists and policy makers to come together over coffee and discuss different issues surrounding culture and identity.

We’re developing connections across generations, too, moving in the direction of the museum of the future. Our Polar Perspectives event used videoconferencing technology to bring 50 high school students together with activists, facilitators and experts to research and discuss issues surrounding the Arctic. And for the first time ever, our Remembrance Commemorations spanned a whole week, offering school children as well as the visiting public myriad opportunities to speak with and learn from veterans and RBCM curators alike. Students immersed themselves in the hands-on aspect of the commemorative activities, dressing in old uniforms provided by Veterans’ Affairs and having their picture taken in a 1942 combat jeep. Imagine the conversations that were sparked when students returned home after their visit to share those photos with their loved ones.

Visitor comments about War Brides

“Quite possibly the most moving exhibit I've ever seen in a museum.”

“Viewed with my war bride mother. This prompted many stories I had never heard.”

“How wonderful to have an artist’s interpretation of this forgotten part of war history – really beautifully laid out and so moving. Thank you.”

“Delightful, will remember when teaching WWII history to my class in England.”
Bridging generations, bridging cultures. It’s what we’re doing today, to create a more culturally relevant museum and archives for tomorrow.

We were honoured to make the provincial collection available to numerous groups last year, as the province of BC celebrated its 150th anniversary. Our support of BC 150 saw us helping not only government departments but all manner of community heritage associations. Individuals and groups alike sought our assistance, visiting the museum and accessing the archival collections as they prepared their own stories surrounding the province’s sesquicentennial. Internally, we provided support and extensive archival imagery for the creation of the book Free Spirit: Stories of You, Me and BC, an entire publication focusing exclusively on the history of British Columbia. And then there was the Free Spirit exhibition itself, jam-packed with all manner of BC history.

Last year the RBCM helped CTV News put together a story on the opening of Kelowna’s new bridge. We supplied a 1949 film for use in an archival presentation at the Vancouver International Film Festival. The American Society of Civil Engineers sought our help in writing an article for their trade publication. The Hudson’s Bay Company needed material for its website. Maclean’s turned to us for information about Emily Carr. The Smithsonian, Rhodes University, Parks Canada, the University of Sydney, Scholastic Canada and dozens more all made applications to the Royal BC Museum last year as they developed projects for the public. We were delighted to witness – and accommodate – such a wide breadth of interest in the human and natural history of BC.

Collections Highlights
The 2008/09 year saw much progress in our collections management system. By centralizing the registration, accession and deaccession processes, we’re streamlining our operations. Bit by bit, it’s getting easier for staff to manage the collection. The work around this long term project is aimed at making the collections more accessible for all; our progress on our collections management system last year secures this accessibility for staff. Next, we’ll work on opening the collections up to the public. This project represents a huge process of transformation whereby we exchange our historical role as ‘gatekeeper’ for our rightful role as steward of the provincial collection.

Free Spirit visitor comments
“A magnificent display of BC’s rich cultural heritage. We loved the racial and cultural diversity and the beauty of all the peoples.”

“Excellent! Everyone loved it. It inspired so much sharing and many memories.”

“A fascinating blend of historical and contemporary history. Excellent exhibit design – lots of places to sit.”
Alongside all the sharing and facilitating, we’ve been doing some hunting and gathering, too. RBCM researchers headed out into the field this past year to enrich the museum’s body of knowledge through their investigations. Our curators travelled to Edmonton, to the Cariboo region and to northern BC in their work analyzing and describing species indigenous to the province.

In the name of telling the BC story, thousands of artifacts, specimens and archival records are added to our collections each year. Whether they’re new to British Columbia or of special significance, some highlights of the 2008/09 acquisitions can be found in Appendix A. The accompanying list of deaccessions is as important as the list of acquisitions. We regularly review our collection to identify items for deaccessioning that do not meet our mandate, have been superseded by better or more recent examples or replaced by examples with known provenance.

*Soda siphon*
Awards and Accolades
The Royal BC Museum Corporation is fortunate to enjoy a talented, dedicated base of specialists who contribute in outstanding ways to the RBCM – and to the British Columbia community. In 2008/09 the RBCM and its staff earned numerous recognitions:

- The RBCM was voted ‘best museum’ in Victoria News Group’s Best of the City Awards, ‘second-best tourist attraction’ and ‘second-best kids’ attraction’.
- Tourism Victoria recognized the RBCM with its Miracle Award in appreciation of our hosting of Titanic: The Artifact Exhibition.
- The RBCM was nominated for a Canadian Museums Association Award of Outstanding Achievement and received an honourable mention for Treasures of the Tsimshian from the Dundas Collection.
- The BC Museums Association recognized Free Spirit: Stories of You, Me and BC with a Special Council Award of Merit.
- Readers of Westjet’s Up! Magazine named us one of only four cultural attractions in BC to make their top 200 travel experiences.
- The Canadian Corps of Commissionaires honoured RBCM security supervisors Dave Jacks and Gary Drinkwater in recognition of their years of excellent service.
- The BC Museums Association recognized exhibit arts technician Cuyler Page with a service award.
- Our curator of entomology, Rob Cannings, accepted the distinction of Honorary Fellow of Okanagan College.
- We made BC’s Top 50 Employers, too. For the second year running.

You could say we’re justifiably proud. These awards and recognitions demonstrate our commitment to growth as an organization – and to excellence in our service.

Backcountry medicine – Williams Lake
“We started loading the equipment but couldn’t figure out what to do with the stretcher. Then we hit on it: we’d lash it horizontally across the front of the pontoons. We threw the bags, dextran and splints into the plane. I closed the passenger side door and Colonel Joe pushed off and paddled out onto Williams Lake. The prop eventually caught and we taxied down the lake. As we turned into the wind, I wondered if this “white knuckle” airline would get me to my destination and back again with the patients. Colonel Joe had only a vague idea where One Eyed Lake was and I had none.”

Quote from The People’s History Project

Betty Holms and Pauline Rafferty (CEO of the Royal BC Museum Corporation) share a smile after the planting of a dogwood tree outside Helmcken House in commemoration of Betty’s 35 years of volunteer service to the RBCM.
CORPORATE GOVERNANCE

The Royal BC Museum Corporation is overseen by an 11-member Board of Directors that is appointed by the Province. Our Board of Directors is accountable to the Minister of Tourism, Culture and the Arts, and appoints a Chief Executive Officer to implement policies and achieve corporate goals. The Board oversees our business and CEO, who in turn is responsible for daily operations.

The Board adheres to these principles in its operation:
- Leadership and stewardship of the role of the Board as determined by legislation
- Clarity of roles and responsibilities
- Trust and transparency in all Board discussions and in the operation of the Royal BC Museum Corporation
- Service and corporate citizenship
- Objective analysis of given material to make the best decision
- Accountability and performance
- Continuous improvement in Royal BC Museum Corporation business operations and in Board functioning.
The Royal BC Museum Corporation Board of Directors acts in accordance with the Best Practices Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations, which can be found at http://www.lcs.gov.bc.ca/brdo/governance/. Detailed information about our Board of Directors can be found at http://www.royalbcmuseum.bc.ca/About_RBCM/Directors.aspx.

### Senior Management Team
- **Pauline Rafferty** - Chief Executive Officer
- **Diane Lloyd** - Director, Development
- **Theresa Mackay** - Director, Marketing and Communications
- **Gary Mitchell** - Director, Collections, Research and Access Services
- **Angela Williams** - Director, Business and Operational Services
- **Tim Willis** - Director, Exhibitions and Visitor Experience
- **Faye Zinck** - Chief Financial Officer and Chief Information Officer

---

**Japanese heritage – west coast**

“The adopted son of Masao & Miyako Mitsui, Yoshitada, or ‘Yosh’ immigrated to Canada in 1928, when he was only 15 years old. His parents were among the first wave of Japanese people to make the trip west, landing in Victoria Harbour around 1910. Laying down roots in Vancouver, the Mitsuis made several trips between Japan and Canada, giving birth to Yosh in Hiroshima in 1913. Raised by his aunt and uncle in Japan, Yosh followed his parents back to Vancouver, only to be interned at the start of the Second World War. Re-settled in Greenwood, B.C., Yosh married another internee and had two children there before the Japanese Repatriation and a move back to the city.”

Quote from *The People’s History Project*
REPORT ON PERFORMANCE

To fulfill our mandate and achieve our vision, the Royal BC Museum Corporation has established three key goals:
1. Support collections that are representative of the human and natural history of BC
2. Be an organization that offers an exceptional standard of visitor welcome, hospitality and service
3. Be a sustainable, high-performing organization.

For each goal, strategies and performance measures were established in the 2008/09 to 2010/11 Service Plan. The results for 2008/09 are shown below compared to 2006/07 and 2007/08 results and to 2008/09 targets.

