

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21



Summary Corporate Plan and Operating and Capital Budgets

2019-2020 to 2023-2024

Canada

Canadian Museum of Immigration at Pier 21

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Published by the Canadian Museum of Immigration at Pier 21

Cat. NO. CC522-1E-PDF
ISSN 2293-9172
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1. EXECUTIVE SUMMARY

This five-year Corporate Plan builds on the direction set by the Board of Trustees at its five-year planning session in October 2015. It presents:

- the Board’s vision and the Museum’s core values;
- an overview of the operating environment;
- strategic priorities for the five-year planning period;
- a summary of the key activities to achieve the priorities and related performance measures; and
- operating and capital budgets.

THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

The Canadian Museum of Immigration at Pier 21 (the Museum) is a federal Crown corporation wholly owned by the Government of Canada. As set out in the *Museums Act*, its purpose is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada’s culture, economy and way of life.

Pier 21 is a National Historic Site which was the gateway to Canada for one million immigrants between 1928 and 1971. It also served as the departure point for 368,000 Canadian Military personnel during the Second World War. Today, Pier 21 hosts the Canadian Museum of Immigration at Pier 21 – Atlantic Canada’s only national museum.

PLANS AND PRIORITIES

Since becoming a Crown Corporation in 2010 the Museum has been working hard to transform to a national scope – one that tells the stories of immigration across Canada. In the 2015-16 fiscal year, the Museum completed a five-year capital and thematic expansion enabling it to deliver on its national mandate. In 2018-19, the Museum continued to build its national scope as follows:

- Innovative approaches to audience attraction and audience engagement, both onsite and online, continued to be key priorities. This included enhanced programming; strategic marketing, communications and partnership efforts to expand reach, grow awareness and attract visitors; and digital engagement via the website and via social media. These efforts resulted in visitation growth both onsite and online, national and international media attention, and high levels of visitor satisfaction.
- The Museum’s first travelling exhibition *Canada: Day 1* is completing its national tour and has visited 10 cities since June 2014. The smaller *Canada: Day 1* exhibitions developed with Immigration, Refugees and Citizenship Canada (IRCC) and Global Affairs Canada have toured sites nationally and internationally.
- The Museum developed its second temporary and travelling exhibition, *Refuge Canada*, which opened onsite on March 10, 2018 and was exhibited until November 10, 2018. It will begin touring across the country in 2019-20 through 2022-23.

- Fund development, particularly major gifts, continued to be a key focus for the Museum as it grows the percentage of funding that is self-generated. Three new major gifts were secured in 2018-19.

Key priorities in 2019-20:

- Marketing, communications and fund development will continue to be key priorities to generate visitation, awareness and meet self-generated revenue targets. Major gifts are an ongoing priority. A continued focus on audience attraction and engagement will help ensure high levels of visitation and satisfaction in 2019-20 and beyond.
- The Museum will publish a book on Pier 21, documenting and sharing the important history of this national historic site where more than one million immigrants began their life in Canada.
- A project to redesign the Contributions Zone of the Canadian Immigration Hall will commence. The conceptual design will be completed by the end of 2019-20 and the redeveloped space will reopen to the public in Q1 2021-22.
- Work to catalogue the Collection and make it available online will continue, with significant milestones being achieved. The Collection will continue to grow with stories, oral histories and images continually being added, reflecting the diversity of the immigration experience and producing a rich resource for all Canadians.

OVERALL CONDITION AND KEY RISKS

The Museum is in a strong financial position currently, and has a history of, and commitment to, fiscal prudence. The Museum has sufficient funds for the planning period but will face financial pressures in the longer term. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) exceed the amount of appropriations. This means that all funds for programming and operating expenses and some capital requirements must be covered by self-generated revenue. And while the Museum has forecast increased revenue based on fund development, increased visitation and revenue from rental spaces and the gift shop, the amount that can be raised has limitations.

The Museum's ability to generate funds is crucial to its financial stability. A key contributor is major gift fundraising. Philanthropic expertise on the Board of Trustees is key to open doors and help solicit these gifts. It is also important to have strong local representation on the Board as much of the self-generated revenue activity takes place locally and benefits greatly from leadership at the Board level.

The three risks identified in the plan are related to long-term financial sustainability, including the expertise required for fund development.

2. OVERVIEW

GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

On November 25, 2010, the legislation creating the Canadian Museum of Immigration at Pier 21 came into effect. Under the *Museums Act*, the Canadian Museum of Immigration at Pier 21 is a distinct legal entity, wholly-owned by the Crown. It operates at arm's length from the Government in its day-to-day operations and in its activities and programming.

The amendments to the *Museums Act* established the Museum's mandate as follows:

The purpose of the Canadian Museum of Immigration at Pier 21 is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada's culture, economy and way of life.

As a Crown corporation and a member of the Canadian Heritage Portfolio, the Museum also contributes to the achievement of the Federal Government's broad policy objective: Diversity is Canada's Strength. The Museum's primary public policy role is articulated in the preamble of the *Museums Act*, which states that, "Each [National museum]:

- a) plays an essential role, individually and together with other museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians; and
- b) is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both Official Languages, a service that is essential to Canadian culture and available to all."

VISION

Canada has been profoundly shaped by immigration. The Canadian Museum of Immigration at Pier 21 aims to inspire and enable Canadians to explore their relationships with those migrations. We envision opening that conversation on a national scale.

CORE VALUES

Collaboration – We share authority with our staff, volunteers, visitors and partners.

Impact – We inspire empathy for the Canadian immigration experience.

Authenticity – We create the space for an authentic experience by providing a historical context for real voices.

CORE RESPONSIBILITIES

Consistent with the Government of Canada's Policy on Results (July 1, 2016), the Museum has adopted three core responsibilities. These core responsibilities, as well as internal services, support the overall strategic outcome for the Museum as derived from its legislated mandate.



FINANCIAL POSITION

The Museum has sufficient funds for the planning period but will face increased pressure in the longer term. The Museum is confident that it can manage with existing resources for the planning period based on ambitious fund development targets, increased visitation and revenue generation and stringent expense management.

