

Royal BC Museum

2024/25
Annual Service Plan Report

August 2025



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Published by the Royal BC Museum

Board Chair's Accountability Statement



The Royal BC Museum 2024/25 Annual Service Plan Report compares the organization's actual results to the expected results identified in the 2024/25 – 2026/27 Service Plan published in 2024. The Board is accountable for those results as reported.

Signed on behalf of the Board by:

A stylized, handwritten signature in black ink, appearing to be 'Ry Moran'.

Ry Moran
Board Chair, Royal BC Museum
August 12, 2025

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Letter from the Board Chair

On behalf of the Board of Directors, I respectfully submit the Royal BC Museum 2024/25 Annual Service Plan Report.

The results shared in this report outline how the Royal BC Museum has worked in partnership with the Ministry of Tourism, Arts, Culture and Sport to support the government's priorities, as identified in the [2021/22 Crown Agency Mandate Letter](#) and the [2023/24 Crown Agency Mandate Letter](#); realizing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and Truth and Reconciliation Commission Calls to Action; contributing to lasting and meaningful Reconciliation; enhancing equity, diversity, inclusion, accessibility and access; addressing issues of racism; reimagining the Museum experience; and continued COVID-19 recovery.

Key actions taken as a result of the Museum commitment to the [Declaration on the Rights of Indigenous Peoples Act](#) included increasing capacity within the Indigenous Collections and Repatriation Department to support increased numbers of inquiries, research requests, community visits and repatriation requests from Indigenous communities and First Nations. In 2024/25, the Indigenous Collections and Repatriation team connected with over 55 Nations in British Columbia, including hosting representatives from at least 15 Nations at the Museum, and completing community-led repatriations to four different Nations. Just as importantly, other Nations have approached the Museum for assistance preserving their own cultural heritage. Others have sought the Museum's assistance in helping with the return of their belongings located outside of Canada. We are honoured to stand with Nations in this work, and trust our actions are being seen as meaningful steps in the realization of the inherent and inalienable human rights expressed in *Declaration Act*.

So too are we honouring our commitment to the Truth and Reconciliation Commission (TRC) Calls to Action. The Royal BC Museum stewards the records of two Catholic congregations involved in running Indian Residential Schools in British Columbia: the Oblates of Mary Immaculate, and the Sisters of St Ann. In accordance with TRC Call to Action 77, two hundred and eighty-five linear metres of these records have been described and digitized for transfer to the National Centre for Truth and Reconciliation (NCTR), whilst maintaining access for communities. The Royal BC Museum continues to listen to and be led by communities, survivors, and their families, and acknowledges that access to information is central to meaningful truth and reconciliation. These records are of vital importance in furthering efforts on Calls to Action 71-76. We trust some of these steps demonstrate our unwavering commitment, especially in this important year that marks the 10-year anniversary of the TRC's Calls to Action being released.

This report also outlines the Museum's work with the Province and key partners to continue province-wide community engagement with the people of British Columbia to inform the future of the Royal BC Museum. Phase 1 began in 2022/23 with information and dialogue sessions about the Museum, including its facilities, mandate and challenges. Phase 2 engagement elaborated on the four key themes identified during Phase 1. The key themes were:

- Building, spaces, and facilities
- Indigenous Reconciliation and United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) implementation
- Diversity and representation
- Inclusion and accessibility

Phase 2 of community engagement continued into this fiscal year with 3,054 individuals participating in in-person sessions. The provincial survey, which ran from April 2024 to January 2025, had a total of 470 responses. This pivotal work will help set the course for the future of the Museum and how we serve the people of British Columbia.

Another important step forward over the past fiscal year is the construction of the Provincial Archives, Research and Collections (PARC) Campus building in Colwood. Work is well underway towards building the facility that will safeguard the collections that represent the collective history of British Columbia. PARC Campus is a state-of-the-art-facility that will provide more opportunities for partner collaboration and further educational programming. PARC Campus will also be more sustainable, meeting CleanBC energy efficiency standards and LEED Gold certification.

Visitor experience has also been an area of concentrated effort this year. The Museum welcomed more temporary exhibitions than ever before and sought to provide opportunities for community gathering and celebration.

IMAX® Victoria has continued to be a stronghold appealing to diverse audiences and driving revenue with a wide array of documentary films and Hollywood crowd pleasers.

Combined, our efforts at the Museum are aimed at addressing the past while keeping a firm eye on the future – a future that recognizes the vital importance of playing a central role in the establishment and maintenance of respectful relationships as called for by the TRC, and brought to life through education, learning, and engagement with rich and diverse cultural and natural landscape that forms the territories today called British Columbia.

As a provincial Crown corporation, accountability guides our planning and decision making. The Board Chair and CEO meet with the Minister and Deputy Minister for Tourism, Arts, Culture and Sport quarterly to ensure the Royal BC Museum's actions are aligned with its Mandate Letter.



Ry Moran
Board Chair
August 12, 2025

Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the *Budget Transparency and Accountability Act* (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, the Minister Responsible for a government organization is required to make public a report on the actual results of that organization's performance related to the forecasted targets stated in the service plan for the reported year.

Strategic Direction

The strategic direction set by Government in 2020 and expanded upon in the [2023/24 Mandate Letter](#) from the Minister Responsible shaped the goals, objectives, performance measures and financial plan outlined in the Royal BC Museum [2024/25 – 2026/27 Service Plan](#) and the actual results reported on in this annual report.

Purpose of the Organization

The Royal BC Museum is one of province's most important cultural institutions. The Museum was founded in 1886 and the Archives in 1894. In 2003, these two organizations were consolidated into a provincial museum and archives. Located in Victoria on the territory of the ləkʷəŋən (Lekwungen) peoples, known today as the Songhees and X̱wsep̱səm (Esquimalt) Nations, the Royal BC Museum includes three permanent galleries: Natural History, Becoming BC and the First Peoples Gallery and a revolving schedule of feature exhibitions and travelling displays focused on natural history, human history, and science.

The Royal BC Museum is a Crown corporation within the Province of British Columbia and is part of the government reporting entity (GRE). The Board of Directors are appointed by the Lieutenant Governor in Council to govern the Museum, and report to the Minister responsible for the Royal BC Museum. The *Museum Act* (2003) sets out the purposes, powers, and governance of the Royal BC Museum, establishing it as a Crown corporation. Under the Act, the Corporation is responsible for the museum, the provincial archives, Helmcken House, Thunderbird Park, Wawadit'la (Mungo Martin Big House), St Ann's Schoolhouse and the Netherlands Centennial Carillon.

The Royal BC Museum supports government priorities, including contributing towards lasting and meaningful reconciliation by implementing the [Declaration on the Rights of Indigenous Peoples Act \(Declaration Act\)](#) and the [Truth and Reconciliation Commission \(TRC\) Calls to Action](#); growing the Royal BC Museum presence throughout the Province by increasing accessibility for all British Columbians, and engaging with First Nations and Indigenous people and diverse cultural communities.

Although its main buildings are in Victoria, B.C., the Royal BC Museum reaches every region of the province through its website, online and travelling exhibitions, learning programs and services, and is responsible to all British Columbians.

Under the [Museum Act](#) (2003), the Royal BC Museum is required to fulfil the government fiduciary role of public trustee. Furthermore, as the archives of government, the Royal BC Museum also falls under the [Information Management Act](#).

Operating Environment

On behalf of government, the Royal BC Museum manages \$245 million in building assets and a further \$19.8 million in contents (exclusive of collections) in Victoria, British Columbia. The Museum staff care for more than seven million objects and specimens and over 30 km of textual records and eight million records and artworks in its custody.

In 2024/25, the Museum received an annual grant of \$13.251 million from the B.C. government, which represents approximately 47 per cent of its core operating budget. This does not include capital project funding and other one-time funding support of \$9.671 million provided by the Province. Revenues of \$8.094 million were derived from admissions revenue, programming and licensing, IMAX® Victoria tickets, concession and retail revenues, sponsorship and philanthropic contributions, all of which are variable funding sources.

Construction of the purpose-built collections and research building project, PARC Campus, has continued from the previous fiscal year. PARC is an acronym for Provincial Archives, Research and Collections and the campus will house the Museum and Archives collections and increase public access.

Key financial and operational challenges included the management of aging infrastructure at the downtown site, a continued drive to reopen the closed gallery spaces, resourcing collections stewardship while packing and preparing to move much of the collection to PARC Campus and increasing public needs for digitized materials. Rising inflation and challenging global economic times also presented challenges.

The Museum worked diligently to promote previous levels of visitation, revenue generation, and quality visitor experiences while continuing to make improvements within its workplace and with its relationships with British Columbians.

Report on Performance: Goals, Objectives, and Results

The following goals, objectives and performance measures have been restated from the 2024/25 – 2026/27 service plan. For forward-looking planning information, including current targets for 2025/26 – 2027/28, please see the [2025/26 – 2027/28 Service Plan](#).