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support collections that are representative of the human and natural</td>
<td>1.1 Advance management of collections by implementing solutions to address</td>
</tr>
<tr>
<td>history of BC</td>
<td>highest risks in order to protect the longevity of the collections</td>
</tr>
<tr>
<td></td>
<td>1.2 Generate new information using collections-based research in order</td>
</tr>
<tr>
<td></td>
<td>to reveal the unique BC story</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PM.1 Collection risk management index</td>
<td>82%</td>
<td>82%</td>
<td>84%</td>
<td>84%</td>
<td>86%</td>
<td>88%</td>
</tr>
<tr>
<td>PM.2 Number of publications</td>
<td>55</td>
<td>50</td>
<td>55</td>
<td>46¹</td>
<td>60</td>
<td>65</td>
</tr>
</tbody>
</table>

IMPORTANCE OF THE PERFORMANCE MEASURES
PM1: The collection risk index indicates how much of the collection is housed according to acceptable standards; thus it is a measurement of how well we are protecting and preserving the provincial museum and provincial archives collections.

PM2: The number of publications illustrates how we are contributing to the creation of new knowledge about British Columbia using collection-based research.

BENCHMARK COMPARISON
For PM1, there are currently no benchmarks, as we are considered among the leaders in this field.

For PM2, there are currently no benchmarks, as the closest comparison is academic publishing that has different criteria.

DATA SOURCES FOR PERFORMANCE MEASURES
PM1 The collection risk management index is based upon number of items re-housed, re-boxed or re-catalogued to the acceptable standard against the total number of collections items (artifact, archives and specimen). The initial risk assessment was conducted through 2004 and 2005 and targets were set with increases of 2% per year. Achievements are calculated by the number of items housed in proper storage divided by the total number of items needing storage.

PM2 This measure is based on the actual number of titles published or in progress of publication from April 1, 2008 to March 31, 2009.

¹ The number of publications for 2008/09 includes 43 articles or chapters and 3 books.
GOAL 2

Be an organization that offers an exceptional standard of visitor welcome, hospitality and service

2.1 Create an experience that engages and encourages visitors to explore the BC story in order to enrich people’s lives

PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>PM.3</th>
<th>Visitor volume on-site and online</th>
<th>Actual 2006/07</th>
<th>Actual 2007/08</th>
<th>Target 2008/09</th>
<th>Actual 2008/09</th>
<th>Target 2009/10</th>
<th>Target 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Visitor volume on-site and online</td>
<td>0.40 million (M) visitors</td>
<td>0.54 M</td>
<td>0.45 M</td>
<td>0.30 M</td>
<td>0.55 M</td>
<td>0.50 M</td>
</tr>
<tr>
<td></td>
<td>4.2 M page views to website</td>
<td>4.3 M</td>
<td>4.5 M</td>
<td>15.8 M</td>
<td>4.5 M</td>
<td>4.6 M</td>
<td></td>
</tr>
</tbody>
</table>

PM.4 % of people using our services who report they are satisfied and have an increased understanding of the BC story

| PM.4 | % of people using our services who report they are satisfied and have an increased understanding of the BC story | 85% | 85% | 86% | 94% | 90% | 91% |

IMPORTANCE OF THE PERFORMANCE MEASURES

PM.3 Visitor volume on-site and online is fundamental in assessing our success in attracting visitors.

PM.4 This measures our ability to provide a welcoming environment, and shows our success in increasing visitor understanding – key to building long-term relationships and repeat visits.

BENCHMARK COMPARISON

There are currently no benchmarks for PM.3 or PM.4.

DATA SOURCES FOR PERFORMANCE MEASURES

PM.3 The data for PM.3 is collected by our entrance procedures and website statistics for the period April 1, 2008 to March 31, 2009. The number of on-site visitors did not meet the target due to lower than expected attendance for the Free Spirit exhibition and a decline in tourism to BC. We expect increased attendance to meet the 2009/10 target with 2009’s major exhibition, Treasures: The World’s Cultures from the British Museum. Significant increases in website page views for this fiscal year are likely due to the ongoing increase in Internet usage by the public, increased awareness of BC Archives and promotion of The People’s History Project.

PM.4 The data for PM.4 was gathered in 300 random exit interviews during July 14 to 20, 2008 during the Free Spirit exhibition (results are considered accurate to within +/-5%, 19 times out of 20). Ninety-nine percent of attendees surveyed said they were satisfied. Additionally, 72% agreed with the statement “I am more interested in the stories of British Columbia after visiting the Free Spirit exhibition”, 80% agreed with “I saw stories about BC and people that I would not expect to see in a museum”, 71% agreed with “I learned about how British Columbia’s landscape has helped shape the province and the people in it”, and 72% agreed with “I feel more proud to be a British Columbian after visiting the Free Spirit exhibition” (BC residents only). (Note: PM.4 measures only on-site visitation and does not include web visits.)

2 This methodology for visitor satisfaction changed in 2008/09 from previous years so cannot be directly comparable to previous measures.
Be a sustainable, high-performing organization

3.1 Diversify and increase revenue sources in order to achieve our mission
3.2 Create a highly motivated workforce in order to achieve excellence in fulfilling our mission
3.3 Establish relationships and invite partnerships in order to attain a broad base of community support
3.4 Be responsible managers of our property and infrastructure by focusing on prevention in order to reduce risks and environmental impact

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PM.5 Revenue earned from operations</td>
<td>$4.8 M</td>
<td>$13.3 M</td>
<td>$5.8 M</td>
<td>$7.9 M</td>
<td>$8.5 M</td>
<td>$6.6 M</td>
</tr>
<tr>
<td>PM.6 % of staff reporting</td>
<td>75% response rate</td>
<td>82%</td>
<td>Non survey year</td>
<td>Non survey year</td>
<td>85%</td>
<td>88%</td>
</tr>
<tr>
<td>Rating out of 5</td>
<td>3.53 out of 5</td>
<td>4.2</td>
<td></td>
<td></td>
<td>4.4</td>
<td>4.6</td>
</tr>
<tr>
<td>PM.7 Community support through in-kind goods and services, volunteer support, donations and sponsorships</td>
<td>42,000 volunteer hours</td>
<td>47,148</td>
<td>45,000</td>
<td>42,000</td>
<td>47,000</td>
<td>49,000</td>
</tr>
<tr>
<td>in-kind media: $1.0 M</td>
<td></td>
<td>$1.0 M</td>
<td>$1.3 M</td>
<td>$1.14 M</td>
<td>$1.4 M</td>
<td>$1.5 M</td>
</tr>
<tr>
<td>donations: $150,000</td>
<td>$150,000</td>
<td>$200,000</td>
<td>$233,882</td>
<td>$300,000</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>sponsorship: $100,000</td>
<td>$100,000</td>
<td>$500,000</td>
<td>$480,753</td>
<td>$750,000</td>
<td>$800,000</td>
<td></td>
</tr>
</tbody>
</table>

**Importance of the Performance Measures**

**PM.5** Revenue earned from operations indicates our progress in diversifying our revenue base and achieving greater financial self-sufficiency. For the Royal BC Museum Corporation, complete self-sufficiency is not a viable target, as several of our most significant activities – such as maintaining the provincial archives or preserving natural history specimens – while vital to the public good, do not generate revenue. The RBCM achieved $7.9 M in revenue from operations, exceeding the target of $5.8 M due to a continuing effort to increase revenue sources.

**PM.6** The RBCM provides superior economic and scholarly leadership in the province and around the world. We want to employ staff who are highly engaged, motivated and committed to bringing our vision to fruition. The RBCM is proud to be ranked for the second consecutive year as one of BC’s top 50 employers; in 2008, we were among Canada’s top 100. The RBCM regularly monitors and revises programs to ensure staff members have the resources they need; the Corporation also documents the steps taken to address any issues raised by employees.
To achieve our goals, we need support from all sides: our volunteers, our community and our donors. PM.7 examines the general level of support for the RBCM throughout the province, with a special focus on Victoria and the Lower Mainland. The measure provides a snapshot of the level of volunteering at the RBCM, and of the support we have from the business community. It is also a good predictor of our ability to attract and retain volunteers and generate revenue through sponsorships and donations. The target for volunteer hours for 2008/09 was 45,000 while the actual was 42,000. Fewer volunteer hours were needed than anticipated due to lower numbers of visitors for the Free Spirit exhibition and as a result, were more reflective of a baseline year. The target for in-kind media for 2008/09 was $1.3M while the actual was $1.14M. While the actual number achieved for 2008/09 did not reach the target, it does represent a 14% increase over 2007/08 and reflects growth in this performance measure.

**Benchmark Comparison**

There are currently no benchmarks for PM.5 to PM.7.

**Data Sources for Performance Measures**

**PM.5** The data for PM.5 are drawn from the RBCM financial system for the period April 1, 2008 to March 31, 2009.

**PM.6** An Employee Engagement Survey has been fielded since 2004 and takes place every second year. It was not fielded in 2008/09.