The 2017-18 Annual Report is posted at https://pier21.ca/sites/default/files/uploads/files/corporate-reports/Annual-Report_En-2018.pdf. As in fiscal year 2017-18, the Museum is forecasting a surplus for fiscal year 2018-19. Revenue should exceed the budget of \$10.652 million by approximately \$207,500 while forecast expenditures will be below the budget of \$11.093 million by approximately \$367,000, resulting in an estimated surplus of \$134,000 for the year versus a planned deficit of \$440,500. Revenue has increased due to higher visitation and rental revenue while expenditures are less than budgeted primarily due to the postponement of the renovation of the Contributions Zone.

As noted in the financial statements in Appendix C, the Museum is projecting a surplus for 2018-19 to 2021-22 followed by a planned deficit in 2022-23 and 2023-24. The unrestricted net assets from the first three years of the plan will be utilized to cover the costs of the new temporary and travelling exhibition in the last two years of the plan. For the planning period, the deficits can be covered by the unrestricted net assets. In the longer term, financial pressures will become an issue.

3. OPERATING ENVIRONMENT

In developing the strategic priorities and short-term goals, the Board and management considered a range of factors in the internal and external environment and the Museum's progress against prior Corporate Plan commitments. Highlights are summarized below.

INTERNAL ENVIRONMENT

The Canadian Museum of Immigration at Pier 21 benefits from many internal strengths. The calibre of staff and volunteers, the inclusive and enabling work environment, the quality and depth of the Collection, the compelling new exhibitions, the rich content available on the website and the unique visitor experience are all tremendous assets. Equally valuable are the Museum's location and the historic significance of the facilities that house it.

One of the Museum's most significant assets is its social capital – this includes the staff, volunteers and the Museum's reputation. The Museum is known for providing a welcoming, engaging and unforgettable experience for visitors – whether they are visiting the exhibitions, partaking in tours and special programming or renting space for public and private functions.

The Museum is a highly values-based organization. Staff and volunteers are extremely knowledgeable and share a strong commitment to public service and giving back to the community. There is a strong sense of team and horizontality. And while formal structures exist, work is organized in a cross-functional way that reflects the deeply-held belief that staff and volunteers have a significant contribution to make in determining the Museum's plans and activities – regardless of level, seniority or functional unit.

The Museum has 55 permanent employees. In the peak periods (May-November), the Museum employs an additional 25-35 part-time employees. The Museum also has 2-3 full-time temporary employees filling short-term needs in cataloguing, transcription and sales. There are also more than 100 volunteers who contribute more than 2,500 hours to the Museum each year. Museum staff and volunteers exemplify the priorities of culture and diversity with a wide range of ethnicities, backgrounds, languages and abilities.

The Museum is very proud of the *Welcome Home to Canada* program, a six-month employability program for new immigrants to Canada. The Museum provides valuable work experience and helps program participants with future employment opportunities. Since 2004 the Museum has welcomed 180 immigrants from over 50 different countries through the program. Over 70% of participants obtain meaningful employment or further their education after successfully completing the program, including six who are now full-time Museum employees.

EXTERNAL ENVIRONMENT

The Museum attracts 68% of its visitors from Canada, 14% from the US, 6% from Asia and 12% from other countries.

In 2018-19, the largest proportion of the visitors to the Museum originated from Ontario at 31%, while 9% of visitors were from Nova Scotia, 3% from the other Atlantic provinces, 8% from Alberta and 6% from British Columbia.

In addition to 71,504 ticket purchasers, an additional 62,405 people experienced the Museum in 2018-19 for events, school trips, public programs and the Scotiabank Family History Centre. The Museum is

working closely with local and national tourism partners to leverage opportunities for cross-promotion and to showcase the Museum as a key destination when visiting the province or the country.

Online visitation is also a priority, with more than 500,000 unique web visitors in 2018-19. Digital engagement strategies are key to building awareness and attracting visitation to the Museum's website, YouTube channel, and other social media platforms. Digitizing the Collection and making it available online is also a key priority, with significant commitments in this area as noted in Appendix B.

The Museum is well-located at the heart of the Halifax Seaport. With ongoing increases in the number of festivals and events, the Seaport has become a significant destination for local residents, tourists and cruise passengers. Annually, it hosts in excess of 550,000 visitors, including cruise passengers and crew. During peak season, this can mean as many as 10,000 cruise passengers per day disembarking just outside the Museum's doors. Efforts continue to capitalize on this market. The Chinese bus tour market is also a new area of focus for the Museum and has attracted more than 4,000 visitors in 2018-19.

Work is also underway to attract more local visitors. Recent market research shows that awareness is high in the local market but competition is significant and includes many other entertainment options such as theatre, sporting events, art galleries and other museums. Targeted campaigns are in progress to address barriers and attract local visitors, particularly in the slow winter season.

KEY STRATEGIC ISSUES

Long before becoming a Crown corporation, the organization operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation was extremely successful in its development efforts and raised an endowment of \$7 million. The Foundation transferred a substantial endowment (cash and pledges) to the Museum, conditional on the capital being kept intact in perpetuity and the earnings only being utilized for educational, public programming and outreach purposes. The organization has a proven track record of living within its means and not exceeding its budget and will continue to operate with this approach.

The Museum was allocated a base of \$7.7 million per year in operating funding which was increased to \$7.805 million in 2017-18 with a compensation allocation. The Board of Trustees remains firmly committed to growing the proportion of the budget that comes from self-generated revenues including tickets sales, rental revenue, gift shop and fundraising activities which include major gifts, planned giving, special events, annual giving and the Pier 21 Club.

The Museum has sufficient funds for the planning period but will face financial pressures in the longer term. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) exceed the amount of appropriations. This means that all funds for programming, operating expenses and some capital requirements must be covered by self-generated revenue. And while the Museum has forecast increased revenue based on fund development, increased visitation and revenue from rental spaces and the gift shop, the amount that can be raised has limitations.

SPECIAL EXAMINATIONS

The Museum is in the planning stages for its first special examination by the Office of the Auditor General. The examination will cover the period from October 2018 to May 2019, and will be completed in 2020.

4. OBJECTIVES, ACTIVITIES AND RESULTS

The Museum has three core responsibilities, as well as internal services. All three support the overall strategic outcome derived from the legislated mandate:

Strategic Outcome: *Canadians are engaged in building and exploring the stories, themes and history of Canadian immigration as it continues to unfold.*

The key activities and results listed below are at a high level. Details on activities, specific targets and key milestones are included in Appendix B attached. The activities below are all existing multi-year strategic priorities.

CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Objective 1 Research and Content Development	Key Activities	Expected Results
Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada's nation-building.	Actively collect engaging oral histories, stories and digital images that reflect the Museum's mandate, Canada's multicultural mosaic and its linguistic duality.	Expanded Collection that fulfills mandate.
	Catalogue the Collection and make it available to Canadians onsite and online.	Continually catalogue new acquisitions and make accessible online.
	Complete and publish a book on Pier 21 (2019-20).	Pier 21 history documented, published and promoted.

Objective 2 Interpretation and Connections	Key Activities	Expected Results
	The Museum's second travelling and temporary exhibition, <i>Refuge Canada</i> , is launched and booked at sites across Canada.	Expanded national outreach and awareness.
	Onsite programming continues to explore a wide range of cultures and historic themes and engage community partners.	Increased community engagement and public programming visitors.

Objective 3 Visitor Experience	Key Activities	Expected Results
The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.	Build on the opportunities presented by the expanded Museum to attract new and repeat visitors, including a new program to attract Chinese bus tour groups.	Visitation targets achieved in all categories.
	Further enhance the visitor experience through the Scotiabank Family History Centre, targeted and experiential programming.	90% visitor satisfaction.

Objective 4 Access and Awareness	Key Activities	Expected Results
Canadians in all regions of the country have greater access to the Museum's Collection, expertise and programs and the Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies.	A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.	Increased awareness, visitation targets and self-generated revenue targets met.
	Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.	Online visitation and engagement targets met.
	Marketing and communications messaging enhances understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.	Consistency of message that builds awareness and empathy with broad national reach.

Objective 5 Outreach and Collaboration	Key Activities	Expected Results
The Museum is viewed as a positive collaborator with key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.	Continue to strengthen partnerships with the tourism sector, community partners, the academic community, official language stakeholders and other key stakeholders and develop new audiences across Canada.	Partnership targets met.
	Continue to build a relationship with the Mi'kmaq Nation.	Exhibitions and programming continue to be respectful.

CORE RESPONSIBILITY 2: ACCOMMODATION

Objective 6 Accommodation	Key Activities	Expected Results
The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for visitors, staff and volunteers; and are maintained in a cost-effective manner.	Capital improvements optimize the use of the space, improve accessibility, are managed prudently and respect the historic nature of the site.	Key capital projects completed on time, on budget, and meet requirements noted.

CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

Objective 7 Sound Management of Resources	Key Activities	Expected Results
The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.	Fund development and total self-generated targets are met.	Engaged and loyal donors. Financial stability.

INTERNAL SERVICES

Objective 8 Internal Services	Key Activities	Expected Results
The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and diverse employees and volunteers who are respectful of the Museum's mission and mandate.	An integrated performance management program recognizes results and the Museum's core values.	Results achieved in all areas.
	All permanent employees participating in learning and development opportunities.	Engaged, empowered employees.
	Volunteers and <i>Welcome Home to Canada</i> participants play an important role in the Museum's culture, diversity and the organization's success.	A diverse, healthy and respectful work environment.

5. RISKS

The Museum takes an enterprise approach to risk management. A risk assessment heat map is reviewed quarterly by management and twice per year by the Board of Trustees. The Museum monitors and manages its risk profile and tracks risks in the following categories: Financial, Health & Safety, Service Delivery, Public Confidence and Stakeholder Concern. Risks are rated based on likelihood and impact.

At present, three risks are rated as high:

1. expenditures are greater than revenues in the longer term (2024-25 and beyond);
2. an inability to reach fundraising targets in the longer term (2024-25 and beyond); and
3. lack of board members with proven ability to generate major gifts negatively affects revenue generation.

These risks are financial in nature and reflect uncertainty about the financial position of the Museum in the longer term. While the Museum is in a good financial position for the planning period, over the longer term there are risks as expenditures continue to increase while appropriations and the amount that the Museum can raise are limited.

Recent board appointments have addressed most of the key gaps identified by the Board, however the need for 2-4 trustees with proven ability to generate major gifts has not been fully addressed. In order to meet the ambitious fund development targets required for financial sustainability, the Museum requires a few trustees that can play a key role in major gifts solicitation. The Museum must raise more than \$1 million per year through major gifts for each year of the planning period. While staff can assist and do much of the planning, successful major gift solicitation requires senior level involvement. In addition, trustees who personally provide gifts are better positioned and more successful in their solicitation of gifts from others.

6. FINANCIAL OVERVIEW

The Canadian Museum of Immigration at Pier 21 requires an operating budget of approximately \$11 million per year (excluding amortization) and a capital budget that ranges from \$100,000 in 2019-20, increasing to \$754,000 in 2020-21 and minimal costs (\$42,000 or less per year) in the remaining years of the plan.

The Museum has been allocated base appropriations of \$7.805 million per year for the planning period. This, combined with self-generated revenues of \$3 million per year, allocations of earnings from the endowment fund and the utilization of unrestricted net assets are sufficient to fund the Museum's requirements for the planning period. See Appendix C for the financial statements and additional financial information.

REVENUE GENERATION

Before becoming a Crown corporation, the Museum operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation was an extremely successful fundraiser and created an endowment fund with pledges of \$7 million. These endowment funds are no longer held in a foundation but directly by the Museum where the capital is protected in perpetuity and the endowment funds are invested by the Museum in accordance with the Investment Policy approved by the Board.

The Museum is assisted in the oversight and management of its portfolio by an investment Sub-Committee that includes independent experts. In order to manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio that is managed by professional managers. As the investment markets continue to evolve, the Investment Sub-Committee recommends adjustments to the asset mix to meet the overall acceptable risk of the portfolio and sets target allocations allowing asset class allocations to vary within a specific range. The current Investment Policy approved by the Board in June 2018 has target allocations of 60% fixed income, 10% global equity and 30% alternative assets. Financial instrument risks are further discussed in the note disclosures in the audited annual financial statements, in accordance with accounting standards.

Funds continue to be raised to support the endowment. The Museum can only draw upon the endowment earnings to fund educational and public programming, national outreach, travelling exhibitions, exhibition development and other similar priorities of the Museum.

Fund development continues to be a priority for the Museum with targets of \$1.4 million throughout the planning period. Donation revenue, primarily through major gifts fundraising, is crucial for ongoing financial success.

