

**Khan, Nausheen MUNI:EX**

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**From:** Board Chair <boardchair@chinesecanadianmuseum.ca>  
**Sent:** March 1, 2021 8:04 PM  
**To:** Avison, Claire TAC:EX  
**Cc:** Jonker, Brian TAC:EX; gracewong.vancouver@outlook.com  
**Subject:** CCMSBC Interim Report to Government  
**Attachments:** CCMSBC - March 2021 Interim Report.pdf

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Dear Claire Avison,


I hope this email finds you well.

Please find attached the Chinese Canadian Museum's Interim Report to the Government of British Columbia on Funding Agreement Deliverables, updated March 1, 2021.

Yours Sincerely,

Sophie Yamauchi

*On behalf of Grace Wong, Chair, CCMSBC*



March 1, 2021

# Interim Report to Government of British Columbia on Funding Agreement Deliverables

Chinese Canadian Museum  
Society of British Columbia

## Contents

PREAMBLE .....	2
OVERALL PROGRESS AT A GLANCE.....	3
PROGRESS SINCE FIRST INTERIM REPORT.....	5
SECTION 1: ADMINISTRATIVE AND START UP .....	6
SECTION 2: IMPLEMENTATION PHASE.....	10
SECTION 3: OPERATIONAL PHASE .....	16
SECTION 4: FUNDING .....	17

## PREAMBLE

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The Chinese Canadian Museum Society of British Columbia (the Society) was incorporated on March 13, 2020 as a non-profit society under the *Societies Act* of British Columbia. The Society was established in response to the commitment by the Government of British Columbia (the Province) to create a museum recognizing the history, the significance, and the contributions of Chinese immigrants and Chinese Canadian settlers in the Province.

On March 27, 2020 the Society and the Province, represented by the former Minister of Tourism, Arts and Culture, entered into a Shared Cost Agreement (Agreement). The Agreement stipulates that the Society deliver to the Province interim progress reports semi-annually on September 1 and March 1, except for the first progress report which was due on October 1, 2020.

This report represents the March 1, 2021 interim report requirement, the second interim report as required under the current shared cost agreement with the Province of BC. The report is organized into the following sections:

### **Section 1: Administrative and Start-Up**

Articulates progress towards completing and actioning the requirements outlined in the Obligations of the Recipient and Insurance sections of the Shared Cost Agreement, except in the case where those requirements are financial or have funding requirements, which will be reported out in the funding section.

### **Section 2: Implementation Phase**

Articulates progress towards completing and actioning the requirements outlined in Schedule A(A.1)(a) of the Implementation Phase.

### **Section 3: Operational Phase**

Articulates progress towards completing and actioning the requirements outlined in Schedule A(A.1)(b) of the Operational Phase.

### **Section 4: Funding**

Articulates progress towards completing and actioning the requirements outlined within and throughout the agreement related to funding requirements, including budgets.

## OVERALL PROGRESS AT A GLANCE – March 1, 2021

ACTIVITY	PROGRESS	STATUS	NOTES
<b>ADMINISTRATIVE AND START UP</b>			
Commence carrying out the Project within one week of the Commencement Date	100%	Complete	The Society commenced the project on March 20, 2020 by holding its first board meeting.
Provide evidence to Province of Project Commencement	100%	Complete	The Society provided Minutes from the March 20, 2020 board meeting on March 24, 2020.
Establish and maintain books of account, and administrative/financial records	100%	Complete	Museum of Vancouver continues to provide financial accounting services and supporting development of Society's financial systems.  MNP is confirmed as the Society's financial auditor.  The Society has entered into a Registered Office Agreement with Turlex Office Services Limited Partnership, wherein Turlex will maintain access to the incorporation records of the Society and serve as the Society's legal address.
The Recipient will provide and maintain insurances	100%	Complete	The Society has purchased insurance for the Board with the policy purchases on May 13, 2020 with retroactive coverage effective April 1, 2020.
Make every effort to become a registered charity under the <i>Income Tax Act</i>	60%	On Track	Norton Rose Fulbright retained and has now completed a draft charitable status application s.13; s.17
<b>IMPLEMENTATION PHASE (IMPLEMENTATION DEADLINE DECEMBER 31, 2021)</b>			
Hire at least 1 FTE and/or contracted support	100%	Complete	Exhibit Coordinator, Program Manager and Board Administrator hired over summer. The CCMSBC is in the process of hiring Operations Manager and Outreach Coordinator.
Planning Work	40%	On Track	Project Manager has been contracted to develop project plan and the Society is in the process of contracting a Programming Consultant to lead the conceptualization of the thematic plan for provincial hub.
Development of Website	100%	Complete	Website launched on August 13, 2020.