Goal 1: The Museum is modern and inclusive.

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

This objective supports one of the key foundational principles of the Royal BC Museum mandate letter: to put people first. The Museum sought to engage with communities across B.C. to strengthen existing relationships, listen to perspectives of those the Museum has not heard from before, and lay the groundwork for a progressive environment that adapts to meet the needs of British Columbians now and in the future.

Key results

- A new display was added to *Old Town, New Approach*, entitled the Hayashi Photography Studio. This display highlights the heritage and cultural impact of the Japanese Canadian community in Cumberland and was designed in collaboration the Hayashi, Matsubuchi and other Japanese families of Cumberland, the Cumberland Museum and Archives, the Landscapes of Injustice: Past Wrongs, Future Choices project, and the Nikkei National Museum & Cultural Centre.
- A number of key exhibitions were launched, reflecting the diversity of visitor and resident interests. These included *Canadian Modern* (innovative modern designs crafted by Canadians), *Stonehenge* (the mysterious stone monument in the world), and *Wildlife Photographer of the Year* (showcasing the best wildlife photography from around the world).
- In collaboration with the First Peoples' Cultural Council and the Hunt family, the Museum re-opened Our Living Languages and the Jonathan Hunt House, marking the first steps toward the revitalization of the First Peoples Gallery.
- The Museum re-opened multiple sections of the Human History Galleries including the HMS Discovery, Cannery Display, Waterwheel, Fort Victoria and a new display called *Forgotten Landscapes* which tells the story of uncovered long-lost landscape paintings from the early 1900s.
- A 20-year partnership was established with the Terry Fox Centre to protect and preserve the iconic Terry Fox collection.

Summary of progress made in 2024/25

Important conversations continued in 2024/25 as the Museum continued with deeper engagement throughout the province to encourage active participation, feedback, and collaboration from diverse voices and perspectives on the future of the Royal BC Museum.

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

The Royal BC Museum is committed to ensuring that inclusion, diversity, equity, and accessibility are embedded in all its policies, practices, procedures, and programming.

Key results

- All volunteers and employees receive mandatory Equity, Diversity, Inclusion, and Accessibility (EDIA) training upon joining the organization, and further opportunities for expanding cultural agility are encouraged.
- A new Indigenous Relations team was created to strengthen relationships and partnerships between the Museum and a diverse group of external partners, including First Nations and Indigenous community organizations in British Columbia. The team focuses on building positive connections, understanding community perspectives, and collaborating to support the Museum's mandates.
- Expanded the stories told within existing gallery spaces, including the addition of the Hayashi Photography Studio on the mezzanine floor of *Old Town, New Approach*. Work continues to co-create other gallery spaces in partnership with community.
- Supported and advanced the work of the Truth and Reconciliation Commission (TRC) by acknowledging and responding to the Calls to Action, especially those related to the defined responsibilities of museums and archives, and missing children and burial information. An additional digitization specialist was recruited to expedite the transfer of records to the National Centre for Truth and Reconciliation.
- The MyMuseum Program pilot was extended for an additional year to continue offering free museum admission to eligible low-income individuals and families through the City of Victoria's LIFE Program.

Summary of progress made in 2024/25

The Museum continued its work to confront its colonial legacy and chart a more inclusive path forward. As part of this commitment, a new Indigenous Relations department was established to engage with and learn from Indigenous communities, ensuring their voices guide meaningful collaboration across the organization.

Performance measures and related discussion

Performance Measures	2023/24 Actual	2024/25 Target	2024/25 Actual
1.1 Number of community engagement participants (in person and online)	10,770 participants (combined number who attended engagement sessions and completed the online survey)	2,500	3,524
1.2 Percentage of staff and volunteers trained in EDIA practices and policies	82.5% employees 100% volunteers	100%	88.5% employees 100% volunteers

Data sources: 1.1a and 1.2a: Royal BC Museum.

PM 1.1 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 1000 participants.

PM 1.2 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 100 per cent. Previous reporting was 100 per cent of volunteers completed the EDIA and training workshops and over 88 per cent completed by employees.

1.1 – In 2024/25, the actual number of participants in the community engagement process vastly exceeded the target, with 3,054 people attending in-person or virtual engagement sessions, and 470 people completing the online survey. It is assumed that some participants took part in both a session and the online survey.

1.2 – The average percentage of staff trained in Equity, Diversity, Inclusion, and Accessibility (EDIA) practices and policies was 88.5 per cent. Eighty-seven per cent of employees completed Indigenous cultural training, and 78 per cent completed diversity and inclusion essentials. This training is mandatory for all employees as part of the onboarding process but can take time to complete due to course capacity limits. One hundred per cent of volunteers were trained in EDIA practices and policies. This result is due to the supporting policy that ensures volunteers must complete the training prior to commencement of their duties.

Goal 2: The provincial collections and records are accessible.

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

Cultural Belongings were often stolen or removed under duress from Indigenous peoples, Nations and societies. The Royal BC Museum acknowledges the harmful impacts resulting from these actions and is committed to working with Indigenous communities on the repatriation of their belongings.

Key results

- The Museum continued its commitment to a community-led approach to repatriation and is currently working with over 60 communities to support active repatriation requests.

- The Museum is working on the Indigenous Audio-Visual Collection Digitization Project to support the digitization and preservation of language and cultural traditions of more than 200 Indigenous communities and nations across B.C., through a donation received in 2024/25.

Summary of progress made in 2024/25

The Museum has continued to see an increase in repatriation inquiries and requests. To support this important work to provide access to and facilitate the repatriation of belongings to Indigenous communities in B.C., a number of key positions were hired as part of the Museum's Indigenous Collections and Repatriation team to increase capacity. This is in addition to the new Indigenous Relations team created and mentioned above.

The Museum took a community-led approach to repatriation, hosting and providing access to Cultural Belongings participated in 188 visits and ceremonies with communities, research work and digitization.

Objective 2.2: Continue digitizing museum collections and experiences.

Much of the Royal BC Museum audiences experience the Museum online rather than in-person. The Museum continues to refine existing digital tools and programming, and expand offerings with new ones, to provide continued opportunities and experiences for people of all ages throughout British Columbia.

Key results

- In 2024/25, the Museum hosted 17 interactive livestreams, 36 Digital Field Trips, and 10 additional online lectures/sessions, reaching audiences across British Columbia. New content was developed and added to the online [Learning Portal](#), which attracted 36,000 online visitors throughout the year.
- The BC Archives continued the expedited digitization of records transferred from the Oblates of Mary Immaculate (OMI) and Sisters of St. Ann for transfer to the National Centre for Truth and Reconciliation (NCTR) whilst prioritizing access to these records. In total 32,048 pages of records were digitized.
- More than 2.9 million online searches of Museum and Archives collections were completed by visitors in 2024/25.

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

The Museum is working in partnership with the Ministry of Tourism, Arts, Culture and Sport, and the Ministry of Infrastructure along with key partners including the Transportation Investment Corporation (TIC), Infrastructure BC, and the Songhees Nation and X^wsepsəm (Esquimalt) Nation, on the development of a new state of the art archives, research and collections building called the Royal BC Museum Provincial Archives, Research and Collections (PARC) Campus. This innovative facility will provide adequate space and continued care for the

collections and archives, house modern research facilities, and improve public access to the collections.

Key results

- PARC Campus site is on the traditional territories of the Ləkʷəŋən People, known today as the Xʷsepsəm (Esquimalt) and Songhees Nations. The host Nations have been providing guidance and support from the procurement stage and will continue to provide guidance through to completion. In keeping with protocol, a blessing ceremony was held at the site and included Songhees and Xʷsepsəm (Esquimalt) members as well as representatives from the Museum, the Province, and the design-build team.
- PARC Campus construction continued in 2024, with key milestones achieved, including work on the substructure and building envelope, installation of the final mass timber components, and commencement of roof work.
- The Museum continued to advance the preparation and packing of the provincial collections, moving 786 pallets with collections from seven disciplines.
- A public art procurement process was completed and awarded. The procurement process had two parallel approaches: 1) a call for B.C. artists to commission three site-specific, context responsive public artworks for PARC Campus and 2) a direct commission to Indigenous artists following Ləkʷəŋən protocol.
- The BC Archives completed an engagement process to help inform future operations at PARC Campus offering information and dialogue sessions, and an online survey that ran until December 2024. From April 2024 to December 2024, 288 people completed the survey and 351 people attended in-person or virtual sessions.

Summary of progress made in 2024/25

Significant progress was made on the PARC Campus project. On-site development continued, and preparatory work at the Museum advanced to support the safe relocation of the provincial collections. Collections teams packed and treated materials for pest management to ensure they met preservation standards for transfer. This phase included specimens and objects from the botany, birds, mammals, and history collections.