**PM.7** Volunteer hours were tracked for the period April 1, 2008 to March 31, 2009. Financial support data are tracked through databases consistent with the standards of professional fundraising organizations and the RBCM financial system for the period April 1, 2008 to March 31, 2009.
**Progress Against Shareholder’s Letter of Expectations**

Below are the specific directions outlined in the Shareholder’s Letter of Expectations and the Royal BC Museum Corporation’s actions in fiscal 2008/09. Further details about our specific accomplishments are in *Year in Review*.

<table>
<thead>
<tr>
<th>Specific Direction</th>
<th>RBCM Actions in 2008/09</th>
</tr>
</thead>
</table>
| To operate the business of the Corporation including maintaining collections and archives of the government, managing the building complex and driving revenue. | • We continued to operate and maintain the museum and archives in a forward-looking way that increases our relevance to the people of British Columbia and in turn increases our revenue.  
• Work on our electronic collections database is ongoing, with the aim of making the provincial collections and holdings accessible to anyone, anywhere, at any time.  
• We continued to acquire artifacts, specimens, and archival records relating to BC’s ancient and recent history while 35 items were deaccessioned.  
• We presented three temporary exhibitions including *Free Spirit: Stories of You, Me and BC; Upstairs at Wah Lee’s* and *War Brides: One-Way Passage*. |
| To implement a sustainable fundraising program that includes philanthropic giving, sponsorships, grants and corporate partnerships. | • Our new Development Department added staff to build its internal capacity for fundraising.  
• Our fall fundraising campaign welcomed new donors into the fold, upgraded existing donors and far exceeded fundraising targets.  
• We received two key gifts, one tied to our goal of protecting the collection and preserving BC history and one to implement a program for staff that inspires innovative business practices for the future.  
• Financial support from all sources, including grants, sponsorships and individual donations exceeded $2.5 million in 2008/09. |
| To provide leadership to the museum and archives community in British Columbia through sharing of expertise and knowledge as well as supporting community initiatives through the loan of collections materials. | We continued to be:  
• a leader for the museum and archive community in BC and Canada (through numerous symposia, our popular Café Series, and by taking a leadership role in the BC Museums Association Annual Conference in Victoria)  
• an international reference point for expertise and information (with scientists from Ireland, U.S., Germany, Russia, Chile, and Japan accessing our collections)  
• a business leader (we were one of BC’s top 50 employers)  
• a community leader (our conservators were called in to help after the fire at Craigflower Manor). |
| To ensure that annual expenditures do not exceed annual revenues. | Revenue $20,561 million  
Expenses $20,537 million  
Net Income $ .024 million |
<table>
<thead>
<tr>
<th>Specific Direction</th>
<th>RBCM Actions in 2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>In support of good communication, the Board will provide opportunities to engage the Minister of Tourism, Culture and the Arts in dialogue throughout the year.</td>
<td>The Board Chair and Vice Chair meet regularly with the Minister to ensure open lines of communication. We invite the Minister to speak at RBCM press announcements and exhibition openings, and we engage the Minister and key staff through special presentations, behind-the-scenes tours and events related to our feature exhibitions. On an annual basis, the Chair and CEO provide a letter to the Minister outlining how the Board, through the CEO and the staff, has achieved results relative to the specific direction in the Shareholder’s Letter of Expectations.</td>
</tr>
</tbody>
</table>
| To comply with the Shareholder’s requirements to make the Public Sector carbon neutral by 2010. | We are committed to acting responsibly on the purchase, use and disposal of energy or materials that have an impact on the environment. Specific examples:  
  • We undertook a major lighting and HVAC system retrofit project to stabilize our environment and improve energy efficiency.  
  • We completed a comprehensive energy management assessment and commissioned a greenhouse gas inventory and management strategy that includes carbon reduction options.  
  • We adopted a number of on-site green technologies including low-flush toilets, motion-sensor lighting and solar-powered trash compactors. |
| To encourage staff involvement in developing ideas and new solutions to meet government’s climate change objectives. | ● We created a Sustainability Committee that initiates, reviews, promotes and supports environmentally sustainable activities and projects within the organization.  
  ● Our Property Management and Operations Department’s newsletter includes BC Hydro Power Smart tips on how to conserve energy at work and at home. |
| To support the Shareholder’s Healthier Choices Initiative.                         | • There are no vending machines at the Royal BC Museum Corporation.                                                                                                                                                       |

The Shareholder’s Letter of Expectations can be found at [http://www.royalbcmuseum.bc.ca/Reports_Policy/Shrhlrs_Ltr.aspx](http://www.royalbcmuseum.bc.ca/Reports_Policy/Shrhlrs_Ltr.aspx).
FINANCIAL REPORT

(Audited)

March 31, 2009

MANAGEMENT’S REPORT

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management’s responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Corporation’s assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian generally accepted auditing standards.

Sincerely,

Pauline Rafferty
Chief Executive Officer

Faye Zinck
Chief Financial Officer

April 30, 2009
Victoria, BC

AUDITOR’S REPORT

To the Board of Directors of the Royal British Columbia Museum Corporation

We have audited the statement of financial position of the Royal British Columbia Museum Corporation as at March 31, 2009 and the statements of operations, net equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporations’ management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

April 30, 2009
Victoria, BC
<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and investments (Notes 2(a, b), 3)</td>
<td>$ 2,136,611</td>
<td>$ 5,279,747</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>921,120</td>
<td>717,716</td>
</tr>
<tr>
<td>Prepaid</td>
<td>51,636</td>
<td>104,385</td>
</tr>
<tr>
<td>Deferred exhibition costs (Note 2(d))</td>
<td>968,966</td>
<td>1,250,973</td>
</tr>
<tr>
<td></td>
<td>4,078,333</td>
<td>7,352,821</td>
</tr>
<tr>
<td>Capital assets, net (Notes 2(e), 6)</td>
<td>17,210,464</td>
<td>15,536,719</td>
</tr>
<tr>
<td></td>
<td>$ 21,288,797</td>
<td>$ 22,889,540</td>
</tr>
<tr>
<td>LIABILITIES AND NET EQUITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$ 2,132,509</td>
<td>$ 3,182,075</td>
</tr>
<tr>
<td>Leave liability</td>
<td>449,150</td>
<td>474,112</td>
</tr>
<tr>
<td>Deferred revenue (Note 7)</td>
<td>524,169</td>
<td>2,607,641</td>
</tr>
<tr>
<td></td>
<td>3,105,828</td>
<td>6,263,828</td>
</tr>
<tr>
<td>Deferred capital contributions (Note 8)</td>
<td>5,087,724</td>
<td>3,554,227</td>
</tr>
<tr>
<td></td>
<td>8,193,552</td>
<td>9,818,055</td>
</tr>
<tr>
<td>Net equity (Note 9)</td>
<td>13,095,245</td>
<td>13,071,485</td>
</tr>
<tr>
<td></td>
<td>$ 21,288,797</td>
<td>$ 22,889,540</td>
</tr>
</tbody>
</table>

Commitments (Note 15)

ON BEHALF OF THE BOARD

Director

Director
## STATEMENT OF OPERATIONS

For the Year Ended March 31, 2009

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Province of British Columbia operating contributions</td>
<td>$12,648,000</td>
<td>$12,473,000</td>
</tr>
<tr>
<td>Museum admission fees</td>
<td>3,103,776</td>
<td>9,738,416</td>
</tr>
<tr>
<td>Other income (Note 10)</td>
<td>4,148,620</td>
<td>2,546,790</td>
</tr>
<tr>
<td>Amortization of deferred capital contributions (Note 8)</td>
<td>392,791</td>
<td>416,109</td>
</tr>
<tr>
<td>Gifts in Kind - Donated collections and artifacts (Note 2(f))</td>
<td>268,107</td>
<td>643,176</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$20,561,294</td>
<td>$25,817,491</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits (Note 2(h))</td>
<td>9,059,792</td>
<td>9,014,524</td>
</tr>
<tr>
<td>Special exhibitions (Note 11)</td>
<td>2,213,878</td>
<td>4,494,957</td>
</tr>
<tr>
<td>Building costs</td>
<td>2,145,270</td>
<td>2,614,908</td>
</tr>
<tr>
<td>Amortization</td>
<td>964,354</td>
<td>883,235</td>
</tr>
<tr>
<td>Professional service contracts</td>
<td>931,810</td>
<td>872,179</td>
</tr>
<tr>
<td>Security</td>
<td>925,525</td>
<td>935,496</td>
</tr>
<tr>
<td>Systems and telecommunications</td>
<td>799,882</td>
<td>690,045</td>
</tr>
<tr>
<td>Taxes, City of Victoria</td>
<td>695,800</td>
<td>965,113</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>617,989</td>
<td>579,929</td>
</tr>
<tr>
<td>Marketing and communications</td>
<td>454,688</td>
<td>406,924</td>
</tr>
<tr>
<td>Archival records storage</td>
<td>374,545</td>
<td>369,714</td>
</tr>
<tr>
<td>Donations (Note 12)</td>
<td>350,000</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Office</td>
<td>320,103</td>
<td>393,979</td>
</tr>
<tr>
<td>Collections and artifacts (Note 2(f))</td>
<td>268,107</td>
<td>643,176</td>
</tr>
<tr>
<td>Insurance</td>
<td>186,382</td>
<td>279,410</td>
</tr>
<tr>
<td>Travel</td>
<td>173,346</td>
<td>112,023</td>
</tr>
<tr>
<td>Bank charges</td>
<td>56,063</td>
<td>48,228</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$20,537,534</td>
<td>$25,803,840</td>
</tr>
<tr>
<td><strong>EXCESS of revenues over expenses</strong></td>
<td>$23,760</td>
<td>$13,651</td>
</tr>
</tbody>
</table>
**STATEMENT OF CASH FLOWS**

