



Ref: 42216

May 17, 2021

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

Dear Dr. Muzyka:

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

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

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

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

.../2

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

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

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

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

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

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

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

- Develop equity, diversity, and inclusion policies, practices, procedures, and programs to ensure the Royal BC Museum is a space of cultural safety for all, through:
 - completing a review and update of all policies, practices, and procedures to ensure diversity and inclusion is reflected throughout Museum operations;
 - beginning a two-year Diversity and Inclusion program applicable to all levels of the organization including the board and all staff;
 - diversifying the RBCM community of supporters and visitors at every level through defined programs;
 - co-creating an Inclusivity Action Plan in collaboration with community experts and ensuring adequate resources to implement the Plan;
 - instituting mandatory staff bias and inclusivity training, including an internal dialogue series on racism;
 - supporting workplace diversification, including recruitment, retention, and support of diversity in staff, volunteers, and researchers; and
 - work to implement the Work Environment Survey as conducted by the Public Service Agency for its next survey cycle and for future cycles including ensuring results are monitored and action plans established to address gaps.

- Respond to the COVID-19 pandemic by implementing adaptation measures for managing operations, maintaining cost-effectiveness, and developing services for sustainability.
 - ensuring community health and safety while prioritizing access to the Museum through both virtual offerings and adapting in-person experiences in response to the evolving situation;
 - exploring opportunities for alternative revenue sources to offset impacts of reduced visitation revenues;
 - planning ahead for the full recovery of Museum operations after the COVID-19 pandemic and for long-term sustainability of the Museum; and
 - accounting for potential impacts from the COVID-19 pandemic on the modernization project.

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

Dr. Daniel F. Muzyka
Page 6

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

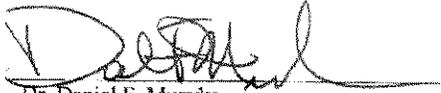
Sincerely,

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

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

Date: May 17, 2021

Enclosure



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



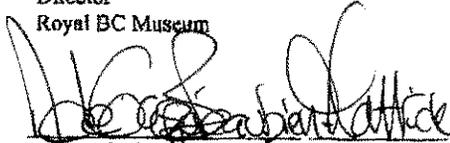
Wendy King
Vice Chair
Royal BC Museum



Lenora Lee
Director
Royal BC Museum



Peeter Wesik
Director
Royal BC Museum



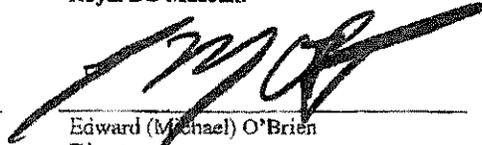
Nanon de Gaspé Besubien-Matrick
Director
Royal BC Museum



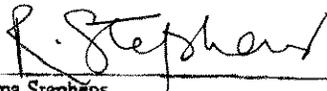
Nika Collison
Director
Royal BC Museum



Karen Aird
Director
Royal BC Museum



Edward (Michael) O'Brien
Director
Royal BC Museum



Rasana Stephens
Director
Royal BC Museum



Carole Alison James
Director
Royal BC Museum



Robert Jawl
Director
Royal BC Museum

Dr. Daniel F. Muzyka
Page 8

cc: Honourable John Horgan
Premier

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

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

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

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

Wendy King
Vice Chair
Royal BC Museum

Lenora Lee
Director
Royal BC Museum

Peeter Wesik
Director
Royal BC Museum

Nanon de Gaspé Beaubien-Matrick
Director
Royal BC Museum

Nika Collison
Director
Royal BC Museum

Karen Aird
Director
Royal BC Museum

Dr. Daniel F. Muzyka
Page 9

cc: Edward (Michael) O'Brien
Director
Royal BC Museum

Ratana Stephens
Director
Royal BC Museum

Carole Alison James
Director
Royal BC Museum

Robert Jawl
Director
Royal BC Museum

Chief Executive Officer/President
Royal BC Museum