

ROYAL BC MUSEUM
FOUNDATION



Director of Development

Executive Profile Presented By

THE
DISCOVERY
GROUP



The **Royal BC Museum Foundation** is the fundraising and revenue generation partner of the **Royal BC Museum**, a treasured and essential cultural institution in BC. The Foundation is an independent entity that, over its 50-year history, has raised and managed investments that today total \$17 million.

The Foundation runs the Royal Museum Shop – a vibrant and successful retail store operation that generates revenue for the Foundation – and has had a passive fundraising program. The Foundation is now entering a new strategic phase and is ready to **re-launch and rebuild its fundraising program** in tandem with a renewed and revitalized museum relationship.

The Foundation, therefore, now seeks a **Director of Development** to establish and execute its fundraising plan and programs. The Director will work closely with the Foundation Executive Director and Board, and museum leadership to build a thoughtful and effective fundraising program and culture to widen and invite more supporters to this crucial institution.

The Royal BC Museum preserves, interprets, and celebrates BC's heritage. Its natural history and social history artifacts and records – from mammoths to masks to moving images – enable it to tell the widest possible range of stories: of land and people, of place and movement. Throughout its history, it has remained focused on an important purpose: to be a museum that is accessible to every British Columbian, regardless of age, ethnicity, or geography, in a province where all people respect each other and the environment in which they live.

The Director will be an experienced fundraising generalist inspired to put foundational elements in place, develop a culture of philanthropy within the organization, and further establish the Foundation's presence with philanthropists and supporters.

This is an exciting opportunity to:

- Direct fundraising at one of BC's most prominent and longstanding cultural institutions;
- Establish a robust and professional fundraising program for long-term success and growth;
- Build effective and collaborative relationships across the Foundation and museum;
- Partner with the museum leadership in the development and support of museum priorities;
- Be an in-house authority and subject matter expert.

Information for Candidates

This search is being led by Royal BC Museum Foundation's search partner, Christoph Clodius at The Discovery Group.

If you or someone you know is interested or curious, please be in touch at christoph@thediscoverygroup.ca.

All submissions should be received by November 24, 2025. Please apply to Christoph with a cover letter/expression of interest and resume/CV, together in a single document.

Compensation & Benefits:

The Director's salary range is \$110,000 – 140,000, depending on experience and ability. A comprehensive benefits package includes extended health and dental coverage, RRSP matching program of 10% of salary, and four weeks of vacation.

Location:

This is a full-time permanent role based at the extraordinary Royal BC Museum in Victoria, BC, with hybrid work possible. The Director will need to be based in the Victoria area.

Diversity, Equity & Inclusion:

The Royal BC Museum Foundation is committed to a safe and inclusive hiring process. The Royal BC Museum Foundation will discuss options with all prospective candidates and any accommodation required during the recruitment process.

Territory Acknowledgement:

The Royal BC Museum and Foundation acknowledge the land as the traditional territory of the Ləkʷəŋən people, also known as the Songhees and Xwsepsum Nations. The museum is located on this land and expresses gratitude for learning to live and work respectfully on their traditional territories.

About the Royal BC Museum Foundation

Our Vision

- To support the museum in the acquisition, preservation, stewardship and display of the history and culture of British Columbia.

Our Mission:

- To grow and manage funds with transparency and accountability.
- To collaborate with the museum and to promote our vision.

The Foundation seeks to:

- Promote and support the aims, interests and activities of the Royal British Columbia Museum;
- Solicit and acquire gifts, donations, endowments, bequests and other grants of property, and in turn hold and invest bequests, donations, and funds;
- Administer and distribute funds, property, endowments, trusts and financial programmes for the support of the Royal British Columbia Museum;
- Undertake other activities in support of the objectives of the Royal British Columbia Museum.