ACTIVITY	PROGRESS	STATUS	NOTES
Secure Vancouver temporary premise to host temporary exhibit	100%	Complete	On April 1, 2020 the Society, through the Museum of Vancouver, secured the basement and first floor of the historic Hon Hsing Athletic Club to host the temporary exhibition.
Complete a Business Case for Museum	70%	On Track	Lord Cultural Resources has completed regional hub and spoke report and is in process of refreshing provincial hub business case.
Develop and Implement Fundraising Strategy & Plan	20%	On Track	Develop fundraising strategy and plan and begin execution of the plan
OPERATIONAL PHASE			
Continued operation of website	100%	On Track	Website is maintained and updated to reflect current hours and programming. Website rebuild scheduled after CCM branding is complete.
Development of Regional Hub and Spoke Network	40%	On Track	Lord Cultural Resources has completed regional hub and spoke report. MOU signed with Victoria Chinatown Museum Society with the purpose of establishing a regional hub in Victoria's Chinatown.
FUNDING			
Establish Endowment Fund	100%	Complete	The \$10M was received in a single transfer to the Society on April 2, 2020 and placed s.21 s.21
Transfer \$8 million of the Funding into the Endowment Fund	100%	Complete	On April 3, 2020, \$8M of the funds were transferred s.21 s.21
Raise or generate, from sources other than the Province, at least \$8 M	20%	On Track	The Society has acquired, raised or generated s.21 from grants, donations and interest income to date.
Maintain \$8M Principal	100%	On Track	Maintain minimum principal of \$8M in Endowment s.13 s.13
ONGOING			
Interim Progress Report	100%	Complete	Due October 1, 2020. Subsequent reports due semi-annually on March 1, 2021 and September 1, 2021
Annual Progress Status	30%	On Track	First report due December 31, 2021 and every year on same date thereafter.
3-year strategic plan	100%	Complete	3-year strategic plan completed and endorsed by the board on September 18, 2020.

## PROGRESS SINCE FIRST INTERIM REPORT - OCTOBER 1, 2020

ACTIVITY	ACTIVITIES UNDERTAKEN SINCE FIRST INTERIM REPORT
<b>ADMINISTRATIVE AND START UP</b>	
Establish and maintain books of account, and administrative/financial records	The Society has entered into a Registered Office Agreement with Turlex Office Services Limited Partnership, wherein Turlex will maintain access to the Society's incorporation records and serve as the Society's legal address.
The Recipient will provide and maintain insurances	On October 1st, 2020, the Hon Hsing building lease was transferred from the Museum of Vancouver to the Chinese Canadian Museum Society of BC with associated insurance purchased for the temporary exhibition.
Make every effort to become a registered charity under the <i>Income Tax Act</i>	Norton Rose Fulbright has completed a draft charitable status application. <sup>s.13</sup> s.13; s.17
<b>IMPLEMENTATION PHASE (IMPLEMENTATION DEADLINE DECEMBER 31, 2021)</b>	
Hire at least 1 FTE and/or contracted support	Three previously contracted staff have been transitioned to fixed-term full-time employees. The CCMSBC is in the process of hiring an Operations Manager and Outreach Coordinator.
Planning Work	A Project Manager has been contracted to support all aspects of planning for the establishment of the Museum. In addition, the Society is in process of contracting a Program Consultant to lead the conceptualization of the thematic program for provincial hub.
Secure Vancouver temporary premise to host temporary exhibit	s.21
Complete a Business Case for Museum	The Society, with the support of a contracted land advisor, has been evaluating potential sites in Vancouver Chinatown for the Provincial Hub <sup>s.21</sup> Lord Cultural Resources has completed the regional hub and spoke report and is in process of refreshing provincial hub business case.
Develop and Implement Fundraising Strategy & Plan	The Society is in the process of developing its fundraising strategy and internal policies and procedures. <sup>s.21</sup> s.21
<b>OPERATIONAL PHASE</b>	
Development of Regional Hub and Spoke Network	Lord Cultural Resources has completed regional hub and spoke report.
<b>FUNDING</b>	
Raise or generate, from sources other than the Province, at least \$8M	Since the last interim report, the Society earned <sup>s.21</sup> from grants, donations and interest income. <sup>s.21</sup> s.21

## SECTION 1: ADMINISTRATIVE AND START UP

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This section focuses on the administrative and start-up items articulated in the Obligations of the Recipient and Insurance sections of the Shared Cost Agreement.