Performance measures and related discussion

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
2.1 Number of repatriation visits per year	N/A	116	188
2.2a Number of objects BC Archives will add to BC Archives online collections databases annually, in thousands (K)	8.9K	7K	4.5K
2.2b Number of records to be added to Royal BC Museum collections management system annually, in thousands (K)	2.4K	20K	9.7K
2.2c Number of bankers boxes of government records to be processed annually, in thousands (K)	2.5K	2.5K	1.9K
2.2d Reach of digital programs	5,319	4,000	7,660

Data sources: 2.1a: Royal BC Museum Indigenous Collections and Repatriation department records. 2.2a, 2.2b. 2.2c. 2.2d: Royal BC Museum

PM 2.1 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 121 and 127 visits, respectively.

PM 2.2a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 7,000 and 7,000, respectively.

PM 2.2b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 20,000 and 25,000, respectively.

PM 2.2c targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 2,500 and 2,500, respectively.

PM 2.2d targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 4,000 and 4,000, respectively.

2.1 – This performance measure directly corresponds with the objective of repatriating Cultural Belongings to Indigenous communities. Importantly, repatriation "visits" include a range of activities: requests for information, access to Cultural Belongings, community group visits to the museum, the physical and/or legal return of Cultural Belongings to Nations, and other relationship-building work, including meetings between Museum staff and Nation representatives, and, where invited, Museum staff participation in community events. In 2024/25, the Museum met its target to action all known repatriation requests.

Repatriation is a community-led process which can be complex and the length of time it takes can vary greatly depending on a variety of factors, including what is being repatriated, community readiness, timing considerations, access to federal and capital funding, engineering considerations, conservation needs, institutional capacity and more.

Conversations and initial requests for information and/or access to collections are usually the starting point to lay the groundwork for the repatriation process.

- Research/Active Requests: Research requests submitted by communities as part of an initial repatriation inquiry or as part of early stages of repatriation, where a formal request without a list of repatriatable belongings has been submitted.

- Repatriation Request: Formal letters submitted by Nations/communities to the Museum requesting return of Cultural Belongings.
- Complete/Pending Repatriations: Complete is defined by the physical return of Cultural Belongings or by transfer of ownership. Pending refers to repatriations that are currently in the process of being returned.

2.2a – In 2024/25, BC Archives digitized and uploaded 4,485 objects to the public online database. An additional 5,414 objects were scanned for transfer to Indigenous communities. These were not uploaded publicly in accordance with guidance from First Nations in B.C. to respect Indigenous data sovereignty or because the materials were restricted from public access under *Freedom of Information and Protection of Privacy Act*. Community access needs were prioritized in line with Calls 69 and 77 of the Truth and Reconciliation Commission Calls to Action to work towards ensuring record holdings related to residential schools are accessible, and to work collaboratively with the National Centre for Truth and Reconciliation on all records relevant to the history and legacy of the residential school system.

2.2b – In 2024/25 actuals were below target due to ongoing work on PARC Campus, which limited digitization activities, due to preparation for the upcoming move to the new facility.

2.2c – The number of bankers boxes (traditional legal size cardboard boxes of a consistent size) of government records processed were below target due to resourcing constraints.

2.2d – The reach of digital programs exceeded the target set in this fiscal, in part due to additional marketing and promotional efforts of these programs.

Goal 3: The Museum is financially responsible.

Objective 3.1: Increase revenue generation from operations.

In 2024/25, the Museum's key revenue driver was hosting four on-site exhibitions: *Wildlife Photographer of the Year*, *Canadian Modern*, and *Stonehenge*. The Royal BC Museum also increased its operational funding by diversifying and increasing its streams of self-generated revenue.

Key results

- The Museum hosted three diverse and critically acclaimed visiting exhibitions, and reopened a new display in *Old Town, New Approach* called Hayashi Photography Studio, delivering a high-value visitor experience.
- Annual membership campaigns continued to be promoted to support the growth of Museum membership programs (including IMAX® Victoria membership and the IMAX® Victoria/Museum Combo Pass), which currently generate \$1.1 million with over 12,000 members. The Museum also engaged the corporate sector through a new Corporate Membership program.
- Delivered a schedule of Hollywood film screenings appealing to diverse audiences including *Queen Rock Montreal*, *Dune 2*, *Interstellar 10th Anniversary*, and *Wicked*.

- Hosted a series of successful community events to draw foot traffic to site, including Fungi Fest, WinterFest, and Indigenous Artists' Market.
- Corporate Membership was launched in this fiscal year, which offers exclusive benefits for companies and provides a new revenue stream for the Museum.

Summary of progress made in 2024/25

The Museum made significant progress in 2024/25 with more visiting exhibitions hosted than ever before.

Building resources and expanding offerings to attract new audiences was a key priority, as was communicating the work underway at the Museum to highlight philanthropic and sponsorship opportunities.

Performance Measures	2023/24 Actual	2024/25 Target	2024/25 Actual
3.1a Revenue from operations, in millions (\$M)	11.2M	10.5M	12.17M
3.1b Number of visitors to Royal BC Museum physical site (including BC Archives and IMAX® Victoria), in millions (M)	0.59M	0.6M	0.62M
3.1c Number of visitors to Royal BC Museum website (including IMAX® Victoria, BC Archives and Learning Portal), in millions (M)	10.9M	14.2M	8.9M

Data sources: 3.1a: Royal BC Museum financial reporting systems. 3.1b: Royal BC Museum financial reporting systems and BC Archives statistics. 3.1c: The Royal BC Museum collects web statistics through Google Analytics, which allows for detailed tracking of user behaviour and traffic volume across all web assets. Data is tightly controlled and reliable.

PM 3.1a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 11.2 million and 12.8 million, respectively.

PM 3.1b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan 620,000 and 640,000, respectively.

PM 3.1c targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 14.4 million and 14.8 million, respectively.

3.1a – Revenues exceeded expectations due to increased income from Museum admissions, IMAX® Victoria concessions and retail, travelling exhibits and contributions from the Royal BC Museum Foundation.

3.1b – Visitor actuals were on target.

3.1c – This performance measure was below the target due to several factors. Some older websites have been decommissioned to allow for new growth and re-alignment with community engagement programming. Their visitor traffic is no longer included. Google Analytics performed an industry-wide upgrade, moving from their Universal version to Google Analytics 4 (GA4), which changed what is counted as a visit. During the upgrade, a filter was applied to remove internal staff traffic from the total. These two factors have further reduced the total but provided a more accurate visitor volume moving forward.

Financial Report

For the auditor's report and audited financial statements, see Appendix B. These documents can also be found on the Royal BC Museum website.

Discussion of Results

The Royal BC Museum closed 2024/25 with an operating surplus of \$4.926 million, primarily due to revenue of \$4.580 million generated through deaccessioning. These funds are internally restricted. Supplemental Provincial funding was for operating shortfalls. Revenues from admissions were slightly down, reflecting a few factors including the slower than expected tourism season, ongoing inflationary pressure and consumer spending impacts. Expense pressures included significant increases in building operations costs, increased staffing costs, and increased software and exhibit licensing costs.

Financial Summary

(\$000s)	2023/24 Actual	2024/25 Budget	2024/25 Actual	2024/25 Variance
Revenues				
Contributions from Province	12,940	13,086	13,251 ²	165
Recoveries from Province	11,808	3,960	9,702	5,742
Museum and IMAX admission fees	7,722	8,215	8,094	(121)
Other Income & Recoveries	3,644	3,190	9,831 ³	6,641
Total Revenue	36,114	28,451	40,878	12,427
Expenses				
Salaries and benefits	16,017	16,654	17,477	823
Building	3,269	2,806	3,067	261
Grant - in lieu of taxes	840	857	934	77
Security	1,111	1,162	1,255	93
Amortization	1,243	1,363	1,579	216
ARO Accretion	614	0	409	409
Special Exhibitions	2,290	1,800	2,221	421
Other Operating Costs	9,136	9,262	9,010	(252)
Total Expenses	34,520	33,904	35,952	2,048
Annual Surplus (Deficit)	1,594	(5,453)	4,926	10,379
Total Liabilities	98,597		185,658	
Capital Expenditures	47,868	142,622	90,355	52,267
Accumulated Surplus	19,125	9,545	24,050	10,167

¹ This financial information was prepared based on current Generally Accepted Accounting Principles.

² Provincial operating contribution increased by \$0.165 million to \$13.251 million to fund union-based wage increase effective April 1, 2024, funding is under the Shared Recovery Mandate.

³ Includes deaccession revenue of \$4.580 million generated from the sale of items in the collection that were not culturally significant to British Columbia. In alignment with International Council of Museums (ICOM) Code of Ethics for Museums these funds have been internally restricted by RBCM, intended to be applied only to ICOM identified appropriate uses which is limited to collections care and new acquisitions.

