



June 3, 2025

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

Dear Ry Moran:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,



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

cc: Honourable David Eby, KC  
Premier

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

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

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

Silas Brownsey  
Deputy Minister  
Ministry of Tourism, Arts and Culture

Tracey Drake  
Chief Executive Officer  
Royal British Columbia Museum

Dan George  
Board member  
Royal British Columbia Museum

cc: Joan Axford  
Board member  
Royal British Columbia Museum

Robert Chamberlin  
Board member  
Royal British Columbia Museum

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

Gracen Chungath  
Board member  
Royal British Columbia Museum

David Galbraith  
Board member  
Royal British Columbia Museum

Robert Jawl  
Board member  
Royal British Columbia Museum

Lenora Lee  
Board member  
Royal British Columbia Museum



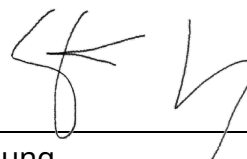
Ry Moran  
Acting Chair, Royal British Columbia  
Museum Date: June 4, 2025



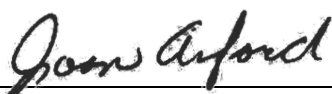
David Galbraith  
Director, Royal British Columbia  
Museum Date: June 4, 2025



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



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



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



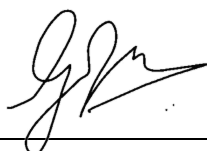
Lenora Lee  
Director, Royal British Columbia Museum  
Date: June 8, 2025



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



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



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