Section	Requirement	Status
Obligations of the Recipient, 5(b)	Commence carrying out the project within one week of the Commencement Date	Complete – March 20, 2020

### Previously Completed Activities

- The Society commenced the project on March 20, 2020 by holding its first board meeting and subsequently established five committees to support the establishment of the Museum and ongoing work of the Society.
- Terms of Reference have been approved for each committee which are all active and meeting on a monthly basis, or as required.
- The Board completed its first strategic plan developed through seven virtual sessions facilitated by Rockandel & Associates.

Section	Requirement	Status
Obligations of the Recipient, 5(d)	By no later than 14 business days after the Commencement Date, provide evidence satisfactory to the Province to demonstrate that the Recipient has commenced the Project in accordance of section 5(b) of this Agreement	Complete – March 24, 2020

### Previously Completed Activities

- For the purposes of the Shared Cost Agreement the commencement date was April 1, 2020. The Society provided minutes from the March 20, 2020 board meeting on March 24, 2020.



Section	Requirement	Status
Obligations of the Recipient, 8(a)	The Recipient will establish and maintain books of account, administrative records, invoices, receipts and vouchers for all expenses incurred in a form and content satisfactory to the Province	Complete – December 2020

In December 2020, the Society entered into a Registered Office Agreement with Turlex Office Services Limited Partnership, a wholly owned and controlled subsidiary of Norton Rose Fulbright, wherein Turlex will act as the legal address of the Society and maintain access to the incorporation records of the Society that are required to be kept under section 20 of the *Societies Act*.

Section 22(2) of the *Societies Act* permits the directors of a society, by resolution, to permit some documents, including financial records, to be kept at a place in British Columbia other than the registered office of the Society.

Therefore, the Society's address of record has been changed to:

1800 – 510 West Georgia Street  
Vancouver, BC V6B 0M3

The Museum of Vancouver has been supporting the Society in the development of financial and accounting systems, work which is expected to transition to the Operations Manager once hired (see Section 2).

#### Previously Completed Activities

- The Society has retained the Museum of Vancouver to provide financial and accounting services to support the initial operations of the Society.

Section	Requirement	Status
Insurance, 19	The Recipient will, without limiting its obligations or liabilities herein, provide and maintain insurances with insurers licensed in Canada with coverage of a type, and in amounts, that any similar business, acting reasonably, would procure for a project of the scope, size and exposure of this project, during the term of this Agreement and for any subsequent ongoing operations	Complete – May 13, 2020

On October 1<sup>st</sup>, 2020, the Society transferred the Hon Hsing building lease from the Museum of Vancouver to the Society and acquired appropriate insurance. The lease is set to expire in April 2021.

s.21

#### Previously Completed Activities

- The Society has purchased insurance for the Board with coverage effective April 1, 2020.
- The temporary exhibition is currently being executed through the Museum of Vancouver which has extended its Insurance to the Hon Hsing building. The Society is in the process of transferring the lease from the Museum of Vancouver to the Society and as part of that process will be acquiring appropriate insurance.

Section	Requirement	Status
Default, 21(h)	The Recipient makes every effort to be eligible for and apply to become a registered charity under the <i>Income Tax Act</i> (Canada) within 12 months of the Commencement Date, or thereafter ceases to be a registered charity	In Progress

Norton Rose Fulbright has completed a draft charitable status application s.13; s.17  
s.13; s.17

#### Previously Completed Activities

- The Society retained the services of Norton Rose Fulbright on August 17, 2020 to conduct charitable status registration to the Canada Revenue Agency on behalf of the Society.

## SECTION 2: IMPLEMENTATION PHASE

This section focuses on the requirements contained within the Implementation Phase as articulated in Schedule A, section A.1 (a) with the date required to complete these items, the Implementation Deadline, being December 31, 2021.

Section	Requirement	Status
Schedule A, A.1 (a)(i.)	Hire at least 1 FTE and/or contracted support as required	Complete – July 15, 2020

The three previously contracted staff have transitioned to become one-year fixed-term full-time employees of the Society as of February 16, 2021. Norton Rose Fulbright drafted an employment contract template for the Society and the Museum of Vancouver supported the establishment of the necessary HR management systems such as payroll, Canada Revenue Agency (CRA) remittances, and WorkSafeBC registration.