Variance and Trend Analysis

Revenue

Provincial Operating Contribution

Provincial operating contribution increased by \$0.165 million to \$13.251 million to fund wage increase effective April 1, 2024. Additional provincial contributions for projects are included in Other Provincial funding.

Other Provincial Funding

Other Provincial Funding was \$9.702 million primarily due to funding needs for Museum modernization project including Prep, Pack and Move (PPM) and cashflow funding of \$5.452 million to continue to support the Museum.

Museum and IMAX Admission Fees

Museum and IMAX admission fees were slightly lower than budget due to weaker than anticipated attendance generating \$8.094 million in revenue. Admission fees were \$0.121 million under budget.

Other Income

Other income includes grants and sponsorships, property leases, programs, services and miscellaneous income, amortization of deferred capital contributions as well as donated collections and artifacts. Other Income was \$6.641 million over budget. Revenues were down for programs, services and miscellaneous are still in recovery mode due to cancellation of the Museum modernization project in June 2022 and related impact on planned funding. Additional revenue received was due to deaccessioning that generated \$4.580 million.

Expenses

Salaries and Benefits

Salaries and benefits were \$0.823 million higher than budget primarily due to shared recovery mandate wage increases and additional salary costs relating to the PPM project.

Building

Building costs are \$0.261 million higher than budget, due to higher costs for utilities, janitorial and general building maintenance.

ARO Accretion

On April 1, 2022, the Museum adopted Canadian public sector accounting standard PS 3280 Asset Retirement Obligations (ARO). The ARO Accretion expense reflects the estimated annual increase in the ARO liability due to inflation.

Other Operating Costs

Other operating costs includes systems, professional services, materials and supplies, cost of goods sold, offsite storage, marketing and communications, office and business, insurance, travel, bank charges, collections and artifacts, and miscellaneous. Most of the variances are due to inflation with additional funding provided by the Province to continue to support the Museum

Risks and Uncertainties

The Royal BC Museum is committed to a strong financial foundation for the delivery of quality museum and archival services. Financial sustainability is central to the museum's role. To effectively manage the variable and unpredictable nature of the revenue and philanthropic contributions, the museum is working to diversify and increase revenue streams and are exploring ways to engage donors, both provincial and federal governments, as well as the private sector. These revenue streams take time to develop and require both human and financial resources. The Royal BC Museum expenses are fixed apart from special exhibitions or funded programs. The museum continues to develop strategies to manage expenditures while maximizing programs to meet the museum's mandate in the most cost-effective manner.

The largest financial risk in the budget is admission revenues, that make up 40 per cent of total revenue budget. Admission revenues could be impacted by:

- Expected tourism does not materialize impacting admission revenues.
- Required building and/or gallery repairs impact revenue generation.

Capital Expenditures

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Mar 31, 2025 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
Provincial Archives, Research and Collections (PARC) Campus (Formerly Collections Research and Collections Project)	2026	161	109	270
<p>Objective: To protect and increase public access to the provincial collections.</p> <p>Costs: \$270M</p> <p>Benefits:</p> <ul style="list-style-type: none"> • PARC Campus will store and protect the collections and archives; • Provide research areas and laboratories; and • Support public access to more of the provincial collections. <p>Risks:</p> <ul style="list-style-type: none"> • Construction market conditions, including supply chain and labour pressures, may impact timeline and costs. 				

Appendix A: Progress on Mandate Letter Priorities

The following is a summary of progress made on priorities as stated in the 2021/22 and 2023 Mandate Letters from the Minister Responsible.

2021/22 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to work closely with Government, partners and Indigenous communities to advance Reconciliation and support repatriation of belongings to Indigenous communities in British Columbia.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> • Truth and Reconciliation Committee established a series of events held for National Day of Truth and Reconciliation in 2023. • Mandatory B.C. specific Indigenous cultural training introduced and implemented. • Committed to community-led approach for engagement, repatriation and Indigenous exhibition development. • Recruited additional team members to the Indigenous Collections and Repatriation team to better serve Indigenous communities. • Connected with over 55 Nations in 2024/25 on research and repatriation requests. • Staff from the Indigenous Collections and Repatriation department participate in the Provincial Repatriation Policy Framework Committee and Working Group.

2021/22 Mandate Letter Priority	Status as of March 31, 2025
<p>Increase the Royal BC Museum's presence across the Province and make the Museum and archives more available to all British Columbians.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> Continued digitization. Developed a framework and implemented a broad scale provincial community engagement. Increased provincial learning opportunities in communities and continued digital offerings. Travelling exhibitions were presented in: Port Moody, Duncan, Courtney, Port Alberni, Surrey, Vancouver, Kitimat, Hudson's Hope, Greater Victoria, Revelstoke, Whistler, Fort St. John, Kelowna, Trail, Smithers, North Cowichan, Sooke, Williams Lake, Fort Nelson, Vernon, Langley, Agassiz and Smithers.
<p>Offer unique visitor experiences, both on-site and online, by continuing to offer relevant and engaging exhibitions and educational programs, and enhancing access through digital programs and services.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> Continued through a diverse slate of exhibitions and IMAX® Victoria film schedule and learning initiatives.
<p>Prioritize modernization by both continuing the redevelopment of the Royal BC Museum, as well as modernizing the operating and organizational practices.</p>	<p>Status: Ongoing</p> <ul style="list-style-type: none"> Continued progress on PARC Campus. Developed a framework and implemented a broad scale provincial community engagement.
<p>Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of culturally safety for all.</p>	<p>Status: Underway</p> <ul style="list-style-type: none"> An EDIA framework is drafted and implementation under development. Culturally safe and engaging activities and programming are occurring.

2021/22 Mandate Letter Priority	Status as of March 31, 2025
Respond to COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.	<p>Status: Complete</p> <ul style="list-style-type: none"> • Attractive exhibition, films and programs to welcome visitors to the Museum.

2023/24 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to work closely with the Ministry of Tourism, Arts, Culture and Sport, partners, and communities to advance reconciliation and support repatriation of cultural belongings and ancestral remains to Indigenous communities in British Columbia through:</p> <ul style="list-style-type: none"> • Resetting the relationship between the Royal BC Museum and Indigenous Peoples in B.C.; • Proactively and collaboratively working with communities to support repatriation and improving access to the residential school records in the BC Archives; and • Supporting the development of a provincial repatriation policy framework. 	<p>Status: Ongoing</p> <ul style="list-style-type: none"> • Mandatory B.C. specific Indigenous cultural training introduced and implemented. • Committed to community-led approach for engagement, repatriation and Indigenous exhibition development. • Recruited additional team members to the Indigenous Collections and Repatriation team to better serve Indigenous communities. • A new Indigenous Relations team was created to strengthen relationships and partnerships between the Museum and a diverse group of external partners, including First Nations and Indigenous community organizations in B.C. The team focuses on building positive connections, understanding community perspectives, and collaborating to support the Museum's mandates.

2023/24 Mandate Letter Priority	Status as of March 31, 2025
<p>Increase the Royal BC Museum’s presence across the province and prioritize making the Museum and BC Archives’ collections and records more accessible to all British Columbians by:</p> <ul style="list-style-type: none"> • Ensuring appropriate capacity and joint Ministry of Tourism, Arts, Culture and Sport decision making to advance the design and building of the Collections and Research Building in Colwood; and • Advancing partnerships with existing and emerging cultural organizations such as the Chinese Canadian Museum and the South Asian Museum to make collections more accessible to the public, support cultural sovereignty, and expand public engagement. 	<p>Status: Ongoing</p> <ul style="list-style-type: none"> • Continued digitization of collections and records. • Developed a framework and implemented broad scale provincial community engagement. • Increased provincial learning opportunities in communities and continued digital offerings. • Continued to advance PARC Campus and associated projects. • Travelling exhibitions were presented in: Port Moody, Duncan, Courtney, Port Alberni, Surrey, Vancouver, Kitimat, Hudson’s Hope, Greater Victoria, Revelstoke, Whistler, Fort St. John, Kelowna, Trail, Smithers, North Cowichan, Sooke, Williams Lake, Fort Nelson, Vernon, Langley, Agassiz and Smithers. • Reached an agreement to host Odysseys and Migration exhibition from the Chinese Canadian Museum in 2025.
<p>Deliver relevant, sustainable, and engaging exhibitions and programs reflective of British Columbia and contemporary museum and cultural practice, including financially responsible and sustainable operations through:</p> <ul style="list-style-type: none"> • Maximizing unique visitor experiences, both onsite and online, by continuing to offer relevant and engaging exhibitions, programs, and services; and • Increasing revenues from exhibitions, programming, services, and commercial opportunities to support operations and return to a balanced budget. 	<p>Status: Ongoing</p> <ul style="list-style-type: none"> • Continued through a diverse slate of exhibitions and IMAX® Victoria film schedule and learning initiatives. • Continued work to reopen the third floor galleries.