In addition to contributed revenue from donations, interest and the endowment fund earnings, the Museum generates 18% of its budget from earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue. Projections for all of these areas are based on previous years' actuals, results for the current year to date and moderate growth over the planning period.

Self-generated revenue from all sources was budgeted at \$2.857 million in 2018-19, or 36.6% of base appropriations. In 2019-20, it is forecast to grow to \$2.936 million or 37.6% of base appropriations and will increase to \$3.285 million (42.1%) at the end of the planning period. This revenue, when combined with the \$7.805 million per year in base appropriations, is sufficient for the planning period.

OPERATING BUDGET

The Museum's operating budget was \$13.3 million (including amortization) in 2018-19 and is forecast to be \$13.0 million at year end. In 2019-20 the budget is \$13.1 million, growing to \$13.2 million in 2020-21 and 2021-22, \$13.7 million in 2022-23 and dropping to \$12.8 million in 2023-24 due to a decrease in the amortization of capital assets for assets that have reached their useful lives.

The two most significant operating expenses are building operations at approximately \$3 million per year, and personnel costs at \$6.2 million in 2019-20 growing to \$6.4 million at the end of the planning period due to salary and cost-of-living increases and benefit cost increases. These two areas combined exceed the Museum's base appropriations by 13.8% in 2019-20 and by 19.2% by the end of the planning period. This means that all funds for programming and operating expenses must come from the self-generated revenue.

The increase in expenses in the fourth year of the plan is for the development of the Museum's third temporary and travelling exhibition. This exhibition is a key tool for national engagement and outreach as established by the Museum's first two exhibitions. The Museum has determined that it can produce a new exhibition every five years based on its resources (human and budgetary). As detailed in the Statement of Operations (page 31), the Museum will utilize unrestricted net assets and surplus in the first three years of the plan to fund the deficit in the remaining two years.

CAPITAL BUDGET

The Museum forecasts a capital budget of \$100,000 in 2019-20 for technology and exhibition upgrades. These funds come from the Budget 2016 capital allocation. Budget 2016 provided \$60 million to national museums for capital expenditures, of which \$930,000 was allocated to the Museum. The funds enabled the Museum to replace its aging escalator with stairs, renovate washrooms in the exhibition area and other technology and exhibition upgrades to improve visitor experience and accessibility.

The capital budget grows to \$754,000 in 2020-21, due to the renovation of the Contributions Zone in the core exhibition. This project is in response to visitor experiences and feedback, and will be completed one year later than stated in the previous corporate plan. The delay is intentional to allow adequate time for the planning and procurement process and to minimize impact on visitation.

There is minimal capital spending in the remaining three years of the planning period, \$35,000 in 2021-22, \$27,000 in 2022-23 and \$42,000 in 2023-24. These budgets are for minimal maintenance and updates.

It should be noted that the Museum is a tenant of the Port of Halifax, and as such, does not have many of the same capital responsibilities and requirements as the other Museums. However, capital includes all items that, because of their cost or nature, are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations. This includes leasehold improvements and equipment over \$5,000 (including information technology). These capital needs are not funded and will become a pressure in the longer term.

FINANCIAL SUSTAINABILITY

The Museum has sufficient funds for the planning period but will face increased pressure in the longer term. The Museum is confident that it can manage with existing resources for the planning period based on ambitious fund development targets, increased visitation and revenue generation and stringent expense management.

The Museum is projecting a surplus for 2018-19 to 2021-22 followed by a planned deficit in 2022-23 and 2023-24. The unrestricted net assets from the first three years of the plan will be utilized to cover the costs of the new temporary and travelling exhibition in the last two years of the plan. For the planning period, the deficits can be covered by the unrestricted net assets. In the longer term, financial pressures will become an issue.

APPENDIX A: CORPORATE GOVERNANCE STRUCTURE

The Museum is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act*. This means that, among other requirements, it must develop and submit annually to the government a Corporate Plan, a Summary of the Corporate Plan and an Annual Report.

Its financial statements are audited by the Office of the Auditor General and, once every 10 years, the corporation is subject to a Special Examination — an independent and objective assessment of the corporation’s management systems and practices. The Museum’s first Special Examination is underway and will be completed in late 2019-20.

The Museum is also required to comply with a range of provisions in other statutes, including: the *Access to Information Act*, the *Privacy Act*, the *Official Languages Act and Regulations* and the *Canada Labour Code*, among others.

The Museum’s Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage. The *Museums Act* provides for an 11 member Board of Trustees that is appointed by the Minister with the approval of the Governor-in-Council. Trustees with appointment dates and length of terms:

Trustee	Residence	Appointment Date	Renewal Date	Term Expiry
Robert Vineberg, Chairperson	Winnipeg, Manitoba	2017-12-14		2021-12-13
Bruce Manion, Vice-Chairperson	Fall River, Nova Scotia	2019-01-31		2023-01-30
Salima Ebrahim	Edmonton, Alberta	2018-06-01		2023-01-17
	Edward Island			
Daniel Hurley	Gabriola Island, British Columbia	2019-01-18		2023-01-17
Mona Kumar	Mississauga, Ontario	2018-06-01		2022-05-31
Caroline Lavoie	Montréal, Quebec	2018-03-01		2022-02-28
Terrie Miller	Toronto, Ontario	2019-01-18		2021-01-17
Donald Obonsawin	Stouffville, Ontario	2019-01-18		2023-01-17
Carrie Ross*	Regina, Saskatchewan	2015-02-26		2019-02-25
Cynthia Price Verreault	Montréal, Quebec	2019-01-18		2023-01-17