For the Year Ended March 31, 2009

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received from the Province of British Columbia</td>
<td>$12,648,000</td>
<td>$14,478,000</td>
</tr>
<tr>
<td>Cash received from admissions</td>
<td>3,113,275</td>
<td>9,738,416</td>
</tr>
<tr>
<td>Cash received from other income</td>
<td>2,087,813</td>
<td>2,267,393</td>
</tr>
<tr>
<td>Cash paid for donations</td>
<td>(350,000)</td>
<td>(2,500,000)</td>
</tr>
<tr>
<td>Cash paid for salaries and benefits</td>
<td>(9,467,833)</td>
<td>(8,824,861)</td>
</tr>
<tr>
<td>Cash paid for building costs, taxes and security</td>
<td>(3,825,384)</td>
<td>(4,514,744)</td>
</tr>
<tr>
<td>Cash paid for materials and services</td>
<td>(4,352,853)</td>
<td>(3,033,228)</td>
</tr>
<tr>
<td>Cash paid for exhibitions</td>
<td>(1,931,871)</td>
<td>(5,183,973)</td>
</tr>
<tr>
<td><strong>Cash (used for) provided from operating activities</strong></td>
<td>(2,078,853)</td>
<td>2,427,003</td>
</tr>
</tbody>
</table>

|                                |                  |                  |
| **INVESTING ACTIVITIES**       |                  |                  |
| Purchase of capital assets     | (2,990,571)      | (1,239,957)      |
| Cash received for purchase of capital assets | 1,926,288     | 2,508,828        |
| **Cash (used for) provided from investing activities** | (1,064,283)    | 1,268,871        |

|                                |                  |                  |
| **NET (DECREASE) INCREASE IN CASH** | (3,143,136) | 3,695,874       |
| Cash and investments, beginning of year | 5,279,747   | 1,583,873        |
| **Cash and investments, end of year** | $2,136,611    | $5,279,747       |
NOTES TO FINANCIAL STATEMENTS
For the Year Ended March 31, 2009

1. NATURE OF OPERATIONS

The Royal British Columbia Museum Corporation (the “Corporation”) is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the Museum Act. The Corporation is a tax-exempt body under Section 149(1)(d) of the Income Tax Act.

The purpose of the Corporation is to fulfill the Government’s fiduciary responsibilities for public trusteeship of the Provincial collections and exhibitions, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

(a) Cash and investments

Cash includes all investments, short and long term, because they are part of a portfolio of identified financial instruments which are managed together. Unrealized gains and losses are included in net income in the period they arise. The Corporation has used the quoted market price to value the investments at the balance sheet date.

(b) Financial instruments

The Corporation’s financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities. Cash and investments, accounts payable and accrued liabilities are designated as held for trading and recorded at fair value. Accounts receivables are designated as loans and receivables and recorded at amortized cost. The fair value of these assets approximates their carrying value due to the short term nature of these financial instruments. Unless otherwise noted, it is management’s opinion that the Corporation is not exposed to significant interest rate, currency or credit risks arising from these financial instruments. The fair value of investments is disclosed in note 3.

(c) Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

Admission revenue is recognized on the date the service is provided.

Other revenue consists of restricted grants which are recognized as revenue in the year in which the related expenses are incurred and royalties, investment and rental revenues which are recognized when earned.

(d) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Capital assets

Purchased capital assets are reported at acquisition cost. Capital assets transferred from the Province of BC, a related party, are recorded at the carrying amount. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

- Buildings and improvements up to 40 years
- Permanent exhibitions 10 years
- Operating equipment 5 years
- Computer hardware and software 3 years
- Vehicles 3 years
- Furniture 5 years

(f) Collections

The value of collections (artifacts, specimens, and documents) is not reported on the Statement of Financial Position. Donated collections are recorded as revenue estimated at the fair market value of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections is expensed.

(g) Volunteers

During the year, volunteers contributed approximately 42,000 (2008: 47,148) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor’s experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(h) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the Public Sector Pension Plans Act. The Plan is a multi-employer defined benefit plan, to which the Corporation applies defined contribution plan accounting. The plan is administered by the British Columbia Pension Corporation, including payment of pension benefits to employees to whom the Act applies, and the Corporation does not have sufficient information to apply defined benefit plan accounting. Under joint trusteeship, the risk and reward associated with the Plan’s unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation (March 31, 2008) has determined the Plan has a surplus of $487 million. The employer contribution rate to the Plan for the fiscal years ended March 31, 2008 and March 31, 2009 was 8.63% of the pensionable salary up to the year’s maximum pensionable earnings of $43,700 and to 10.13% of pensionable salary in excess of the year’s maximum pensionable earnings. As of April 1, 2009, the employer contribution rate will increase by 0.15% to 8.78% of the pensionable salary up to the year’s maximum pensionable earnings of $46,300 and 10.28% of the pensionable salary in excess of the year’s maximum pensionable earnings.

The Corporation also annually contributes through the Provincial Government payroll benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 23.83% (2008: 23.83%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

(i) Use of estimates

In preparing the Corporation’s financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes and is not limited to the useful lives of capital assets.
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Future accounting changes

The Canadian Accounting Standards Board ("AcSB") has replaced Section 3861 Financial Instruments - Presentation and Disclosure with new sections 3862 Financial Instruments - Disclosures and 3861 Financial Instruments - Presentation. The new sections are based on International Financial Reporting Standards for Financial Instruments. The Corporation does not expect the application of these sections to have a significant impact on the financial statements.

The AcSB has amended Section 4460 Disclosure of Related Party Transactions by Not-for-Profit Organizations to align language with Section 3840 Related Party Transactions. The AcSB has also amended Section 1540 Cash Flow Statements to include not-for-profit organizations. The Corporation does not expect the changes in these sections to have a significant impact on future financial statement disclosure.

The AcSB has introduced the new Section 4470 Disclosure of Allocated Expenses by Not-for-Profit Organizations. The Corporation does not expect significant additional disclosure in future years as the expenses allocated to Special Exhibitions are currently disclosed in accordance with Section 4470.

3. CASH AND INVESTMENTS

As at March 31, 2009, the Corporation held $1,208,357 (2008: $4,639,747) in money market funds with an annual yield of 3.93% (2008: 4.83%).

In accordance with section 3855 Financial Instruments - Recognition and Measurement of the CICA Handbook, the Corporation has classified its investments as held-for-trading and is reporting them at fair value. All investments are publicly traded and accounted for at the fair market values based on quoted prices at year end.

Investment income includes interest and dividends earned and realized gains and losses net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

Short term investments consist of fixed income Canadian dollar denominated securities with a maturity of one year or less.

4. CAPITAL DISCLOSURE

The Corporation’s capital management objectives are to ensure adequate funds are available for operations and capital projects through prudent investment and cash flow management techniques. To facilitate the management of capital, the Corporation prepares annual budgets which are updated monthly. The Corporation’s capital structure includes cash and investments, capital assets and deferred capital contributions. The Corporation manages its capital structure and makes adjustments when economic conditions change.

The Corporation continually evaluates available sources of funds to finance its capital expenditures in order to meet capital objectives. The capital structure of the Corporation is not subject to external restrictions; however, the capital contributions received by the Corporation are allocated to specific projects as determined by the external funders based on their unique economic priorities.