2023/24 Mandate Letter Priority	Status as of March 31, 2025
<p>Advance work to support a modern, accessible, and inclusive Museum through:</p> <ul style="list-style-type: none"> Continuing the work with the Ministry of Tourism, Arts, Culture and Sport to engage in a robust consultation with Indigenous communities, British Columbians, and stakeholders to inform next steps in the Museum's future; and Continuing the work required for cultural transformation within the Museum and archives, including embedding equity, diversity, and inclusion in all policies, practices, procedures, and programming. 	<p>Status: Underway</p> <ul style="list-style-type: none"> Developed and implemented community engagement. Culturally safe and engaging activities are occurring.

Appendix B: Auditor's Report and Audited Financial Statements

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION

FINANCIAL STATEMENTS

MARCH 31, 2025

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION

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ROYAL BRITISH COLUMBIA MUSEUM CORPORATION

MANAGEMENT'S REPORT

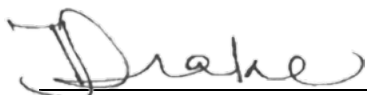
The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with the financial reporting framework disclosed in Note 2, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with information contained in the financial statements. A summary of the significant accounting policies is described in Note 2 of the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for the preparation of the Corporation's financial statements.

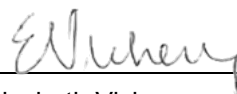
The Royal British Columbia Museum Corporation's Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board and its Finance and Audit Committee. The Board reviews internal financial statements at each meeting and external audited financial statements yearly. The Board and its Audit and Finance Committee also discuss any significant financial reporting or internal control matters prior to their approval of the Corporation's financial statements.

The external auditors, Doane Grant Thorton LLP, conducts an independent examination, in accordance with Canadian auditing standards, and expresses their opinion on the Royal British Columbia Museum Corporation's financial statements. The auditors have full and free access to financial management of the Royal British Columbia Museum Corporation and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements of the Royal British Columbia Museum Corporation.

On behalf of the Royal British Columbia Museum Corporation:



Tracey Drake
Chief Executive Officer



Elizabeth Vickery
Executive Financial Officer and
VP Museum Operations

Victoria, British Columbia
July 3, 2025

Doane Grant Thornton LLP

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Independent auditor's report

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

Opinion

We have audited the financial statements of Royal British Columbia Museum Corporation ("the Entity"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, change in net debt and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of Royal British Columbia Museum Corporation for the year ended March 31, 2025, are prepared, in all material respects, in accordance with accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

Without modifying our opinion, we draw attention to Note 2(g) to the financial statements which discloses that the accounting requirements of section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia are in accordance with Canadian public sector accounting standards except in regard to the accounting treatment of government transfers and restricted contributions. Note 4 to the financial statements discloses the impact of these differences.

Other matters

The financial statements of the Royal British Columbia Museum Corporation for the year ended March 31, 2024 were audited by the Office of the Auditor General of BC who expressed a qualified opinion on those financial statements on June 28, 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

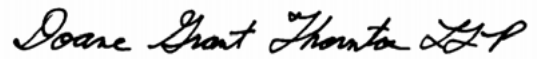
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Victoria, Canada
June 24, 2025

The logo for Doane Grant Thornton LLP, featuring the company name in a stylized, cursive script.

Chartered Professional Accountants

ROYAL BC MUSEUM CORPORATION
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2025

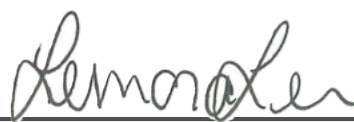
	Notes	2025	2024
Financial Assets			
Cash and cash equivalents	3	\$ 4,426,346	\$ 2,942,414
Restricted cash	3	4,657,842	-
Accounts receivable	5	8,397,896	10,984,778
Inventory	2 (e)	106,456	48,882
		17,588,540	13,976,074
Financial Liabilities			
Accounts payable and accrued liabilities	6	25,698,233	19,618,301
Leave liability	2(d)	600,036	583,540
Asset retirement obligation	2(n), 21	9,967,188	9,558,087
Deferred revenue	2(f), 7	1,234,712	1,272,435
Deferred capital contributions	2(g), 8	148,157,937	67,564,340
		185,658,105	98,596,704
Net Financial Debt		(168,069,565)	(84,620,630)
Non-Financial Assets			
Tangible capital assets	2(h), 10	191,657,649	102,881,216
Prepaid expenses	2(i)	462,572	864,555
		192,120,220	103,745,771
Accumulated Surplus	12	24,050,655	19,125,141

Contractual Obligations (Note 14)

Approved on behalf of the Board



Ry Moran
Board Chair



Lenora Lee
Chair - Finance and Audit Committee

ROYAL BRITISH COLUMBIA MUSEUM
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEAR ENDED MARCH 31, 2025

	Notes	2025 Budget (Note 17)	2025	2024
Revenues				
Provincial operating contributions		\$ 13,086,000	\$ 13,251,000	\$ 12,940,000
Provincial contributions for other purposes		3,960,000	9,702,497	11,807,896
Museum admission fees and memberships		5,300,000	5,383,515	5,223,245
IMAX admission fees and annual passes		2,915,097	2,710,969	2,498,804
Grants and sponsorships		100,000	336,448	12,500
Contributions from RBCM Foundation	13	50,000	1,138,818	147,614
Property leases		280,607	226,558	181,076
Programs, services and miscellaneous		1,896,685	2,342,997	2,371,442
Proceeds on deaccession		-	4,580,460	-
Amortization of deferred capital contributions	8	862,743	1,044,784	775,871
Donated collections and artifacts		-	159,545	155,483
Total Revenues		28,451,132	40,877,590	36,113,931
Expenses				
Salaries and benefits		16,654,240	17,476,726	16,016,975
Building costs		2,806,049	3,066,963	3,269,456
Amortization		1,362,743	1,579,027	1,242,660
Accretion		-	409,101	613,652
Security		1,161,840	1,254,557	1,110,507
Taxes, City of Victoria		856,960	933,943	840,200
Special exhibitions	9	1,800,000	2,221,096	2,289,834
Systems and telecommunications		1,208,372	1,459,892	1,336,289
Professional services		1,720,084	1,991,653	1,543,833
Materials and supplies		1,337,445	886,627	1,321,859
Cost of goods sold		1,230,973	1,092,184	1,063,864
Offsite storage		1,516,960	1,490,059	1,481,183
Marketing and communications		718,306	368,890	398,070
Office and business		313,107	299,034	587,710
Insurance		608,850	754,724	579,655
Travel		200,000	252,884	357,031
Bank charges		257,500	189,776	172,877
Collections and artifacts		-	159,545	155,483
Other		150,000	65,393	139,259
		33,903,429	35,952,074	34,520,397
Annual Operating Surplus/(Deficit)		(5,452,297)	4,925,515	1,593,534
Accumulated Surplus, beginning of year			19,125,140	17,531,606
Accumulated Surplus, end of year	12		\$ 24,050,655	\$ 19,125,140

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
STATEMENT OF CHANGE IN NET DEBT
FOR THE YEAR ENDED MARCH 31, 2025

	2025 Budget (Note 17)	2025	2024
Annual Operating Surplus	\$ (5,452,297)	\$ 4,925,515	\$ 1,593,534
Acquisition of tangible capital assets	-	(90,355,460)	(47,868,112)
Amortization of tangible capital assets	1,362,743	1,579,027	1,242,660
	(4,089,554)	(83,850,918)	(45,031,918)
Acquisition of prepaid expense	-	(1,350,235)	(1,628,767)
Use of prepaid expense	-	1,752,219	1,512,607
	-	401,983	(116,160)
(Increase) decrease in net debt	(4,089,554)	(83,448,935)	(45,148,079)
Net debt, beginning of year	(84,620,630)	(84,620,630)	(39,472,551)
Net debt, end of year	(88,710,184)	(168,069,565)	(84,620,630)

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2025

	2025	2024
OPERATING ACTIVITIES		
Annual Operating Surplus (Deficit)	\$ 4,925,515	\$ 1,593,534
Items not affecting cash:		
Write off of other assets	-	-
Amortization	1,579,027	1,242,660
Accretion	409,101	613,652
Amortization of deferred capital contributions	(1,044,784)	(775,871)
Write-down of tangible capital assets	-	-
Changes in operating working capital:		
Accounts receivable	2,586,882	(5,181,186)
Inventory	(57,574)	(5,586)
Prepaid expenses	401,984	(116,160)
Accounts payable and accrued liabilities	6,079,931	5,117,637
Leave liability	16,496	112,310
Proceeds on deaccession	(4,657,842)	-
Deferred revenue	(37,723)	32,148
Cash provided by or (used in) operating activities	10,201,011	2,633,136
CAPITAL ACTIVITIES		
Cash used to purchase tangible capital assets	(90,355,460)	(47,868,112)
Cash received for the acquisition of tangible capital assets (excluding land)	81,638,380	43,596,860
Restricted cash	4,657,842	-
Cash from (used for) investing activities	(8,717,080)	(4,271,252)
Increase (decrease) in cash and cash equivalents	1,483,932	(1,638,115)
Cash and cash equivalents, beginning of year	2,942,414	4,580,529
Cash and cash equivalents, end of year	4,426,346	2,942,414

**ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025**

1. Nature of Operations

The Royal British Columbia Museum Corporation (the "Corporation") was formed on April 1, 2003 under the *Museum Act*. The Corporation is wholly owned by the Province of British Columbia, and reports to the Legislative Assembly through the Minister of Tourism, Arts and Culture. As a provincial crown agency, the Corporation is subject to legislative regulations in government reporting Acts which include the *Budget Transparency and Accountability Act* and the *Financial Administration Act*.