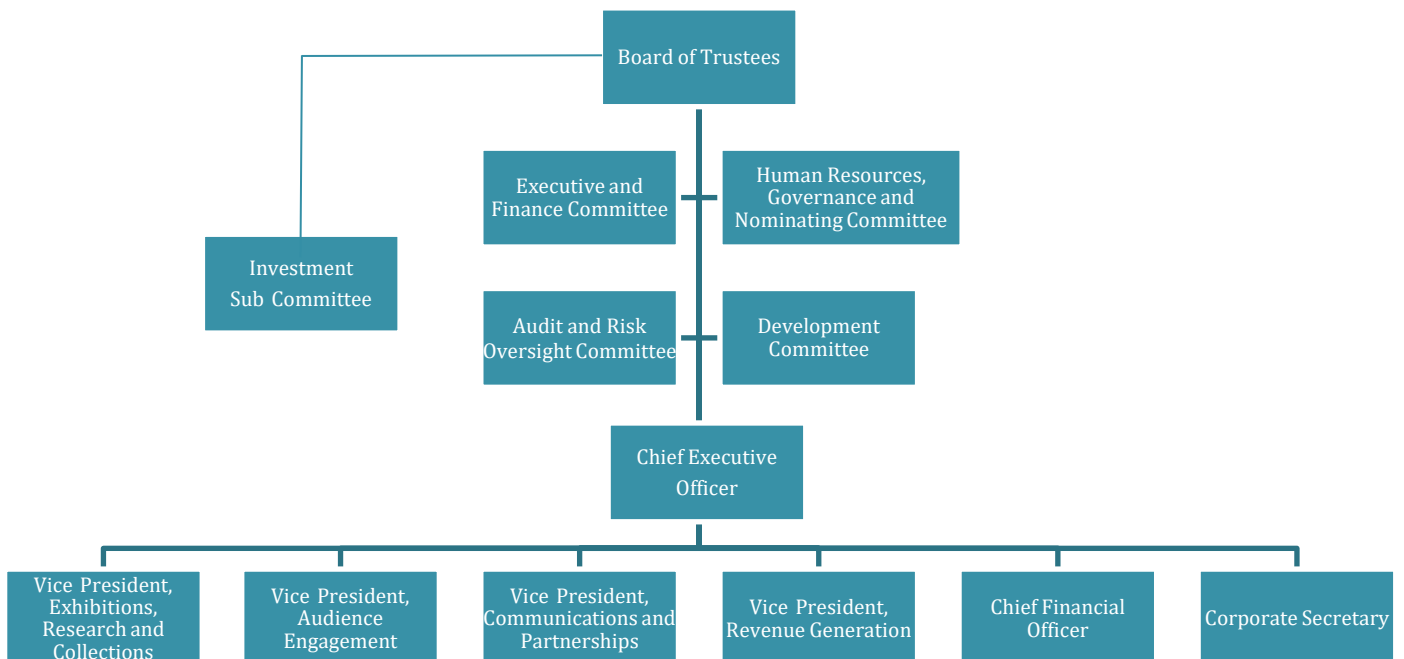
*Note: Omar Farouk of Brampton, Ontario has been appointed to replace Ms. Ross effective July 1, 2019.

GOVERNANCE RESPONSIBILITIES

The Crown corporation governance model establishes the Board of Trustees as independent from management; its role is to provide strategic direction and oversight. The Board has adopted a Governance Policy that reflects the Crown corporation governance and accountability regime. It describes the Board’s fiduciary duties and its duties of care and due diligence; to act honestly, in good faith and in the best interests of the Museum; and to disclose conflicts of interest. It establishes the following as the Board’s key responsibilities:

- establishing the Museum’s strategic direction;
- safeguarding the Museum’s resources;
- monitoring the Museum’s performance and reporting;
- stakeholder strategies and communications;
- succession planning for the Board and key management positions; and
- periodically assessing the relevance of the mandate.

While the Board is accountable for results and the business activities of the Museum, the CEO, supported by a senior leadership team, is accountable for the day-to-day administration of the Museum’s performance and the achievement of objectives.



APPENDIX B: PLANNED RESULTS

The mandate of the Canadian Museum of Immigration at Pier 21 (the Museum), as established in the *Museums Act*, “is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada’s culture, economy and way of life.”

The five-year corporate plan is designed to deliver on the Museum’s national mandate and contribute to the achievement of the Federal Government’s broad policy objectives.

Research and Content Development		
<i>Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada’s nation-building.</i>		
Indicator	Targets	Baseline and Data Strategy
Collection records are accessible online.	<u>2019-20</u> 1,720 written story records 747 oral history records 7,000 digital archival records An additional 100 story records, 20 oral history records and 500 digital archival records will be added each year.	Baseline: 2018-19 actuals 1,667 written story records 702 oral history records 6,000 digital archival records. Quarterly report on progress.
New acquisitions are catalogued.	500 new acquisitions catalogued by March 2020. 500 additional per year, depending on acquisition rate.	Baseline: 800 acquisitions catalogued in 2018-19, 2019-20 target based on acquisition rate. Quarterly report on progress.
Pier 21 history is documented, published and promoted.	Book published in 2019-20.	Quarterly report on progress.
The Collection includes oral histories, stories and digital images that reflect the Museum’s mandate, Canada’s multicultural mosaic and its linguistic duality.	Gaps identified in the Collection Development plan are addressed by the end of the planning period.	Qualitative reports on the extent to which the Collection expands, consistent with the Collection Development Plan.

Interpretation and Connections

Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.

Indicator	Targets	Baseline and Data Strategy
The Contributions Zone of the Canadian Immigration Hall is renovated, responding to audience feedback and experiences.	Conceptual design completed by end of 2019-20. Reopened to the public in Q1 2021-22.	Project management oversight and reporting.
The Museum's second travelling exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Exhibition begins touring in Q1 2019-20 and is booked through 2022-23.	Quarterly report on progress.
The Museum's third travelling exhibition is planned and developed for launch in 2024-25.	Exhibition planning and design 2021-22. Onsite exhibition opens March 2023. Tour launching in 2024-25.	Project management reporting.
The <i>Family Bonds and Belongings</i> temporary exhibition is hosted onsite.	Exhibition opens in Q1 2019-20, 4 public programs offered.	Quarterly report on progress.
Onsite programming continues to explore a wide range of cultures and themes and engages community partners.	2019-20 and 2020-21 30 programs. 12,000 public programming visitors.	Baseline: 2017-18 actuals 46 public programs and 20,000 participants. (Note this was Canada 150 year.) Quarterly reports on progress.

Visitor Experience

The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.