The Society is in the process of adding two additional full-time fixed-term positions for an Operations Manager and Outreach Coordinator.

The Operations Manager, once hired, will assume the ongoing management of the HR functions and systems.

### Previously Completed Activities

- The Society, through agreement with the Museum of Vancouver, hired an Exhibition and Program Manager, Exhibition Operations Coordinator, and Board Administrator

Section	Requirement	Status
Schedule A, A.1 (a) (ii.)	Planning work including administrative functions and preliminary functional programming for the future operation of a museum	In Progress

The Ministry of Tourism, Arts, Culture and Sport has contracted a Project Manager to support the development of a detailed project plan in MS Project for the Chinese Canadian Museum.

The Society is in the process of contracting a Program Consultant to lead the conceptualization of the thematic program for the CCM provincial hub. This individual will lead the development of the museum's core themes, undertake concept research, and facilitate the development of the museum's thematic concept plan.

Lord Cultural Resources has also completed a regional hub and spoke report which provides an overview of the role of the Society in overseeing the implementation and operation of the hub and spoke system, a key element to the functional program.

#### Previously Completed Activities

- The Society established active committees to advance the project, including a Programs and Outreach committee.
- The Society has also contracted with Lord Cultural Resources to develop options for the Regional Hub and Spoke model.

This deliverable is on track for completion by December 31, 2021.

Section	Requirement	Status
Schedule A, A.1 (a) (iii.)	Development of a website for the museum	Complete – August 13, 2020

It is expected that the website will be rebuilt with additional content following the completion of museum branding. The Society's logo, brand platform and brand graphic manual will be finalized by Leap Creative Group, in March 2021.

s.21

The revised website will aim to reflect the museum's long-term vision and mission, including significant content development regarding the museum's physical and digital programming.

#### Previously Completed Activities

- The Society launched its inaugural web presence at [www.chinesecanadianmuseum.ca](http://www.chinesecanadianmuseum.ca)
- To support the longevity of the Society's web presence, various other web domains were transferred or acquired.
- The Society has secured web hosting services through Hover.

Section	Requirement	Status
Schedule A, A.1 (a)(iv.)	Secure a temporary premise to host a temporary exhibit in Vancouver Chinatown	Complete – April 1, 2020 and August 15, 2020

Between the launch of the temporary exhibit on August 15, 2020 and late February 2021, the temporary exhibit hosted 2,750 people.

The Society continues to host VIP tours, including a recent tour with Premier John Horgan and a tour with the Honourable Melanie Mark, Minister of Tourism, Art, Culture and Sport.

#### Previously Completed Activities

- On April 1, 2020 the Society, through the Museum of Vancouver, secured the basement and first floor of the historic Hon Hsing Athletic Club Building to host the temporary exhibition: "A Seat at the Table."
- The temporary exhibition opening ceremony took place on August 13, 2020.
- The temporary exhibition opened to the public on August 15, 2020.

Section	Requirement	Status
Schedule A, A.1(a)(v.)	Complete a business case for a museum that includes multiple, scalable costed options	In Progress

Lord Cultural Resources has completed a regional hub and spoke report which provides an overview of lessons learned from networked museum models, key criteria and relationships associated with physical facilities and digital engagement, and the role of the Society in overseeing the implementation and operation of the hub and spoke system.

Lord Cultural Resources is currently working on updating the business and facility plan for the Vancouver Chinatown provincial hub. The updated business case will include financial modelling, including capital costs and revenue and expense projections for the provincial hub <sup>s.21</sup>

s.21

The business case is expected to be completed by mid-March 2021.

#### Previously Completed Activities

- Lord Cultural Services was retained to develop a regional hub and spoke business case and update the 2019 Business case which focused on the provincial hub in Vancouver Chinatown.

This deliverable is on track for completion by December 31, 2021, as required.



Section	Requirement	Status
Schedule A, A.1(a)(vi.)	Develop a fundraising strategy and plan and begin execution of the plan	In Progress

The Society has been exploring options for institutions that can act as partners to receive charitable donations on behalf of the Society while they seek charitable status. After having conversations with four separate institutions the Society has shortlisted two institutions for further discussion and information gathering.

s.21

s.13

#### Previously Completed Activities

- The Society initiated planning work related to the fundraising strategy and plan led by the Finance and Audit Committee.

This deliverable is on track for completion by December 31, 2021 as required.