The Corporation's mandate 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.

The Corporation is exempt from taxes under the *Income Tax Act*.

2. Summary of Significant Accounting Policies

Significant accounting policies used in the preparation of these financial statements are:

(a) Basis of accounting

These financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia which requires that financial statements be prepared in accordance with Canadian public sector accounting standards except in regard to accounting for government transfers as set out in Note 2(g).

(b) Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits, and short-term deposits that are readily convertible to cash and subject to an insignificant risk of change in value. Cash equivalents are investments in term deposits that are valued at their carrying value plus accrued interest. The carrying amounts approximate fair value as they have maturities at the date of purchase of less than ninety days. Cash includes cash on hand and balances held in Canadian bank accounts.

(c) Financial instruments

Financial instruments are accounted for in accordance with the Public Sector Accounting standards 3450. The Corporation's financial instruments consist of cash and cash equivalents, accounts receivable, restricted cash, accounts payable, and liabilities all of which are reported at amortized cost.

All financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. A financial liability or part is derecognized when it is extinguished.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

2. Significant accounting policies (continued):

(d) Employee future benefits

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the Public Sector Pension Plans Act.

i. Pension benefits

All eligible employees participate in a multi-employer, defined benefit pension plan. Defined contribution plan accounting has been applied to this plan as the Corporation has insufficient information to apply defined benefit plan accounting. Accordingly, the Corporation's contributions are expensed in the year in which the services are rendered and represent its total pension obligation (see note 15).

ii. Other future benefits

Eligible employees are entitled to post-employment health care and other benefits as provided under the terms of employment or collective agreements. The cost of these benefits is accrued as employees render the services necessary to earn them.

iii. Leave Liability

Eligible employees are entitled to accumulated earned, unused vacation and other eligible leave entitlements as provided under terms of employment or collective agreements. A liability is recognized as an event that obligates the Corporation to pay benefits for unused leaves occurs.

(e) Inventories held for sale

Inventories held for sale, comprised of gift shop merchandise and concession product, are recorded at the lower of weighted average cost or net realizable value. Costs include the purchase price plus shipping and other applicable costs. Net realizable value is the estimated selling price less any costs to sell.

(f) Deferred revenue

Deferred revenue includes restricted funds related to grants for operating projects, future gallery rental deposits, advance admission sales, annual passes, memberships and unredeemed gift cards. Amounts received in advance of rental events are recorded as being deferred until event completion. Amounts received in advance for admission and gift cards are recorded when admission occurs. Amounts received in advance for annual passes and memberships are recorded as revenue on a straight-line basis over the pass and membership term.

(g) Deferred capital contributions

Funding received for the acquisition of depreciable tangible capital assets is recorded as a deferred capital contribution and is recognized as revenue in the Statement of Operations and Accumulated Surplus in an amount equal to the amortization expense on the related depreciable assets. This policy is in accordance with Treasury Board Regulation BC 198/2011 under the authority of the *Budget Transparency and Accountability Act*, S.B.C. 2000, c.23, s.23. This accounting treatment is not consistent with the requirements of Canadian public sector accounting standards which require that government transfers be recognized as revenue when

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

2. Significant accounting policies (continued):

approved by the transferor and certain eligibility criteria have been met, unless the transfer contains a stipulation that creates a liability, in which case the transfer would be recognized as revenue over the period in which the liability is extinguished. The impact of the difference in this accounting policy on the financial statements is presented in Note 4.

(h) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Asset costs are amortized on a straight-line basis over their estimated useful lives as follows:

- | | |
|----------------------------------|----------------|
| • Buildings and improvements | up to 40 years |
| • Permanent exhibitions | up to 10 years |
| • Computer hardware and software | up to 10 years |
| • Operating equipment | 5 - 15 years |
| • Vehicles | 3 years |
| • Furniture | 5 years |

Capital assets acquired during the year and under construction are not amortized until they are readily available and placed into use.

When conditions indicate that a tangible capital asset no longer contributes to the Corporation's ability to provide goods and services, or the value of future economic benefits associated with the tangible capital asset is less than its net-book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. The write-down is recognized as an expense in the statement of operations and is not reversed in a subsequent period.

In accordance with PS1000 *Financial Statement Concepts*, the collections, including art and historic treasures, are not recorded as assets in the financial statements. Donated collections are recorded as revenue estimated at the fair market value on the date of donation of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections are expensed.

(i) Prepaid expenses

Prepaid expenses include insurance and exhibition fees and are charged to expenses over the periods expected to benefit from it.

(j) Funds and Reserves

Certain amounts, as approved by the Board of Directors, are set aside in accumulated surplus for future operating and capital purposes. Transfers to/from funds and reserves are an adjustment to the respective fund when approved as described in Note 12.

(k) Revenue Recognition

Government transfers are recognized in the financial statements as revenue when the transfer is authorized, and all eligibility criteria have been met, and reasonable estimates of the amount can be made with two exceptions. The first exception is when there is a stipulation that gives rise to an obligation that meets the definition of liability. In that case, the transfer is recorded as a liability and recognized as revenue as the stipulations are met. The second exception occurs for

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

2. Significant accounting policies (continued):

transfers received related to depreciable tangible capital assets, received for capital contributions as described in Note 2(g).

Admission, service, venue revenue and program fees are recognized as revenue as the service is provided. Annual passes and membership fees are recognized as revenue on a straight-line basis over the term of the pass or membership.

Investment income and miscellaneous revenue are recognized as earned. Royalties and rental revenues are recognized when earned in accordance with specified agreements when the amounts can be reasonably estimated, and receipt is likely.

Grants that are required to be used for specific operational projects by external parties or governments are recognized as revenue in the period in which the resources are used for the purpose or purposes specified, in accordance with the terms of the funding agreement. An externally restricted inflow received before this criterion has been met is recorded as a liability until the resources are used for the purpose or purposes specified, with an exception for grants received to acquire depreciable capital assets.

Contributions provided for capital projects by external parties or governments are deferred and recognized as revenue on the same basis the related assets are amortized, either in accordance with the terms of the funding agreement, or in accordance with Note 2(g) except for grants for purchase of land that are recognized as revenue in the period that the land is purchased.

(l) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed, and services received during the fiscal year is expensed.

(m) Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Estimates included in these financial statements are accrued assets and liabilities, collectability of accounts receivable, leave liability, asset retirement obligations and estimated useful life of tangible capital assets. In addition, the Corporation's implementation of PS 3280 *Asset Retirement Obligations* has resulted in the requirement for management to make estimates regarding the expected retirement costs, including the timing and duration of these retirement costs.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect on new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

2. Significant accounting policies (continued):

(n) Asset Retirement Obligations (ARO)

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transactions or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability for the removal of asbestos in several of the buildings owned by the Corporation has been recognized based on estimated future expenses on closure of the site and post-closure care.

Under the modified retroactive method, the assumptions and information provided from the Quantity Surveyors Assessment Report dated June 2021 was used for the initial recognition of the ARO liability at the date of adoption of the standard. The discount rate was not used since a settlement date is unknown, and the Quantity Surveyor report includes monthly escalation allowance and the value at June 2021 has been adjusted for inflation as described in the report. Assumptions used for the subsequent years will be reassessed yearly. The tangible capital assets affected by the asbestos liability are fully amortized with the building asset. Any new asset retirement obligation after implementation would follow the amortization accounting policies outlined in note 10 (capital assets note).

When the criteria are met, and a settlement date is provided for the Corporation the liability would be reviewed to determine if it should be adjusted based on a professional assessment report and present value calculation. Should the recognition of a liability result in an accompanying increase to the respective tangible capital assets they will be amortized based on the underlying asset.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

3. Cash and Cash Equivalents

The cash and cash equivalents, reported on the Statement of Financial Position, are made up of the following:

	2025	2024
Cash	\$ 4,390,761	\$ 2,911,914
Deaccession Funds	4,657,842	-
Cash equivalents	35,585	30,500
Total Cash and Cash Equivalents	\$ 9,084,188	\$ 2,942,414

Deaccessioning revenue was generated from the sale of items in the collection that were not culturally significant to British Columbia. In alignment with International Council of Museums (ICOM) Code of Ethics for Museums these funds have been internally restricted by RBCM, intended to be applied only to ICOM identified appropriate uses which are limited to collections care and new acquisitions.