Indicator	Targets	Baseline and Data Strategy
Visitation targets are met in all categories	<p><u>2019-20</u></p> <ul style="list-style-type: none"> - Paid visitation: 63,500 - School visitors: 5,500 - Scotiabank Family History Centre visitors: 31,000 - 120,000 visiting the Museum onsite - 440,000 online visitors - 325,000 visiting the National Historic site <p><u>2020-21</u></p> <ul style="list-style-type: none"> - Paid visitation: 65,000 - School visitors: 5,500 - Scotiabank Family History Centre visitors: 31,000 - 120,000 visiting the Museum onsite - 463,000 online visitors - 325,000 visiting the National Historic site <p><u>Paid visitation:</u> 2021-22: 65,500 2022-23: 67,000 2023-24: 67,500</p>	<p>Baseline: 2017-18 actuals:</p> <ul style="list-style-type: none"> - Paid visitation: 57,391 - School visitors: 4,739 - Scotiabank Family History Centre visitors: 33,932 - 127,843 visiting the Museum onsite - 418,272 online visitors - 351,929 visiting the National Historic site <p>Visitation measured weekly and reported on quarterly.</p>
Visitors are satisfied or very satisfied with their overall experience.	90% visitor satisfaction.	Baseline: 93% in 2017-18 Annual survey.

Access and Awareness

Canadians in all regions of the country have greater access to the Museum's Collection, expertise and programs and the Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies.

Indicator	Targets	Baseline and Data Strategy
A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.	<u>2019-20 and 2020-21</u> 1,800 media mentions. Visitation targets above achieved.	Baseline: media mentions is a new target. Visitation targets above. Quarterly report on progress.
Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.	Increase Twitter and Instagram followers by 20% per year (4,800 in 2019-20, 5,760 in 2021-22). 4,500 social media interactions and engagements in 2019-20, 4,950 in 2021-22.	Baseline: new target Quarterly report on progress.
Blogger relations and travel writer outreach program generate coverage and increased online presence.	10 bloggers and 20 travel writers reached in 2019-20 and 2020-21.	Baseline: 20 bloggers and 12 travel writers in 2018-19. Quarterly report on progress.
Marketing and communications messaging enhance understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.	Targeted potential earned media reach of 200 million in 2019-20.	Baseline: 500 million reached in 2018-19. (Note 2019-20 is a more modest goal as one or two media mentions can quickly skew the results if picked up by a large number of media outlets with significant reach.) Quarterly report on progress.

Outreach and Collaboration

The Museum is viewed as a positive collaborator with key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.

Indicator	Targets	Baseline and Data Strategy
The community engagement strategy results in strengthened partnerships with the tourism sector, community partners, the academic community and other key stakeholders.	Six significant partnerships per year.	Baseline: 7 significant partnerships in 2017-18. Quarterly reports on progress.
Continue to build a relationship with the Mi'kmaq Nation.	Exhibitions and programming continue to be respectful.	Quarterly reports on progress.

Accommodation

The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for visitors, staff and volunteers; and are maintained in a cost-effective manner.

Indicator	Targets	Baseline and Data Strategy
Capital projects optimize the use of the space, improve accessibility, are managed prudently and respect the historic nature of the site.	Contributions Zone renovation completed and reopened to the public in Q1 2020-21.	Project management reporting.

Sound Management of Resources

The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.

Indicator	Targets	Baseline and Data Strategy
Budget targets are met.	Results align with budget.	Quarterly financial statements.
Self-generated revenue targets are achieved.	Development targets are achieved: \$1,441,500 in 2019-20 \$1,441,400 in 2020-21 \$1,444,400 in 2021-22 to 2023-24 Total self-generated revenues are achieved: \$2,935,557 in 2019-20 \$3,060,707 in 2020-21 \$3,176,887 in 2021-22 \$3,248,327 in 2022-23 \$3,285,077 in 2023-24	Baseline: Development: 2017-18 actual \$1.31 million Self-generated revenues: 2017-18 actual \$2.89 million Quarterly financial statements.

Internal Services

The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and diverse employees and volunteers who are respectful of the Museum's mission and mandate.

Indicator	Targets	Baseline and Data Strategy
An integrated performance management program recognizes results and the Museum's core values.	Corporate plan commitments incorporated in all employee performance plans with results measured via annual performance management program.	Quarterly report on progress.
Learning and development opportunities contribute to a workplace where employees are engaged and empowered.	75% of employees participating in learning and development, including language training.	Baseline: 2017-18 actual 85%. Quarterly report on progress.
Volunteers and <i>Welcome Home to Canada</i> program participants play an important role in the Museum's culture, diversity and the organization's success.	100+ volunteers contributing 2,500 hours annually. 10 <i>Welcome Home to Canada</i> program participants each year.	Baseline: 2017-18 100 volunteers contributing +2,500 hours. 10 <i>Welcome Home to Canada</i> participants in 2019-20. Quarterly report on progress.

APPENDIX C: FINANCIAL STATEMENTS AND BUDGETS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2019-20 and estimates for the remaining four years of the plan. They are also based on the Museum's estimates for self-generated revenue.

The Museum presents its financial statements on an accrual basis in accordance with Canadian public sector accounting standards for government not-for profit organizations.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2019-20 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2018 TO MARCH 31, 2024

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Forecast	Budget	Projections			
ASSETS							
Current Assets							
Cash	3,843,000	3,916,200	3,937,200	3,320,700	3,220,200	2,847,200	2,456,200
Accounts receivable	208,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	173,000	175,000	175,000	175,000	175,000	175,000	175,000
Prepaid expenses	228,000	80,000	80,000	80,000	80,000	80,000	80,000
	4,452,000	4,371,200	4,392,200	3,775,700	3,675,200	3,302,200	2,911,200
Other Assets							
Endowment cash and investments	8,553,000	8,689,000	8,714,000	8,964,000	8,964,000	8,964,000	8,964,000
Capital assets	15,325,000	13,565,600	11,314,600	9,692,200	7,340,600	5,082,900	3,734,800
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	23,879,000	22,255,600	20,029,600	18,657,200	16,305,600	14,047,900	12,699,800
TOTAL ASSETS	28,331,000	26,626,800	24,421,800	22,432,900	19,980,800	17,350,100	15,611,000
LIABILITIES AND NET ASSETS							
Accounts payable and accrued liabilities	540,000	500,000	500,000	500,000	300,000	300,000	300,000
Deferred revenues	206,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	15,424,000	13,565,600	11,314,600	9,692,200	7,340,600	5,082,900	3,734,800
	16,170,000	14,265,600	12,014,600	10,392,200	7,840,600	5,582,900	4,234,800
Net Assets							
Unrestricted	3,595,000	3,659,200	3,680,200	3,063,700	3,163,200	2,790,200	2,399,200
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	8,214,000	8,350,000	8,375,000	8,625,000	8,625,000	8,625,000	8,625,000
	12,161,000	12,361,200	12,407,200	12,040,700	12,140,200	11,767,200	11,376,200
TOTAL LIABILITIES AND NET ASSETS	28,331,000	26,626,800	24,421,800	22,432,900	19,980,800	17,350,100	15,611,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2019-20 CORPORATE PLAN
PRO FORMA STATEMENTS OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2018 TO MARCH 31, 2024