5. COLLECTIONS

As at March 31, 2009, the collections consisted of approximately 7.2 million artifacts, specimens and archival records (2008: 7.2 million). During the year, the Corporation deaccessioned 35 objects (2008: 3) and accessioned 22,639 objects (2008: 9,016) to its collections through the acquisition, purchase and accessioning process. The collections are valued at approximately $190 million for insurance purposes.
6. CAPITAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Amortization</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$12,278,339</td>
<td>-</td>
<td>$12,278,339</td>
<td>$12,278,339</td>
</tr>
<tr>
<td>Permanent exhibitions</td>
<td>1,696,852</td>
<td>(751,186)</td>
<td>945,666</td>
<td>1,116,288</td>
</tr>
<tr>
<td>Operating equipment</td>
<td>699,523</td>
<td>(460,253)</td>
<td>239,270</td>
<td>126,703</td>
</tr>
<tr>
<td>Computer hardware and software</td>
<td>2,967,403</td>
<td>(2,291,172)</td>
<td>676,231</td>
<td>734,466</td>
</tr>
<tr>
<td>Vehicles</td>
<td>24,664</td>
<td>(11,989)</td>
<td>12,675</td>
<td>16,785</td>
</tr>
<tr>
<td>Furniture</td>
<td>112,110</td>
<td>(82,144)</td>
<td>29,966</td>
<td>40,526</td>
</tr>
<tr>
<td>Buildings</td>
<td>3,276,662</td>
<td>(683,432)</td>
<td>2,593,230</td>
<td>635,752</td>
</tr>
<tr>
<td>Work in progress</td>
<td>435,087</td>
<td>-</td>
<td>435,087</td>
<td>587,860</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,490,640</strong></td>
<td><strong>(4,280,176)</strong></td>
<td><strong>17,210,464</strong></td>
<td><strong>15,536,719</strong></td>
</tr>
</tbody>
</table>

7. DEFERRED REVENUE

Deferred revenue of $524,169 (2008: $2,607,641) represents funds related to donations for restricted projects, future gallery rentals, advance admission sales, annual passes, and unredeemed gift cards. Deferred revenue is recognized as revenue in the year in which the related expenses are incurred.

8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unamortized externally restricted contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$1,743,606</td>
<td>$1,496,996</td>
</tr>
<tr>
<td>Grants for the purchase of capital assets</td>
<td>3,736,909</td>
<td>2,473,340</td>
</tr>
<tr>
<td>Amortized to revenue</td>
<td>(392,791)</td>
<td>(416,109)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,087,724</td>
<td>$3,554,227</td>
</tr>
</tbody>
</table>

9. NET EQUITY

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of year</td>
<td>$13,071,485</td>
<td>$13,057,834</td>
</tr>
<tr>
<td>Excess of revenues over expenses</td>
<td>23,760</td>
<td>13,651</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$13,095,245</td>
<td>$13,071,485</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS, cont.

For the Year Ended March 31, 2009

10. OTHER INCOME

<table>
<thead>
<tr>
<th>Description</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Province of British Columbia, special exhibition</td>
<td>$2,100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>project contribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants, contributions, royalties and commissions</td>
<td>$1,086,993</td>
<td>$1,123,619</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$961,627</td>
<td>$1,323,171</td>
</tr>
<tr>
<td>Total other income</td>
<td>$4,148,620</td>
<td>$2,546,790</td>
</tr>
</tbody>
</table>

11. SPECIAL EXHIBITIONS

The Corporation hosts feature exhibitions to provide a window on the world and encourage repeat visitation. In 2008/09 these included: *Free Spirit: Stories of You, Me and BC* and *War Brides*. In 2007/08 these included: *Titanic: the Artifact Exhibition*, *Treasures of the Tsimshian from the Dundas Collection*, *River of Memory* and *Free Spirit: Stories of You, Me and BC*.

<table>
<thead>
<tr>
<th>Description</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>$633,106</td>
<td>$184,789</td>
</tr>
<tr>
<td>Professional service contracts (includes exhibit fees)</td>
<td>$362,783</td>
<td>$3,239,750</td>
</tr>
<tr>
<td>Marketing and communications</td>
<td>$572,967</td>
<td>$639,374</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>$564,940</td>
<td>$242,121</td>
</tr>
<tr>
<td>Office</td>
<td>$80,082</td>
<td>$188,923</td>
</tr>
<tr>
<td>Total expenses related to special exhibitions</td>
<td>$2,213,878</td>
<td>$4,494,957</td>
</tr>
</tbody>
</table>

12. DONATIONS

A contribution of $350,000 (2008: $2,500,000) was made to the Friends of the Royal British Columbia Museum Foundation (the “Foundation”) to assist in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

13. RELATED PARTY TRANSACTIONS

The Corporation is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown Corporations. The Corporation also has transactions with the Friends of the Royal British Columbia Museum Foundation (Note 14). Transactions with these entities are considered to be in the normal course of operations and are recorded at the exchange amounts.

14. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Corporation has an economic interest in the Friends of the Royal British Columbia Museum Foundation (the “Foundation”). The accounts of the Foundation are presented separately and are not consolidated in these financial statements. The Foundation was incorporated to build membership and to coordinate other support activities on behalf of the Corporation. The principal activities of the Foundation are operation of the Royal Museum Shop, the collection of donations, bequests, endowments and supporting projects undertaken by the Corporation.

The Foundation has internally restricted funds of approximately $2,700,000 (2008 - $3,600,000), which are reserved for specific projects for transfer to the Corporation in future years.
14. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION (continued)

During the year, the following amounts were paid by the Foundation to the Corporation:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding for non-capital projects</td>
<td>$11,770</td>
<td>$322,896</td>
</tr>
<tr>
<td>Funding for capital projects</td>
<td>$1,000,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Purchases of goods and services</td>
<td>114,202</td>
<td>140,455</td>
</tr>
<tr>
<td></td>
<td>$1,125,972</td>
<td>$2,463,351</td>
</tr>
</tbody>
</table>

As of March 31, 2009, $21,777 is due from the Foundation to the Corporation and is included in the accounts receivable balance (2008: $24,336).

During the year, the following amounts were paid by the Corporation to the Foundation:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted donation to the Foundation (Note 12)</td>
<td>$350,000</td>
<td>$2,500,000</td>
</tr>
<tr>
<td>Transfer of restricted donations</td>
<td>18,032</td>
<td>-</td>
</tr>
<tr>
<td>Purchases of goods and services</td>
<td>10,534</td>
<td>10,817</td>
</tr>
<tr>
<td></td>
<td>$378,566</td>
<td>$2,510,817</td>
</tr>
</tbody>
</table>

15. COMMITMENTS

Operating Agreement
The Corporation has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Corporation. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional operating costs. The term of the Agreement is 30 years and expires June 24, 2028.

Heating and Cooling Contract
The Corporation has entered into a three-year service agreement for the provision of steam, chilled water and natural gas services expiring March 31, 2012. Under the terms of the agreement, the Corporation will pay for services as consumed.

Exhibition Loan Fees
The Corporation has a commitment to disburse $595,000 on May 1, 2009 to the British Museum and $150,000 US in November 2009 to the Seattle Art Museum related to the loan of artifacts and objects.

Capital assets
The Corporation has entered into agreements with various contractors to complete capital asset improvement projects costing approximately $300,000. The projects are expected to be completed within the next fiscal year.

Lease Commitments
The Corporation has a five-year operating lease to rent warehouse space to store oversize artifacts which expires on April 30, 2010. The Corporation also leases operating equipment. Future minimum payments are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Warehouse</th>
<th>Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$117,980</td>
<td>$13,194</td>
</tr>
<tr>
<td>2011</td>
<td>9,831</td>
<td>12,388</td>
</tr>
<tr>
<td>2012</td>
<td>-</td>
<td>7,799</td>
</tr>
<tr>
<td>2013</td>
<td>-</td>
<td>1,506</td>
</tr>
<tr>
<td>2014</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$127,811</strong></td>
<td><strong>$34,887</strong></td>
</tr>
</tbody>
</table>

16. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.
MANAGEMENT DISCUSSION AND ANALYSIS

The main financial objective of the Royal BC Museum Corporation is to use our financial resources to meet strategic priorities while operating in the most cost-effective manner.

In 2008/09, the feature exhibition Free Spirit: Stories of You, Me and BC spanned the better part of a year in its celebration of British Columbia’s 150th anniversary. It was the year RBCM staff came together and collaborated on a vision that will guide the organization’s development over the next 15 years. Fiscal 2008/09 also marked the development of a far-reaching plan for the revitalization of the RBCM visitor experience.

In addition, work got underway on major capital improvement projects, most notably a vital upgrade to the heating, ventilation and air-conditioning (HVAC) units in the temporary exhibition gallery. This upgrade is critical in assuring our continued ability to host travelling exhibitions from museums throughout the world. In short, having the proper climate controls in the galleries means the Royal BC Museum can ensure responsible stewardship of the artifacts entrusted to its care.