4. Impact of Accounting for Government Transfers and Restricted Contributions in accordance with section 23.1 of the *Budget Transparency and Accountability Act*

If the Corporation adopted Canadian public sector accounting standards excluding the modifications as described in the Treasury Board Regulation BC 198/2011 under the authority of the *Budget Transparency and Accountability Act*, S.B.C. 2000, c.23, s.23, the impact on the financial statements is presented as follows:

	2025	2024
	Increase/ (Decrease)	Increase/ (Decrease)
Statement of Financial Position		
Deferred capital contributions	\$ (148,157,937)	\$ (67,564,340)
Deferred revenue	-	(63,764)
Accumulated surplus	\$ 148,157,937	\$ 67,628,104
Statement of Operations and Accumulated Surplus		
Amortization of deferred capital contributions	\$ (1,044,784)	\$ (775,871)
Annual operating (surplus) deficit	\$ (1,044,784)	\$ (775,871)

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

5. Accounts Receivable

	Balance at March 31, 2025	Balance at March 31, 2024
Provincial	\$ 7,410,219	\$ 10,565,460
Federal	652,960	365,738
Other	334,716	53,580
Total	\$ 8,397,896	\$ 10,984,778

6. Accounts Payable and Accrued Liabilities

	2025	2024
Provincial Government	\$ 18,216,769	\$ 13,787,557
Federal Government	-	-
Other	7,481,463	5,830,744
Total	\$ 25,698,233	\$ 19,618,301

7. Deferred Revenue

Deferred revenue includes restricted funds related to grants for operating projects and unrestricted funds for future gallery rental deposits, advance admission sales, memberships and unredeemed gift cards.

	Balance at March 31, 2024	Additions/ Adjustments	Recognized to revenue	Balance at March 31, 2025
<i>Restricted funds</i>				
Provincial	\$ 63,764	\$ 18,639,236	\$ (18,703,000)	\$ (0)
Federal	146,227	(33,876)	(109,157)	3,194
Other	38,004	203,106	(32,017)	209,093
<i>Unrestricted</i>				
Other	1,024,441	2,276,965	(2,278,981)	1,022,425
Total	\$ 1,272,435	\$ 21,085,431	\$ (21,123,154)	\$ 1,234,712

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

8. Deferred Capital Contributions

Deferred capital contributions include funds received for the land and development costs for the collection and research building as well as including facilities upgrades for HVAC systems, lighting and electrical.

	Balance at March 31, 2024	Additions/ Transfers	Amortized	Balance at March 31, 2025
Provincial government	\$ 65,254,957	\$ 81,636,237	\$ 833,568	\$ 146,057,627
Federal government	1,794,330	-	148,177	1,646,151
Other	515,054	2,144	63,039	454,159
Total	\$ 67,564,340	\$ 81,638,381	\$ 1,044,784	\$ 148,157,937

9. Special Exhibitions

The Corporation hosts temporary exhibitions to provide a window on the world and to encourage repeat visitation. Costs allocated to special exhibitions are those additional costs which are directly incurred to host and display the exhibition. Materials and supplies include exhibition loan fees where applicable. In the fiscal year 2025 Stonehenge was hosted from May through to January 5. Wildlife Photographer is being hosted from February 14, 2025, through to April 27, 2025. Other costs include expenses associated with exhibits opening in the Spring and Summer 2025.

	2025	2024
Salaries and benefits	\$ -	\$ -
Professional services contracts	45,057	22,737
Marketing and communications	400,424	308,878
Materials and supplies	1,464,532	1,575,373
Other	311,083	382,845
Total	\$ 2,221,096	\$ 2,289,833

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

10 Tangible Capital Assets
a. Fiscal 2024/25

Cost	Balance at March 31, 2024	Adjustments	Additions	Balance at March 31, 2025
Land	\$ 27,613,832	\$ -	\$ -	\$ 27,613,832
Permanent exhibitions	2,136,158	-	76,700	2,212,858
Operating equipment	2,562,640	145,034	19,926	2,727,600
Hardware and software	6,182,656	-	552,569	6,735,225
Furniture	31,340	-	27,214	58,555
Buildings and improvements	82,436,325	(145,034)	89,679,052	171,970,343
Asset retirement obligation	3,049,355	-	-	3,049,355
Total	\$ 124,012,307	\$ -	\$ 90,355,460	\$ 214,367,767

Accumulated Amortization	Balance at March 31, 2024	Adjustments	Amortization	Balance at March 31, 2025
Land	\$ -	\$ -	\$ -	\$ -
Permanent exhibitions	1,110,407	-	55,123	1,165,529
Operating equipment	1,355,687	-	216,849	1,572,536
Hardware and software	3,917,361	-	514,958	4,432,319
Furniture	31,340	-	-	31,340
Buildings and improvements	11,666,940	-	792,098	12,459,038
Asset retirement obligation	3,049,355	-	-	3,049,355
Total	\$ 21,131,091	\$ -	\$ 1,579,027	\$ 22,710,118

Net Book Value	Balance at March 31, 2024	Balance at March 31, 2025
Land	\$ 27,613,832	\$ 27,613,832
Permanent exhibitions	1,025,751	1,047,328
Operating equipment	1,206,951	1,155,064
Hardware and software	2,265,295	2,302,906
Furniture	-	27,214
Buildings and improvements	70,769,385	159,511,304
Asset retirement obligation	-	-
Total	\$ 102,881,215	\$ 191,657,649

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

10. Tangible Capital Assets (Continued)

At March 31, 2025 the capital projects in progress include:

Land under development	15,103,692
Hardware and software	1,317,333
Furniture	27,214
Buildings and improvements	148,001,193
 Total capital projects not placed into use	 <u>164,449,432</u>

Work in progress at March 31, 2025 includes \$148 million for the Provincial Archives, Research and Collections (PARC) Campus capital project which is due to complete early 2026. Amortization of these assets, excluding land, will commence when the building is placed in to service.

For more information on asset retirement obligations see note 21.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

10 Tangible Capital Assets (Continued)

a. Fiscal 2023/24

Cost	Balance at March 31, 2023	Additions	Balance at March 31, 2024
Land	\$ 27,613,832	\$ -	\$ 27,613,832
Permanent exhibitions	1,143,161	992,997	2,136,158
Operating equipment	2,539,702	22,938	2,562,640
Hardware and software	4,878,898	1,303,758	6,182,656
Furniture	31,340	-	31,340
Buildings and improvements	36,887,905	45,548,420	82,436,325
Asset retirement obligation	3,049,355	-	3,049,355
Total	\$ 76,144,194	\$ 47,868,112	\$ 124,012,307

Accumulated Amortization	Balance at March 31, 2023	Amortization	Balance at March 31, 2024
Land	\$ -	\$ -	\$ -
Permanent exhibitions	1,110,407	-	1,110,407
Operating equipment	1,144,437	211,250	1,355,687
Hardware and software	3,612,202	305,159	3,917,361
Furniture	31,340	-	31,340
Buildings and improvements	10,940,689	726,251	11,666,940
Asset retirement obligation	3,049,355	-	3,049,355
Total	\$ 19,888,431	\$ 1,242,660	\$ 21,131,091

Net Book Value	Balance at March 31, 2023	Balance at March 31, 2024
Land	\$ 27,613,832	\$ 27,613,832
Permanent exhibitions	32,755	1,025,751
Operating equipment	1,395,266	1,206,953
Hardware and software	1,266,695	2,265,295
Furniture	-	-
Buildings and improvements	25,947,216	70,769,385
Asset retirement obligation	-	-
Total	\$ 56,255,764	\$ 102,881,216

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

10 Tangible Capital Assets (Continued)

At March 31, 2024 the capital projects in progress include:

Land under development	15,103,692
Permanent exhibitions	32,755
Hardware and software	1,022,884
Buildings and improvements	15,870,125
Total capital projects not placed into use	<u>32,029,456</u>

11 Collections and Artifacts

The Corporation conducts a Collections Risk Assessment to assess the overall risk of deterioration, loss and to best plan for long-term conservation of artifacts and records. The last assessment was done in fiscal 2016. The Corporation determined as at March 31, 2016, the collections consisted of approximately 7.7 million artifacts, specimens and archival records. During the 2025 fiscal year, the Corporation de-accessioned 62 batches (2024: 19) and accessioned 99 batches (2024: 132) to its collections through the acquisition, purchase and accessioning process. The collections are valued at \$190 million for insurance purposes.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

12 Accumulated Surplus

Accumulated surplus consists of individual fund surplus and reserves as follows:

	Balance at March 31, 2024	Additions	Balance at March 31, 2025
Capital			
Unappropriated operating surplus (deficit) and investment in capital assets	\$ 22,217,482		\$ 22,217,482
Asset retirement obligation	(7,438,200)		(7,438,200)
Capital	1,173,786		1,173,786
Total capital accumulated surplus	\$ 15,953,068	\$ -	\$ 15,953,068
Operating			
IMAX adjustment	1,998,286		1,998,286
Operating	1,173,786	345,055	1,518,841
Deaccession Funds	-	4,580,460	4,580,460
Total operating accumulated surplus	\$ 3,172,072	\$ 4,925,515	\$ 8,097,587
Total accumulated surplus	\$ 19,125,140	\$ 4,925,515	\$ 24,050,655

Certain amounts are set aside in accumulated operating surplus for future obligations and purchase of capital assets.