History:

The Foundation has existed in various forms for over 50 years. In the early 1970s, the museum's director joined representatives from 10 supportive local organizations, and collectively they created a new organization called the Friends of the Provincial Museum - later becoming the Friends of the Royal BC Museum. The purpose of this new organization was to promote the interests of the museum. The Friends were registered under the Societies Act of BC and provided over \$3.2 million in funding support to the Museum from 1972 to 1982. Their efforts included providing funds to the Museum to help build the Old Town Gallery and the restoration of St. Ann's Schoolhouse.

The Royal Museum Shop opened for business in November 1970 and was initially 100% volunteer-operated. By the end of the first year of operation, the Gift Shop generated a net profit of \$20,000. Gift Shop net profits today range from \$350,000 - \$600,000, depending on the number of stores in operation.

In 2005, the Friends of the Royal BC Museum merged with the Royal BC Museum Foundation, creating the Friends of the Royal BC Museum Foundation. In 2011, MOU Museum Membership transitioned over to the Museum, and Friends of the Royal BC Museum Foundation became the Royal BC Museum Foundation.

Foundation Assets, Distributions, and Fundraising

Over the past fiscal year, the Foundation supported several key museum projects totalling over \$1.1 million as follows:

- \$839,000 for a lighting system upgrade in the galleries
- \$125,000 for the temporary Canadian Modern Design exhibit
- \$63,000 for work on the Oblates of Mary Immaculate Archival Collection
- \$111,000 for the Sisters of St. Ann Archives Project

The Foundation's main revenue driver is the retail store, which, as noted above, nets from \$350,000 - \$600,000. Last year, the shop had over \$1.7 million in total retail sales – the highest annual sales in over 15 years, 7% above budget and a 4% increase over the previous fiscal year.

The Foundation manages a total of \$16.9 million in funds with a market value of \$15.1 million, categorized as follows:

- Unrestricted funds: \$700,000
- Externally restricted funds: \$6.1 million
- Internally restricted funds: \$10.1 million

The Foundation recorded \$153,000 in interest income last year from fixed income investments and received \$167,851 in donations, which included grants, bequests, and contributions from individual donors.

This year, the Board is undertaking a new strategic plan for the Foundation. A major goal of this plan is for the Foundation to develop a significant fundraising capacity to support future redevelopment of the museum.



About the Royal BC Museum

The Royal BC Museum is one of the oldest continually operating museums in Canada. A cultural centre of learning and research, it strives to broaden our understanding of British Columbia through collections, exhibits, outreach and community engagement. Through community collaboration, the museum works to share the stories of BC and provides a dynamic space for discussion and reflection.

The Royal BC Museum is an internationally renowned centre of learning and education about British Columbia, its peoples, its systems and its environment. It is an important economic contributor to the province, drawing visitors from around the world and supporting an array of tourism-related jobs and businesses. By advancing and communicating knowledge about BC, it helps shape the province's reputation locally and globally.

The RBCM cares for more than 7 million objects, belongings, specimens, and millions of significant government documents and records; substantial photographic, audio and video collections; artworks; and an extensive library of publications. IMAX® Victoria delivers educational and entertaining experiences that accompany the learning journey the museum offers.

The Royal BC Museum also includes the provincial archives and has recently completed its PARC Campus—the provincial archives, research and collections building in Colwood, BC. Most of the province's collections and archives will move to the new building, except for the Indigenous collection, which will remain at the downtown site where repatriation and community consultation will continue to guide the future of the collections.

The museum shares stories through exhibitions, displays, education programs, public talks, events, websites, publications and social media. In this way, the Royal BC Museum establishes the province's place in the past, present and future for all British Columbians. Museum experts bring together, care for and interpret the Province's collections. They share their knowledge, providing context and uncovering new layers of understanding. Much of what we now know about BC, we owe to research on our carefully preserved heritage resources, and much scientific study going forward depends on data held in research collections like ours.

The museum is a Crown corporation as governed by the Museum Act. The Corporation is responsible for the provincial museum, the provincial archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wawadit'la), St. Ann's Schoolhouse and the Netherlands Centennial Carillon. Although its main buildings are in Victoria, the Royal BC Museum reaches every region of the province through its website, exhibitions and services, and is responsible to all British Columbians.