Summary of Financial Results, Forecast and Variance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project funding from the Province</td>
<td>0.000</td>
<td>0.000</td>
<td>3.000</td>
<td>1.100</td>
<td>2.141</td>
<td>2.100</td>
<td>0.041</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Museum admission fees</td>
<td>7.017</td>
<td>3.036</td>
<td>3.597</td>
<td>9.738</td>
<td>3.104</td>
<td>3.633</td>
<td>(0.529)</td>
<td>6.401</td>
<td>3.094</td>
<td>3.125</td>
</tr>
<tr>
<td>Other income</td>
<td>2.725</td>
<td>2.998</td>
<td>1.948</td>
<td>3.506</td>
<td>2.668</td>
<td>2.737</td>
<td>(0.069)</td>
<td>2.148</td>
<td>2.116</td>
<td>2.112</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>22.398</td>
<td>18.139</td>
<td>20.818</td>
<td>25.817</td>
<td>20.561</td>
<td>21.118</td>
<td>(0.557)</td>
<td>20.715</td>
<td>17.376</td>
<td>17.403</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building costs</td>
<td>4.568</td>
<td>4.515</td>
<td>2.068</td>
<td>2.615</td>
<td>2.145</td>
<td>2.576</td>
<td>-0.431</td>
<td>2.321</td>
<td>2.344</td>
<td>2.368</td>
</tr>
<tr>
<td>Taxes - City of Victoria</td>
<td>0.667</td>
<td>1.113</td>
<td>0.906</td>
<td>0.965</td>
<td>0.696</td>
<td>0.765</td>
<td>-0.069</td>
<td>0.760</td>
<td>0.770</td>
<td>0.780</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>3.386</td>
<td>3.198</td>
<td>3.394</td>
<td>4.396</td>
<td>4.183</td>
<td>4.523</td>
<td>-0.340</td>
<td>2.898</td>
<td>2.498</td>
<td>2.517</td>
</tr>
<tr>
<td>Security costs</td>
<td>0.957</td>
<td>0.898</td>
<td>0.888</td>
<td>0.935</td>
<td>0.926</td>
<td>0.935</td>
<td>-0.009</td>
<td>0.936</td>
<td>0.946</td>
<td>0.955</td>
</tr>
<tr>
<td>Donations</td>
<td>0.000</td>
<td>0.000</td>
<td>3.000</td>
<td>2.500</td>
<td>0.350</td>
<td>0.000</td>
<td>0.350</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Temporary Exhibitions</td>
<td>3.181</td>
<td>0.257</td>
<td>1.094</td>
<td>4.495</td>
<td>2.214</td>
<td>2.100</td>
<td>0.114</td>
<td>3.118</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Amortization</td>
<td>0.893</td>
<td>1.071</td>
<td>0.757</td>
<td>0.883</td>
<td>0.964</td>
<td>1.116</td>
<td>-0.152</td>
<td>1.151</td>
<td>1.183</td>
<td>1.050</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>1.136</td>
<td>0.739</td>
<td>0.353</td>
<td>0.014</td>
<td>0.023</td>
<td>0.050</td>
<td>-0.027</td>
<td>0.009</td>
<td>0.018</td>
<td>0.020</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>1.464</td>
<td>11.715</td>
<td>1.000</td>
<td>1.240</td>
<td>2.638</td>
<td>3.700</td>
<td>-1.062</td>
<td>1.585</td>
<td>0.455</td>
<td>0.405</td>
</tr>
<tr>
<td>FTE’s</td>
<td>125</td>
<td>125</td>
<td>123</td>
<td>130</td>
<td>128</td>
<td>130</td>
<td>-2</td>
<td>128</td>
<td>128</td>
<td>128</td>
</tr>
<tr>
<td>Total Debt</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Revenue

Last year 61% of Royal BC Museum Corporation operations and activities were funded by the operating contribution from the Province of British Columbia. This contribution assists to ensure the best possible stewardship of the collections of British Columbia.

During 2008/09, admission fees represented 15% of total revenue (compared with 38% during the Titanic exhibition). Admission fees fluctuate from year to year depending on the special exhibition being hosted; at times, fees increase to offset exhibition costs. Admission fees were not increased during the Free Spirit exhibition, as this project was jointly sponsored by the Province of British Columbia and the RBCM to celebrate BC’s 150th Anniversary.
Management Discussion and Analysis, Cont.

The RBCM makes every effort to maximize its revenue resources through its business operations. Thirty nine percent of operations in 2008/09 were supported by this revenue. This number is down from 2007/08 figures largely because the Titanic exhibition (2007/08) had an increased admission fee. Other revenue comprises royalties, fees for activities, fundraising, designated project revenue and grants.

Expenses

Total expenses in 2008/09 were $20.5 million as compared to $25.8 million in 2007/08 for a decrease of $5.3 million. This decrease was due to the cost of hosting the Titanic exhibition and the $2.5 million contribution to the Friends of the Royal BC Museum Foundation in 2007/08.

Salaries & benefits – The RBCM workforce consists largely of highly skilled full-time employees. Salaries in 2008/09 were comparable to those in previous years. In 2008/09, RBCM operations were supported by a large and dedicated group of volunteers who offered approximately 42,000 hours of service.

Building costs – The RBCM continues to upgrade its facilities and complete deferred maintenance projects. Building costs were $0.5 million lower in 2008/09 than in the previous year, because last year the RBCM had fewer resources at its disposal to direct toward building costs. Projects included exterior upgrade improvements including landscaping, installation of a retaining wall, installation of cooling fans on the main incoming electrical panel, high voltage maintenance work, purchase and installation of additional low flush toilets, purchase and installation of a wireless alarm system in temporary gallery, replacement of old fridges and freezers with new Energy Star appliances and security upgrades to add card swipe access, cameras and alarm sensors. Other expenses included hydro, water, gas, facility cleaning costs, warehouse leasing and preventive maintenance.

Taxes to the City of Victoria – In 2008/09 the assessed value of the land and buildings was reduced, resulting in a savings of $270,000. Taxes paid in 2008/09 were $0.7 million (compared to $1.0 million in 2007/08).

Other operating costs included a wide range of functions such as collections management care, insurance, security, travel, bank charges, program and exhibition management, human resources, volunteer resources, information systems, marketing and communications, general office supplies and professional services. These costs decreased slightly in 2008/09 due to an overall decline in RBCM admission revenue; as revenue decreased, operating monies were reduced in a corresponding manner.

Donations – Funds were provided to the Foundation to be used in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership to assist and support provincial museum and archives initiatives and projects through attracting federal and other foundational monies.

Exhibition costs – Expenses related to exhibitions were significantly lower in 2008/09 (with the Free Spirit and War Brides exhibitions) compared to the previous year, which saw a larger budget for the Titanic exhibition.

Amortization reflects planned capital investment in permanent exhibits, operating equipment and information technology hardware and software purchases.
Partners
The Royal BC Museum Corporation enjoys a long-standing partnership with the Friends of the Royal BC Museum Foundation. The Foundation operates the Royal Museum Shop, builds our membership base, supports projects undertaken by the RBCM, and collects donations, bequests and endowments. Formal endowment programs have been established through the Foundation in support of the development and care of the RBCM collections. The Foundation holds $0.6 million in an endowment fund and a further $0.25 million in restricted funds for specific projects. The Vancouver Foundation holds $0.01 million while the Victoria Foundation holds $1.7 million in endowment funds and $0.3 million in a fund to encourage and support innovation by RBCM staff.

The RBCM partners with and receives royalties from the owners and operators of the National Geographic IMAX Theatre, Destination Cinema Incorporated (DCI). This mutually beneficial agreement between DCI and the Royal BC Museum Corporation is for a 30-year period and expires in 2028.

The Friends of the British Columbia Archives is an incorporated, not-for-profit organization managed by a Board of Directors elected from its membership. Its purpose is to support and foster awareness of the BC Archives.

Food service and retail agreements enhance our financial position and provide services to our visitors. Willie’s Bakery operates both the Museum Café and the Café Royale kiosk in the courtyard of the RBCM cultural precinct.

Risks and Uncertainties
Like other Canadian cultural institutions and organizations, the RBCM faces significant issues as outlined in the 2009/10 – 2011/12 Service Plan. RBCM attendance is influenced by global trends in tourism and fluctuates when we host temporary blockbuster exhibitions. Museums across North America are grappling with a generalized trend toward declining attendance. Due to a tempered outlook for tourism in the coming years, the RBCM remains cautious in projecting revenues generated from admissions. We are in the grips of a recession that has a deep impact not only across British Columbia but across all of North America. In order to broaden the RBCM visitor base – and thereby increase revenues – the galleries need to be revitalized and the visitor experience brought into closer alignment with the public’s increasingly sophisticated expectations of what a museum and archives should be.

It is difficult to offset operating cost increases by earned revenue increases. The collections will continue to develop in size and significance, which will increase costs for care and management. If visitor levels are further depressed, our ability to fulfill our mandate may be jeopardized. The RBCM must earn greater than $6 million in annual revenue in addition to its provincial operating grant, to meet essential operating budget requirements of $18.5 million. The Province has advised it will be reducing future operating contributions that will require the RBCM to reduce program services to address this reduction in funding. Earned revenue from new sources is not increasing at the same rate as operating costs, and this places a strain on available resources.