Capital reserve: the purpose of this reserve is to help stabilize large fluctuations in capital spending from one year to the next. This reserve assists in the financing of these expenditures to limit the impact to revenue requirements in those years.

Operating reserve: the purpose of this reserve is to finance an unintended deficit. Unintended deficits would be caused largely by unexpected costs for items that are outside management's control or admission revenues lower than anticipated.

Deaccession Funds: In accordance with the Royal BC Museum Deaccession policy, the funds from the sale of collections will be restricted to use for the acquisition, storage and preservation of the collection. Within the operation surplus for 2024/25, there is deaccession funds of \$4.5 million. These funds are restricted per policy and not available for the regular operation of the museum.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

13 The Royal British Columbia Museum Foundation

The Foundation is an independent organization with its own Board of Directors therefore the accounts of the Foundation are presented separately and are not consolidated in these financial statements. The purposes of the Foundation are to undertake charitable activities that promote and support the aims, interests and activities of the Royal British Columbia Museum Corporation.

The Foundation has internally restricted funds of approximately \$7,852,335 (2024 - \$8,521,410), which are reserved for specific projects for transfer to the Corporation in future years.

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

		2025		2024
Funding for non-capital projects	\$	1,138,818	\$	147,614
Purchases of goods and services		1,123		10,455
Total	\$	1,139,940	\$	158,069

As at March 31, 2025, \$173,994 is due from the Foundation to the Corporation and is included in the accounts receivable (2023: \$1,123)

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

		2025		2024
Purchases of goods and services		493		2,679
Total	\$	493	\$	2,679

As at March 31, 2025, \$0 is due from the Corporation to the Foundation and is included in the accounts payable (2024: \$0)

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

14 Contractual Obligations

Information Technology Support Contract

On November 1, 2017, the Corporation entered into a 5 year service agreement for the provision of helpdesk and technical infrastructure support services. The previous extension expired October 31, 2024. The Corporation extended the contract by one more year to October 31, 2025.

Under the terms of the agreement, the Corporation will pay fixed and variable fees. Fixed fees are as follows:

2026	393,542
Total	\$ 393,542

Security Contract

In April 2024 the Corporation signed a 5-year service agreement for the provision of security services expiring March 31, 2029, with option for additional five one-year options to renew. Under the terms of the agreement, the Corporation will pay annual fees as follows:

2026	1,332,474
2027	1,372,448
2028	1,413,621
2029	1,456,030
Total	\$ 5,574,573

Additionally, the Corporation will pay for direct security costs as incurred by the contractor for special events, late openings and other functions that require additional security services.

Lease Commitments

The Corporation has operating leases to rent warehouse and cold storage space to store and preserve artifacts expiring on April 30, 2025. Additional leased warehouse storage space was acquired for the period June 1, 2022 to May 30, 2030. Future minimum payments are as follows:

2026	760,205
2027	762,994
2028	731,777
2029	750,336
2030	764,216
2031	104,718
Total	\$ 3,874,246

The Corporation is also obligated to cover a proportion of property taxes for the lease expiring in 2031. These costs amounted to \$68,694.42 in fiscal year 2025.

The Corporation may incur additional costs associated with accessing, adding or removing pallets from Cold Storage.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

14 Contractual Obligations (Continued)

Property Management Contract

On February 1, 2024, the Corporation entered into a 5-year service agreement for the provision of property management services to expire February 1, 2029, with option for additional two one-year options to renew. Under the terms of the agreement, the Corporation will pay a fixed fee. The maximum future payments are as follows:

2026	\$ 296,498
2027	305,393
2028	314,555
2029	323,992
Total	\$ 1,240,438

In addition, the Corporation will be invoiced at cost for property management consumables (approximately \$79,909.46 for 2025).

Janitorial Contract

The Corporation has entered into a commitment for 1-year Janitorial contract. The future anticipated payment is as follows:

2026	\$ 371,239
Total	\$ 371,239

Exhibition loan fees

The Corporation has entered into a commitment for the loan of artifacts and objects for exhibition. The future anticipated payment is as follows:

2026	\$ 308,400
Total	\$ 308,400

Provincial Archives, Research and Collection (PARC) Campus Building Design Build Contract

In February 2023 Maple Reinders was awarded the Design Build contract for \$204.8 million. The total capital cost of the PARC Campus is estimated to be over \$270 million, all of which is funded by the Province of BC. The estimated future maximum payments are as follows:

2026	\$ 82,838,852
Total	\$ 82,838,852

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

15 Employee Pension Plan

The Corporation and its employees contribute to the Public Service Pension Plan, a jointly trustee pension plan. The Public Service Pension Plan Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the plan, including investment of the assets and administration of benefits. The Public Service Pension Plan has approximately 158,000 active, inactive and retired members.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of the funding. The latest actuarial valuation as of March 31, 2023, indicated a funding surplus of \$4.5 billion for basic pension benefits.

Employers participating in the plan record their pension expenses as the amount of employer contributions made during the fiscal year. This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, and therefore there is no consistent and reliable basis for allocating the obligation, assets and costs to individual employers participating in the plan.

16 Related Party Transactions

The Corporation is related through common ownership to all Province of BC Ministries, agencies, Crown corporations, and all public sector organizations such as school districts, colleges, universities, and health authorities that are included in the provincial government reporting entity. In addition, senior management, directors, immediate family members of senior management and directors, and companies with which any of the above have a financial interest are also considered related parties. These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

17 Budget Figures

Budget figures have been provided for comparatives purposes and are from the Corporation's Fiscal 2024/25 Budget approved by the Royal BC Museum Corporation Board of Directors on February 6, 2024, and published in the Corporation's Service Plan. The budget is reflected in the statement of operations and accumulated surplus and the statement of changes in net debt.

18 Financial Risk Management

It is management's opinion that the Corporation is not exposed to significant liquidity or credit risks arising from these financial instruments.

Liquidity Risk: Cash, cash equivalents, and restricted cash are held with financially sound Canadian institutions and as such liquidity risk is not significant.

Credit Risk: Receivable balances consist primarily of trade receivables. At the financial statement date, less than 1% of the non-provincial accounts receivable balance is past due and none is considered to be impaired. As such the Corporation is not exposed to significant credit risk.

Interest Rate Risk: The Corporation is exposed to interest rate risk through its cash equivalents. It is management's opinion that the Corporation is not exposed to significant interest rate risk as it invests solely in term deposits that have a maturity date of no more than 91 days.

ROYAL BRITISH COLUMBIA MUSEUM CORPORATION
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2025

19 Statement of Remeasurement Gains and Losses

A Statement of Remeasurement Gains and Losses has not been included in these financial statements because the Corporation does not have any accumulated remeasurement gains and losses or current period remeasurement gains and losses to report.

20 Economic Dependence

The Corporation is dependent on continued funding from the Province of British Columbia to carry out its normal activities.

21 Asset Retirement Obligations

The Corporation owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. Following the adoption of PS 3280 Asset Retirement Obligations, the Corporation recognized a \$8,256,402 obligation relating to the removal and post-removal care of the asbestos in these building as estimated at April 1, 2022. The buildings have been fully amortized. Post-closure care is estimated to extend for up to a year post the closure of the building while demolition and construction continue. Estimated costs have been based on Quantity Surveyors Assessment Report dated June 2021.

The transition and recognition of asset retirement obligations involved an increase to liability obligation and a decrease in accumulated surplus. As the buildings were fully amortized when acquired in 2003 there is no reflection or restatement of prior year balances in capital assets.

In the current year a further projected cost escalation to March 31,2025 was recognized of \$409,101. (2024: \$613,652)

The following table provides details of the ARO liability in fiscal 2024/25:

	2025		2024	
Opening balance - ARO liability	\$	9,558,087	\$	8,944,435
Accretion expense		409,101		613,652
Closing balance - ARO liability	\$	9,967,188	\$	9,558,087