Mission, Vision & Values

Mission:

We are a museum that is accessible to every British Columbian regardless of age, ethnicity or geography.

Vision:

We envision a province in which all people respect each other and the environment in which they live.

Values:

The Royal BC Museum is committed to the following values:

- **Accountability** is being responsible for our decisions and actions, which are answerable through honouring our commitments, taking ownership according to our professional standards and meeting our common goals with pride.
- **Community** is developing and maintaining networks within and outside the museum and archives through supportive, responsive and active collaboration, which is thoughtful and informed. The goal of community involvement is to create a vibrant, sustainable, respectful and caring community, internally, provincially and beyond. A strong, healthy internal community is the essential foundation for all.
- **Creativity** is the commitment to supporting an environment that nurtures and encourages creativity. All are empowered to bring new ideas forward, take an innovative and imaginative approach to problem-solving and turn new ideas into reality.
- **Diversity** is demonstrated by sharing scientific and cultural knowledge, which embraces the rich diversity of the people and environment of British Columbia. We respect this diversity by reflecting and responding to the rights and differences of the people we serve, and by being champions of environmental sustainability. Foundational to this Value is the philosophy and understanding that each staff member, volunteer, and Board member will ensure that the Royal BC Museum upholds its principles of equity, diversity, ecological sustainability, and inclusiveness in all its practices, including when carrying out their various roles within the Royal BC Museum and as representatives of the museum and archives in public.
- **Partnership** requires a commitment to collaboration, both externally and internally. We understand the importance of connecting and cooperating with a clear purpose to achieve a mutually beneficial outcome. We respect the contributions of all and share in the credit of our accomplishments. Our partnerships enable us to achieve an extraordinary level of success that will grow and continue for the greater benefit of all British Columbians.
- **Service** is the means by which we provide a world-class customer experience. The delivery of great service requires clear, consistent, timely, accountable and appropriate actions. Great service creates trust and goodwill through authentic, mutual respect. Great service is established from the inside out and encompasses everybody—from peers to the public. Great service places organizational objectives ahead of personal goals.

To accomplish its mission, the Royal BC Museum provides six key functions:

- Developing and maintaining a provincial collection of historical material (specimens, artifacts and archives) related to BC;
- Exhibiting the collection or making it available for exhibition by others;
- Exhibiting material not in the collection that relates to BC's past, and providing an occasional "window on the world" by presenting touring exhibitions from international museums;
- Conducting or assisting in research relating to BC human history and natural history;
- Disseminating information relating to BC's history, and to the museum and archives and their functions;
- Developing and implementing opportunities for community investment to support the Museum, including philanthropy, sponsorships and commercial activities.

Museum History:

Since the early days of colonial settlement in Victoria, the museum has collected and preserved the province's significant artifacts and specimens for future generations.

The museum was founded in 1886 in response to a petition signed by 30 prominent citizens. It was housed in a single room adjoining the Provincial Secretary's office in the Capitol Buildings, which were nicknamed "the Birdcages".

Learn more about the museum:

<https://www.royalbcmuseum.bc.ca/>





Director Role: Position Summary

The Director leads the development and implementation of a comprehensive fundraising strategy aimed at setting and achieving ambitious yet realistic annual fundraising targets while building and nurturing long-term donor and community relationships.

The Director plays an essential role in shaping the Foundation's philanthropic vision and strategic fundraising objectives. This requires a forward-thinking leader who will oversee all aspects of development, including operational management and donor engagement, to strengthen the Foundation's reputation and reach, engaging donors, enhancing community relations, and supporting relationships with the museum community.

Reporting to the Executive Director, the Director of Development will collaborate closely with the Foundation Board, staff, and museum leadership to implement fundraising initiatives aligned with the Museum's objectives, with jointly-agreed upon priorities.