## SECTION 3: OPERATIONAL PHASE

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This section focuses on the requirements contained within the Operational Phase as articulated in Schedule A, section A.1 (b) with the operational phase defined as after the Implementation Deadline of December 31, 2021.

Section	Requirement	Status
Schedule A, A.1 (b) (i.)	Continue to operate a website for the Museum	In Progress
Schedule A, A.1 (b) (ii.)	Continue to establish and support the development of a regional hub and spoke network by exploring all revenue sources, including donations, grant funding, or other assistance	In Progress

The Society plans to continue to improve on the website and integrate further functionality and programming as the Provincial Hub is developed and the functional program is established.

Lord Cultural Resources has completed a regional hub and spoke report which builds upon the work completed to date (2018 – Lord Cultural Resources: Museum Advisory Report; 2019 – University of British Columbia: Feasibility Study; 2018 – Lord Cultural Resources: Chinese Canadian Museum Business Case), and is informed by public opinions and expert advice (2019 – What We Heard Report; 2019 - Chinese Canadian Museum Working Group Statement). The business case provides an overview of lessons learned from networked museum models, key criteria and relationships associated with physical facilities and digital engagement, roles and responsibilities, and an operational plan with the focus on the Victoria Chinatown <sup>s.13; s.16</sup> as models for regional hubs. Another strong focus is on digital engagement to achieve the objectives of the Chinese Canadian Museum.

## SECTION 4: FUNDING

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This section covers all funding related requirements throughout the Shared Cost Agreement and captures the progress and status of each.

Upon execution of the Agreement, the Society became eligible and received payment in the amount of \$10 million in funding from the Province.

Section	Requirement	Status
Obligations of the Recipient 5(e)	Establish an endowment fund no later than 15 days after the Commencement Date, which must at all times be managed in accordance with Schedule C (the "Endowment Fund")	Complete – April 2, 2020
Obligations of the Recipient 5(f)	No later than 15 days after the Commencement Date, transfer \$8M of the Funding into the Endowment Fund	Complete – April 3, 2020

### Previously Completed Activities

- The \$10M was received in a single transfer to the Society on April 2, 2020 and placed <sup>s.21</sup>
- \$8M of the funds were transferred<sup>s.21</sup> effectively establishing the endowment fund.

s.21

Section	Requirement	Status
Schedule A,A.3(d)	Establish the Endowment Fund by no later than the date in section 5(e) of this Agreement, and at all times maintain the Endowment Fund in accordance with the investment terms and conditions set out in Schedule C	Complete – April 2, 2020 and May 15, 2020 and ongoing

The Society establishment and investment of the \$8M endowment fund continues to be in alignment with Schedule C of the Shared Cost Agreement.

Section	Requirement	Status
Schedule A,A.3(e)	Raise or generate, from sources other than the Province, at least \$8M by no later than March 31, 2025	Ongoing

As reported in Section 2 of this report, the Society has hired a consultant to lead the development of its fundraising strategy and plan.

The following funds have been acquired since the last Interim Report.

- s.21 in donations
- \$4,000 from Ministry of Tourism, Arts, Culture and Sport for Family Day and Lunar New Year activities.
- s.21

#### Previously Acquired Funds

- s.21
- \$20,000 from the Ministry of Tourism, Arts, Culture and Sport
- \$173,511 from the City of Vancouver
- s.21

## Ongoing responsibilities

Section	Requirement	Status
Upon the execution of this Agreement by both parties, the Recipient becomes eligible for, and the Province will make a payment in the amount of \$10 million Canadian being the amount of contribution funding approved by the Province. The Funding will be allocated as follows:		
Schedule B,B.1(a)	\$2M to be used by the Recipient for Eligible Costs incurred by the Recipient;	Ongoing
Schedule B,B.1(b)	\$8M to be placed in the Endowment Fund and invested in accordance with Schedule C, with earnings to be used by the Recipient for Eligible Costs incurred by the Recipient.	Ongoing
The Recipient may use the Funding only for direct costs properly and reasonably incurred by the Recipient for the Project on or after the Commencement Date and during the term of this Agreement ("Eligible Costs"), which may include the following:		
Schedule B,B.2(a)	operating and capital costs associated with establishing and operating the Provincial Hub and developing administrative capacity of the Recipient	Ongoing
Schedule B,B.2(b)	operating and capital costs for supporting Regional Hub and Spokes (the network of hubs and spokes across the Province);	Ongoing

These requirements are ongoing and continually assessed in the decision-making processes of the Society as it relates to use of funds and the stipulations placed on them within the Shared Cost Agreement.