The RBCM workforce is aging, leading to a potential shortage of professionals. Over the past two years 5% of RBCM staff retired; in the next five years, 53% of our staff will be eligible to retire. Ensuring significant time for knowledge transfer is critical. An investment in employee training and development is being made to lessen future recruitment and replacement costs.

Fundraising is vital to the success of the RBCM; however, competition for funding in an increasingly demanding market makes this challenging. The Development Department has made significant inroads this past year with regard to establishing and cultivating numerous relationships that may eventually develop into sustainable sources of revenue for the organization.
And of course, our facilities get older with each passing year. At more than 40 years of age, the Fannin tower and exhibition hall increasingly require repairs and maintenance to keep functioning. Infrastructure renewal projects will be carried out as finances permit in the years to come.

**Future Outlook**

Going forward, financial projections indicate modestly positive operating results. The RBCM faces increased challenges, however, resulting from a reduction in the operating contribution from the provincial government and from the moderating effects of a global recession. However, a firm vision is in place to guide the organization's progress and development.

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The fundraising success of the RBCM is necessary to the maintenance and growth of our business operations.

Capital investments are still very much required by the RBCM in order to continue to upgrade the buildings to adequately care for the British Columbia collections.

**Summary**

In our efforts to remain a world-renowned museum and archives while at the same time preserving BC’s rich history, operating challenges are evident. Maintaining our excellent standing requires that we go forward and implement our vision with the support of government, community members and the visiting public.
Steam Train, Pocket Desert, Fraser Canyon, from the mural Splendid Diversity – 36 More Wonders of the World. Artist, Carol Christianson, commissioned for Free Spirit: Stories of You, Me and BC
**Appendix A: Acquisition and Deaccession Highlights**

**Acquisitions**

**Deer mouse jaw.** Recovered during recent excavations at Pellucidar II Cave on Vancouver Island, ancient jaw bones of a deer mouse (*Peromyscus*) date to approximately 13,000 years ago. This mouse apparently lived alongside the enormous Giant Short-faced bear (*Arctodus*); the bones of both animals were found in the same cave sediment. Unlike the mouse, the genus of which is now one of the most populous of the New World mammals, the Giant Short-faced bear went extinct at the end of the Ice Age.

**Prothonotary warbler.** A native of the southeastern United States, this specimen is an unexpected addition to the collections. The first recorded in BC, this outlier was found dead on a downtown Victoria street. We have no way of telling how or why this warbler defied the odds to stray so far from its usual range. While not for display, the specimen will be added to the reference collection for scientific study.

**Bird holotype fossil.** Representing a new specimen for a previously unknown-to-science genus of extinct birds, this fossil has yet to be described. An Irish bird evolution expert has studied the holotype (*holotype* means it’s the first specimen to bear a new name), and it has also been used as a basis for comparison with other known birds.

**Fish fossil.** Donated by a private citizen in the Cache Creek area, this *Eohidon* hails from the Cenozoic era, when large warm lakes ruled BC’s interior. Though that climate is long gone, a relative of *Eohidon* lives on in the Goledey that calls the cool waters of the Peace River home.

**Anchor Stone.** Weighty anchor stones are a rare find in coastal archaeological sites. This one was found in the municipality of North Saanich, BC, and it dates to approximately 2000 years ago. These perforated stones served as anchors for large fishing nets and canoes.

**Fire insurance plans.** This generous donation from the Friends of the BC Archives consists of 82 fire insurance plans of various BC communities including Burns Lake, Cranbrook, Enderby, Fort St. John and Castlegar, 1952-1961. Fire insurance underwriters needed these large-scale urban maps to understand the physical characteristics of a structure to be insured. Detailed colour drawings show the construction of buildings, passages, fire walls, openings in walls, height and occupancy of buildings. Street widths and addresses, property lines, water mains, fire hydrants and fire alarm boxes are also denoted. This accession adds to our existing fire insurance plan holdings.

**Bench books of Clement Francis Cornwall.** Clement Francis Cornwall was a farmer at Ashcroft, a senator, Lieutenant Governor of BC (1881-1887) and a County Court judge (1889-1906). During his time as judge for the Cariboo district (1891-1906), Cornwall’s circuit

---

Bench books of Clement Francis Cornwall, accession 2008.42.
included Revelstoke, Donald, Lytton, Kamloops, 150 Mile House, Ashcroft, Quesnel, Lillooet, Clinton, Soda Creek and Richfield/Barkerville. Arranged chronologically, the entries in these five record books consist of detailed notes of cases Cornwall heard, including judgments and sentencing. Most cases focus on small claims and recovery of debt but there are also naturalizations and criminal cases (including speedy trials) for theft and other criminal matters.

**Soda Siphon.** Etched on the side of this 1930s soda siphon is the notation “Bottled by William W. Duncan, Victoria.” Soda or carbonated water was very popular during the 1920s and 1930s to dilute alcoholic drinks and make them more socially acceptable. It was also used to dilute cordial drinks such as orange smash. William Duncan operated a moving and storage company, and for a time also a bottling works at 522 Bastion Street. This siphon was made by the British Syphon Company of London.

*Tom Fyles fonds, accession 2008.52.*
Tom Fyles accession. A renowned mountain climber and outdoors enthusiast, Mount Fyles near Bella Coola is named in Tom’s honour. He was an early member of the BC Mountaineering Club and ran their club hikes for several years. In the late 1920s he joined the Alpine Club of Canada. Among the accession are photo albums documenting climbing trips from 1913-1969 and Fyles’ pocket diary, which documents trips from 1913 through the 1930s and records daily activities, costs per trip, supplies, food and photos taken.

Canadian Northern Pacific Railway Company accession. This accession consists of photographs, maps and a technical drawing that document the railway line building activities of the Canadian Northern Pacific Railway in British Columbia. The company built rail lines on the mainland, from the Alberta-British Columbia border to Vancouver, and on Vancouver Island.

Model harpoon gun. Between 1905 and 1942 the Consolidated Whaling Company’s fleet of hunter ships scoured the coast of British Columbia searching for and killing whales. Their main tool was the exploding head harpoon gun. This meticulously carved scale model in whale bone was made by Jim Wakelen, who worked as a blacksmith at Rose Harbour in the Queen Charlotte Islands, one of the whaling company’s processing facilities.

1997 North American Indigenous Games accession. The North American Indigenous Games (NAIG) is a sporting event for indigenous North American athletes. Held every two to five years at a different North American venue, the games’ mission is to support self-determined sport and cultural activities for indigenous peoples. The 1997 NAIG in Victoria saw nearly 5000 Aboriginal athletes from around North America participate in summer sports such as archery, baseball, canoeing, lacrosse, soccer, tae kwon do and wrestling. The accession consists of management and marketing files, and includes examples of bronze, silver and gold medals.

Deaccessions


BC Archives pdp8721. This framed print, The Irish House of Commons, 1790, by Henry Barraud in 1873 was deaccessioned to Corporate assets for disposal.

BC Archives pdp#s 321-326; 328-340; 392, 394-397. These 24 framed lithographs of statesmen, political figures and royalty (Panama and South American scenes) were deaccessioned to Corporate assets for disposal.

BC Archives accession 80-109. Five Ashlar Lodge and Caledonia Lodge certificates from the 1860s were deaccessioned and transferred to the Nanaimo Community Archives.
APPENDIX B: RESEARCH, PUBLISHED ARTICLES AND RBCM PUBLICATIONS

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum Corporation staff, volunteers, research associates and collaborators.

PEER-REVIEWED ARTICLES

Cannings, Rob

The Treeline Emerald (Somatochlora sahlbergi), an Asian dragonfly that entered unglaciated Alaska and Yukon during the ice ages, now interbreeds there with two related species, both common in BC – the Hudsonian Emerald and the Ringed Emerald. This hybridization, which is extremely rare in dragonflies, was discovered by Syd Cannings (RBCM Research Associate) and his brother Rob (RBCM Curator of Entomology), who are studying the evolutionary relationships among these species. Photo: Rob Cannings

deWard, Jeremy

Forsyth, Robert


Hammond, Lorne

Hanke, Gavin


Hebda, Richard


NON-REVIEWED NEWSLETTER ARTICLES/CHAPTERS

Cannings, Rob


deWaard, Jeremy


Forsyth, Robert

Marr, Ken

Marr, Lisa

Hanke, Gavin


Keddie, Grant


Kirkendale, Lisa

PUBLICATIONS
1. April 2008: Evergreen Playland: A Road Trip through British Columbia (DVD publication) – compiled by Dennis J. Duffy – $15.00


APPENDIX C: PUBLIC PROGRAMS

Free Spirit: Stories of You, Me and BC
March 13, 2008 – January 11, 2009
- A nine-part series of cultural presentations titled “From the World to BC” celebrated a wide range of traditions brought to British Columbia by immigrants from around the world. Punjabi dancing, Taiko drumming, Philippine folk dancing and extreme martial arts were just a few of the events offered up by community groups during Free Spirit.
- Four times throughout Free Spirit’s run, the RBCM hosted popular café events, where experts and community members alike came together to talk about issues centering on culture and identity.
- Five actors were brought on board to tell stories of British Columbia history. These narratives helped contemporize the BC story by including recent figures and events, and they also helped us address some of the gaps in our collection. We also sent actors from Story Theatre Company across the province to engage British Columbians with the RBCM collections during the Free Spirit Conservation Road Tour.