Key Responsibilities & Accountabilities:

- Develop a fundraising plan with clear targets and accountabilities, ensuring that best-practice activities are in place to support development goals and philanthropic ambitions in support of the Royal BC Museum.
- Ensure alignment between the best and most viable fundraising activities and the Foundation's potential; work to create financial sustainability and revenue diversity.
- Lead the implementation of the plan.
- Assume responsibility and accountability for day-to-day development operations, including donor and data management, budget accountability, and CRA requirements.
- Contribute to the overall direction and management of the Foundation by participating in planning sessions, Board meetings, and other strategic activities as needed.
- Provide appropriate oversight and guidance, including the development of policies, procedures, and reports related to best practices in information management and tracking, ensuring that the database is maintained in a manner that allows it to be used to its full potential.
- Serve as an ambassador and representative of the Foundation, establishing and maintaining effective relationships with volunteers, donors, funders, partners, friends, and the wider community.

Strategy & Planning

- Develop, in partnership with the ED, Board, and museum leadership, the long-range fundraising strategy, aligned with the museum's strategic goals and mission. Elements of the plan may include, but are not limited to:
 - Annual fundraising goals;
 - Capital and endowment giving;
 - Major Gifts and planned giving program;
 - Mass appeals, direct mail, online giving;
 - 3rd party and peer-to-peer programs;
 - Prospect identification, research and evaluation.
- Assess and explore viable fundraising programs as appropriate; work with partners to understand exhibit priorities and donor opportunities.
- Ensure buy-in and excitement for the plan, socializing it as appropriate and enabling a culture of philanthropy across internal and external constituents.

Development & Fundraising

- Establish operations plans and activities, including but not limited to fundraising programs, benchmarks, and timelines, as well as resources required.
- Actively expand the Foundation's networks with key and influential constituents, institutions, and associations in the community.
- Implement and execute all broad-based fundraising programs.
- Create and implement strategies for the cultivation and solicitation of major gift prospects, in partnership with the ED and lead volunteers as needed.
- Clearly articulate, prepare, and promote a strong case for support.
- Support the development of a donor database.
- Collaborate with senior leadership to achieve engagement objectives.
- Work with the museum staff on outreach, donor tours, and events as needed.
- Deploy best-practice moves management and data tracking systems.
- Represent the Foundation at community events, networking opportunities, and other engagements.
- Write all donor correspondence and funding proposals as needed.
- Guide the work of consultants, contractors, and other support as needed.

Leadership & Management

- Embrace the mission and history of the museum, and its role in preservation and display.
- Advocate for and champion principles of diversity, equity, and inclusion; centre anti-colonist practices whenever possible.
- Foster a culture of respect, positivity, and trust, as well as an environment that supports teamwork and cooperation.
- Support, guide, and enable fundraising activities of the ED and the Board.
- Motivate volunteers to be effectively and strategically involved in appropriate ways.
- Represent the Foundation in the community and across the province to build a strong network of support; speak passionately about the mission, vision, and needs of the Foundation in public appearances, speaking engagements, and digital formats.
- Model a high level of professionalism in all interactions, communications and activities.

This position is a great opportunity for a fundraiser who is:

- **A builder.** Energized by the opportunity to build a program in a high-profile and prominent institution. Thrives in change and deals well with ambiguity and the unexpected. Proactive and persistent.
- **Strategic.** Excited to shape and direct the Foundation's fundraising program. Efficient, clear, and organized. Creative and entrepreneurial.
- **Flexible and adaptable.** Adapts well to different work environments and people. Is as comfortable doing day-to-day tasks as building rapport with high-net-worth donors.
- **A credible fundraiser and excellent communicator.** Enhances the museum's culture of philanthropy. A compelling storyteller, negotiator, and diplomat.
- **Assertive and direct.** Able to work effectively with a wide range of partners and collaborators in an effective manner. Confident in their abilities and expertise. Marshalls resources and views into a cohesive plan. An excellent problem-solver.
- **Collaborative.** A true team player willing to help others without ego or pretension. Open and transparent. Fosters respect, authenticity, emotional intelligence, responsibility, and accountability.
- **Mission-aligned and dedicated.** Passionate and caring. Has genuine excitement for the work of the museum. Committed to equity and inclusion. Committed to social justice, anti-racism, and anti-Indigenous racism.
- **A teacher and mentor.** Shares knowledge willingly, rewards curiosity, and identifies key internal needs.