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Forecast	Budget	Projections			
GOVERNMENT FUNDING							
Base appropriations	7,842,724	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183
Budget 2016 - capital allocation	120,000	420,000	100,000	90,000	-	-	
Total appropriations	7,962,724	8,225,183	7,905,183	7,895,183	7,805,183	7,805,183	7,805,183
Amount used to purchase depreciable assets	(120,000)	(420,000)	(100,000)	(90,000)	-	-	
Amortization of deferred capital funding	2,308,700	2,249,400	2,351,000	2,376,400	2,386,600	2,284,700	1,390,100
	10,151,424	10,054,583	10,156,183	10,181,583	10,191,783	10,089,883	9,195,283
OTHER REVENUES (NET)							
Exhibition hall ticket sales	564,000	703,400	617,560	636,000	704,000	720,000	725,000
Programming	84,000	89,100	83,780	85,600	85,600	85,600	85,600
Scotiabank family history centre	112,300	106,100	112,000	113,700	115,400	117,100	118,800
Gift shop	153,500	151,300	161,470	166,340	171,330	176,460	181,730
Hall rental	461,400	496,000	428,240	449,660	472,150	495,760	520,540
Donations	1,308,000	1,295,500	1,441,500	1,444,400	1,444,400	1,444,400	1,444,400
Endowment	178,800	141,600	75,000	150,000	175,000	200,000	200,000
Interest and other	49,776	71,217	16,007	15,007	9,007	9,007	9,007
	2,911,776	3,054,217	2,935,557	3,060,707	3,176,887	3,248,327	3,285,077
EXPENSES							
Visitor experience and connections	4,410,300	4,773,600	4,551,340	4,594,960	4,517,460	4,972,080	4,941,070
Accommodation	4,847,300	4,871,300	5,037,080	5,157,780	5,236,510	5,166,340	4,304,470
Fundraising and commercial activities	936,500	1,067,700	1,029,940	1,041,940	1,042,410	1,058,730	1,073,410
Internal services	2,101,600	2,262,000	2,452,380	2,400,110	2,437,790	2,487,060	2,510,410
	12,295,700	12,974,600	13,070,740	13,194,790	13,234,170	13,684,210	12,829,360
NET RESULT OF OPERATIONS	767,500	134,200	21,000	47,500	134,500	(346,000)	(349,000)

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2019-20 CORPORATE PLAN
 PRO FORMA STATEMENTS OF CASH FLOWS
 FOR THE YEARS ENDING MARCH 31, 2018 TO MARCH 31, 2024

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Forecast	Budget	Projections			
OPERATING ACTIVITIES							
Base appropriations received	7,842,724	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183
Other cash received	3,204,976	3,056,217	2,860,557	2,910,707	3,001,887	3,048,327	3,085,077
Cash paid to employees and suppliers	(10,637,700)	(10,718,200)	(10,719,740)	(10,818,390)	(11,047,570)	(11,399,510)	(11,439,260)
Endowment allocation received	-	-	75,000	150,000	175,000	200,000	200,000
	410,000	143,200	21,000	47,500	(65,500)	(346,000)	(349,000)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(94,000)	(490,000)	(100,000)	(754,000)	(35,000)	(27,000)	(42,000)
	(94,000)	(490,000)	(100,000)	(754,000)	(35,000)	(27,000)	(42,000)
INVESTING ACTIVITIES							
Increase in endowment cash and investments	(223,000)	(136,000)	(25,000)	(250,000)	-	-	-
	(223,000)	(136,000)	(25,000)	(250,000)	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	120,000	420,000	100,000	90,000	-	-	-
Contributions to endowment	45,000	136,000	25,000	250,000	-	-	-
	165,000	556,000	125,000	340,000	-	-	-
DECREASE IN CASH	258,000	73,200	21,000	(616,500)	(100,500)	(373,000)	(391,000)
CASH, BEGINNING OF YEAR	3,585,000	3,843,000	3,916,200	3,937,200	3,320,700	3,220,200	2,847,200
CASH, END OF YEAR	3,843,000	3,916,200	3,937,200	3,320,700	3,220,200	2,847,200	2,456,200

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2019-20 CORPORATE PLAN
PRO FORMA STATEMENTS OF CHANGES IN NET ASSETS
FOR THE YEARS ENDING MARCH 31, 2018 TO MARCH 31, 2024

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Forecast	Budget	Projections			
NET ASSETS, BEGINNING OF PERIOD	11,383,000	12,161,000	12,361,200	12,407,200	12,040,700	12,140,200	11,767,200
Net results of operations	767,500	134,200	21,000	47,500	134,500	(346,000)	(349,000)
Remeasurement gains (losses)	(34,500)	-	-	-	-	-	-
Contributions to endowment	45,000	136,000	25,000	250,000	-	-	-
Utilization of unrestricted net assets for capital purchases	-	(70,000)	-	(664,000)	(35,000)	(27,000)	(42,000)
NET ASSETS, END OF PERIOD	12,161,000	12,361,200	12,407,200	12,040,700	12,140,200	11,767,200	11,376,200

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2019-20 CORPORATE PLAN
SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2018 TO MARCH 31, 2024

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Forecast	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	9,987,000	10,725,200	10,719,740	10,818,390	10,847,570	11,399,510	11,439,260
Capital	120,000	490,000	100,000	754,000	35,000	27,000	42,000
	10,107,000	11,215,200	10,819,740	11,572,390	10,882,570	11,426,510	11,481,260
LESS:							
Other revenues (net)	(2,911,776)	(3,054,217)	(2,935,557)	(3,060,707)	(3,176,887)	(3,248,327)	(3,285,077)
	(2,911,776)	(3,054,217)	(2,935,557)	(3,060,707)	(3,176,887)	(3,248,327)	(3,285,077)
Utilization of unrestricted net assets for capital purchases	-	(70,000)	-	(664,000)	(35,000)	(27,000)	(42,000)
Budget 2016 - capital allocation	(120,000)	(420,000)	(100,000)	(90,000)	-	-	-
Net result of operations	767,500	134,200	21,000	47,500	134,500	(346,000)	(349,000)
	647,500	(355,800)	(79,000)	(706,500)	99,500	(373,000)	(391,000)
GOVERNMENT FUNDING COMMITTED	7,842,724	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183