10th Annual Vancouver Island Regional Heritage Fair
May 2, 2008
The Historical Heritage Fair offers local Grade 4 to 9 students the opportunity to exhibit their original Canadian history projects. Several of the projects were selected for display at the National Historical Heritage Fair in July.

Remembrance Day Commemorations
November 5 – 11, 2008
In partnership with Veterans’ Affairs Canada, the RBCM set aside a week for
Remembrance Day commemorations to honour the role Canadians have served in conflicts and in peacekeeping around the world. In 2008, all programming was offered free of charge for the first time ever. The week-long commemoration gathered local organizations, community groups, veterans, military personnel and the public for true stories, demonstrations and models. An estimated 12,000 people shared in the exhibition over the course of the week.

Polar Perspectives Series
November 24, 2008
With the support of the Alliance of Natural History Museums of Canada and in conjunction with International Polar Year, 50 high school students joined a one-day workshop at the RBCM about issues in the Arctic. The day included sessions with experts and a chance to videoconference with students in Nunavut. An evening talk ensued, hosted by Arctic experts and attended by 120 members of the community.

Christmas Programming
December 7, 2008 – January 4, 2009
Costumed storytellers shared the holiday spirit with museum visitors through songs and tales. Traditional decorations and the sounds of the Christmas season lit up Old Town in the modern history gallery, and seasonal programming delighted visitors to Helmcken House.

Light-Up and Carol-Along at the Carillon
December 7, 2008
The Christmas season rang out through the streets at the annual Carol-Along, accompanied by Provincial Carillonneur Rosemary Laing. Led by the Newcombe Singers, the crowd of over 100 joined in with traditional carols, followed by hot chocolate. As dusk fell, the Netherlands Centennial Carillon was lit up for the first time in its history at the RBCM.

An Old-Fashioned Christmas at Helmcken House
December 20, 2008 – January 4, 2009
Christmas traditions and seasonal celebrations were celebrated, Victorian-style, in this popular educational program.

School Programs
On-site school programs in a variety of subject areas have been offered every year for nearly 30 years at the RBCM. Programs include:
• Fins, Feathers and Fur: Grades K/1
• A Century Ago: Grades 2/3
• Our Changing Climate: Grades 4/5
• Wealth from the Ground: Grade 5

Adult Tour Program
Volunteer guides conduct tours of the permanent galleries, provide orientations for incoming volunteers and host visiting dignitaries. As a value-added experience, visitors can join a 60-minute tour of one of the three main galleries for an in-depth look at the cultural and environmental history of BC. The apprentice docent program continues to recruit and train new volunteers who are eager to share the BC story with the world.

Gallery Animation
These educational cart stations dot the galleries on weekends, especially during the winter months. With touchable artifacts, the carts offer hands-on learning about things like whales, bears, mammoths, flight and gold panning. Docents provide an engaging and in-depth analysis of each cart’s contents.

Reflecting circle
Land surveyors once used a reflecting circle to establish longitude by measuring the distance between the moon and a nearby star. This one was owned by Robert Homfray, an early land surveyor in British Columbia. Homfray came to Victoria in 1858 and set up his own business in 1860 having worked in Nevada and California. He had also trained for several years under the noted British engineer I.K. Brunel. Much of his survey work was around Victoria but he did undertake survey work in 1861 on Alfred Waddington’s proposed route to the Cariboo from Bute Inlet.
# Royal British Columbia Museum Supporters

The RBCM appreciates and acknowledges the ongoing support of the Province of British Columbia. Thank you to our generous donors for their financial support and contributions to our collections during the 2008-09 fiscal year.

## Royal BC Museum Corporation

- **$1,000,000 and Up**
  - BC 150 Years Secretariat
- **$500,000-999,999**
  - BC Hydro
  - Canwest Mediaworks Inc.
  - Friends of the Royal BC Museum Foundation
  - Department of Canadian Heritage, Cultural Spaces Canada
- **$100,000-499,999**
  - Anonymous
  - John & Joan Walton
- **$50,000-99,999**
  - BC Ferries
  - Black Press
  - National Geographic IMAX Theatre
- **$20,000-49,999**
  - Department of Northern & Indian Affairs
  - Ministry of Aboriginal Relations
  - Provincial Capital Commission
  - Truffles Catering Group
- **$10,000-19,999**
  - Paul Casadio
  - Ministry of Education
  - Doug Say & Dennis Say
- **$5,000-9,999**
  - Patricia E. Bovey
  - Canadian Council of Archives
  - CBC.ca
  - Department of Canadian Heritage, Young Canada Works
  - James Fyles
  - Decorate Victoria with Huff ‘n’ Puff
  - Keith Shearer
  - University of Victoria, Department of Anthropology
  - Dr. Cassie Williams
- **$1,000-4,999**
  - Angus Allison
  - Gary Bell
  - Gerry Bergeron
  - The Fairmont Empress
  - Harbour Air
  - Sharon Lindstrom
  - Yvonne Maddocks
  - Eda McClung
  - Montage Editing Ltd.
  - Old Spaghetti Factory
  - Tessy Film Co.
- **$500-999**
  - Abigail’s Hotel
  - The Bay Centre
  - Brentwood Bay Lodge & Spa

## Friends of the Royal BC Museum Foundation

- **$100,000-499,999**
  - BC Arts Renaissance Fund
- **$50,000-99,999**
  - London Drugs Foundation
- **$20,000-49,999**
  - The Butchart Gardens
- **Presidents Circle - $5,000 and up**
  - Gary Bell
  - The Estate of The Late Millicent Lavoy
  - David & Mary-Anne Stowe
- **Patrons Circle - $1,000 - $4,999**
  - Abebooks Inc.
  - Roy & Luciana Battilana
  - Frank & Ruth Beering
  - Joyce Clearhue
  - James & Jean Cosgrove
  - Marna Disbrow
  - David Ell & Monica Granbois
  - Derek & Katharine Ellis
  - Robert & Marianne Eng
  - Gerry Harris
  - Donald Hayes
  - Robert & Devi Jawl
  - Kaatza Foundation
  - Akiko Kamitakahara
  - Elizabeth Kennedy
  - Diane Lloyd
  - Ron & May Lou-Poy
  - Thomas Mayne
  - Noel & Laurie Pederson
  - Bob Plecas & Pauline Rafferty
  - Alice Poole
  - Debbie Price
  - Quimper Consulting Inc.
  - Alan & Anne Tompson
  - John & Bev Wallace
  - John & Joan Walton

## Governors Circle - $500 - $999

- Frank & Marilyn Anfield
- Anonymous
- Anonymous
- Joe Barber-Starkey
- Bill & Gayle Barkley
- Carol Cullimore
- Bob & Debra Druy
- Jim & Vivian English
- Terry & Leslie Farmer
- James & Shirley Fyles
- Constance C. Gibson
- Theodore Hartz & grace Maynard
- Joe & Linda Harvey
- Audrey Johnson
- Ian & Margaret Mair
- David & Susan McMillan
- Frank & Arden Moretti
- Charles & Marjorie Moser
- Dale & Judy Murray
- Sara Park
- Beverly Paterson
- Barbara Rae
- Ernie & Carol Skinner
- Tony & Darlene Southwell
- John Spring
- Team TELUS Cares
- Trudy Usher
- Rene & Allison Weir
- Ian & Joan Williams

## Collectors Circle - $250 - $499

- Bill & Wendy Brown
- Edith Christy
- Norm & Dale Collingwood
- David & Doris Craven
- Julie Elizabeth
- Joyce Folbigg
- A. A. Hughes
- Patrick & Elizabeth Kelly
- Peter Marshall & Bronwen Beedle
- Dennis McCann & Diane Darch
- Jim & Isabel Merston
- Doreen Mitchell
- John & Pauline Mustard
- Anna Nyarady
- Barry Obara
- Ernest & Adele Roberts
- Sean Rodman
- Paul & Norma Steer
- Mark & Elizabeth Taylor
- Margaret Vandenberg
- Tim Willis

We have taken great care to ensure that our supporters are recognized accurately and appropriately. If you notice an error or omission, please call the Royal BC Museum Corporation Development Department at 250-387-7222.
CONTACT INFORMATION

Royal BC Museum Corporation
675 Belleville Street
Victoria, BC
V8W 9W2

Tel: 250-356-RBCM (7226)
Toll-free: 1-888-447-7977
Fax: 250-387-5674

www.royalbcmuseum.bc.ca