Desired Experiences and Skills

The Foundation seeks an individual who ideally possesses the following:

- Significant social profit development or fundraising experience, ideally in an arts-serving, museum, or educational institution.
- Strong mission alignment and a passion for history.
- Broad-based fundraising experience with exposure to a wide range of giving programs, ideally including a combination of major gifts, planned giving, and annual giving.
- Demonstrated ability to establish, develop, and maintain meaningful and authentic relationships with prospects, donors, volunteers, and other constituents to strengthen ties and grow financial support.
- Strong leadership and team-building skills to work in collaboration with a wide range of colleagues and constituencies.
- Knowledge of how to effectively market and communicate the values and mission of the Foundation, both internally and externally.
- Excellent writing, editing, and public speaking skills; principles and techniques for communications and public relations related to fundraising campaigns.
- A high level of integrity, honesty, and a strong work ethic.
- Proven organizational skills, attention to detail, and respect for confidentiality.
- Proficiency with fundraising management software and administrative systems, such as Raiser's Edge.
- Knowledge of Society legislation, CRA guidelines and regulations.
- This is a full-time position requiring some work outside of normal business hours.
- Some travel around BC will be required.
- While this may be a hybrid role, the Director will need to maintain a presence, particularly early in their tenure, at the museum.

About Victoria

Victoria is a vibrant city with an exceptional quality of life. Residents enjoy its social life, arts and culture scene, easy access to nature, and a cutting-edge food scene. With cheaper housing and less congestion than other major cities in Canada, and some of the best weather, people seldom leave.

Located on the southern tip of Vancouver Island, Victoria is BC's capital city. With a regional population of about 397,000 residents, Victoria is a big city with a small-town feel. As one of the most beautiful and photogenic cities in the world, it enjoys beautiful heritage architecture and a modern cityscape framed by stunning ocean views and mountain vistas.

The region is made for an active lifestyle. Outdoor recreational activities are boundless, and many people walk and cycle to work. Victoria may be surrounded by rainforest, but it is actually a lot drier than nearby Seattle or Vancouver. Home to the warmest winters in Canada, snow is uncommon in the city, allowing golfers, hikers, sailors, rowers, rugby, soccer, tennis, and gardening enthusiasts to play outside all year long. Along with the outdoors, there is a great selection of things to do in Victoria and environs. In addition to the Royal BC Museum, the Art Gallery of Victoria, and Butchart Gardens, there is a myriad of cultural attractions, festivals, and activities to enjoy. The food scene thrives here, with exceptional restaurants, brewpubs, award-winning spirits, and of course, an outstanding west-coast café culture.

Travel to mainland Canada and the USA is simple, either by ferry (a scenic 90 minutes to the mainland), or by air via Victoria International Airport or Victoria Inner Harbour Airport (a 30-minute flight to Vancouver). Victoria is also exceptionally well-connected to the west coast's network of smaller islands for day trips to the Gulf Islands or longer getaways.

For a visual overview of Victoria, see <https://www.tourismvictoria.com/>.





Navigating complex challenges for social profits

The Discovery Group is an international consulting firm dedicated to the social profit sector. We believe that social profit organizations can change the world. Since 2017 it has been our mission to help social profits across the globe achieve their vision and elevate community impact. We work side-by-side with our clients to help them envision change, determine how to make it happen, and put the necessary tools and skills in place for success.

www.thediscoverygroup.ca

THE
DISCOVERY
GROUP