FINANCIAL OVERVIEW

The table below outlines the Museum's forecast for the five-year period from 2019-20 to 2023-24. The Museum requires an operating budget of \$10.720 million (excluding amortization) and a capital budget of \$100,000 for 2019-20. The operating budget is consistent with 2018-19 and stays at a similar level until 2022-23 and 2023-24 when increases are related to the costs of the next temporary and travelling exhibition, an expense every five years as outlined in the financial overview in section 6. The capital budget is small in 2019-20 (\$100,000) but increases in 2020-21 to reflect the renovation of the Contributions Zone in the core exhibition.

The Museum has been allocated base appropriations of \$7.805 million per year for the planning period. In 2017-18, the base appropriation was increased from the initial amount of \$7.7 million for a compensation allocation. In addition, the Museum received \$930,000 in funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21. This, combined with self-generated revenue, allocations from the endowment fund, and the utilization of unrestricted net assets are sufficient to fund the Museum's requirements for the planning period.

Table 1: Funding Required

(dollars)	2017-18 Actuals	2018-19 Forecast	2019-20 Budget	2020-21	2021-22	2022-23	2023-24
				Projections			
TOTAL FUNDING REQUIRED							
Operating	9,987,000	10,725,200	10,719,740	10,818,390	10,847,570	11,399,510	11,439,260
Capital	120,000	490,000	100,000	754,000	35,000	27,000	42,000
	10,107,000	11,215,200	10,819,740	11,572,390	10,882,570	11,426,510	11,481,260
LESS:							
Other revenues (net)	(2,911,776)	(3,054,217)	(2,935,557)	(3,060,707)	(3,176,887)	(3,248,327)	(3,285,077)
	(2,911,776)	(3,054,217)	(2,935,557)	(3,060,707)	(3,176,887)	(3,248,327)	(3,285,077)
Utilization of unrestricted net assets for capital purchases	-	(70,000)	-	(664,000)	(35,000)	(27,000)	(42,000)
Budget 2016 - capital allocation	(120,000)	(420,000)	(100,000)	(90,000)	-	-	-
Net result of operations	767,500	134,200	21,000	47,500	134,500	(346,000)	(349,000)
	647,500	(355,800)	(79,000)	(706,500)	99,500	(373,000)	(391,000)
GOVERNMENT FUNDING COMMITTED	7,842,724	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183

FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

PARLIAMENTARY APPROPRIATIONS

The Museum receives \$7.805 million per year in base appropriations plus \$930,000 in additional funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21, as explained in section 6.

SELF-GENERATED REVENUE

The Museum generates 18% of its budget from earned revenues including ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue.

Table 2: Self-Generated Revenues (net)

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition hall ticket sales	408,000	515,100	564,000	610,110	703,400	617,560	636,000	704,000	720,000	725,000
Programming	63,600	92,100	84,000	92,740	89,100	83,780	85,600	85,600	85,600	85,600
Family history centre	101,200	116,000	112,300	110,000	106,100	112,000	113,700	115,400	117,100	118,800
Gift shop	136,200	161,400	153,500	161,460	151,300	161,470	166,340	171,330	176,460	181,730
Hall rental	302,800	426,600	461,400	374,910	496,000	428,240	449,660	472,150	495,760	520,540
Earned Revenues (net)	1,011,800	1,311,200	1,375,200	1,349,220	1,545,900	1,403,050	1,451,300	1,548,480	1,594,920	1,631,670
Donations	607,500	937,700	1,308,000	1,441,500	1,295,500	1,441,500	1,444,400	1,444,400	1,444,400	1,444,400
Endowment	160,100	170,500	178,800	50,000	141,600	75,000	150,000	175,000	200,000	200,000
Interest and other	34,800	28,200	49,776	16,003	71,217	16,007	15,007	9,007	9,007	9,007
Contributed Revenues (net)	802,400	1,136,400	1,536,576	1,507,503	1,508,317	1,532,507	1,609,407	1,628,407	1,653,407	1,653,407
Self-Generated Revenues (net)	1,814,200	2,447,600	2,911,776	2,856,723	3,054,217	2,935,557	3,060,707	3,176,887	3,248,327	3,285,077

Table 3: Paid Visitation

	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor Attendance	49,600	59,600	57,400	63,500	72,300	63,500	65,000	65,500	67,000	67,500

Ticket sales revenues for 2019-20 are based on a target of 63,500 paid visitors at an average ticket price of \$9.73, including revenues from group tours and school groups. Visitation increased in 2016-17 following the Museum expansion, and has exceeded previous levels in 2018-19 due to targeted marketing efforts. The target for paid visitation for 2019-20 has been set at 63,500, the same as the 2018-19 target.

The other key earned revenue area is rental revenue which has grown consistently since the new rental space was launched in 2016-17. The budget for 2019-20 is slightly lower than results in 2017-18 and the 2018-19 forecast and is based on current bookings made for 2019-20 combined with average historical booking levels. It is budgeted to grow consistently over the remainder of the planning period.

Contributed revenue sources are donations, interest and earnings from the endowment fund. Donation revenue, primarily through major gift fundraising, is a key priority for the Museum. The new Museum spaces and related programming present unique opportunities for major gifts.

In 2018-19, the budget for donations was \$1.442 million and is forecast to come in just below this level due to the timing of major gifts. While major gifts are the key priority, fund development activities also include special event fundraising, annual giving, sales of commemorative bricks and plaques and the Pier 21 Club – a mid-level donor program.

Fund development will continue to be a key priority throughout the planning period, with targets consistent at \$1.44 million. These targets are based on current fund development projects and prospects, the estimated value of named spaces and programs, proven special event revenues and forecasts for planned giving, brick sales and targets for Pier 21 Club memberships.

Endowment income represents net earnings on the endowment fund that can be utilized for Museum programming. The Museum plans to draw on the endowment fund earnings in 2019-20 and will continue to do so over the planning period. In accordance with the *Endowment Spending Policy*, only earnings will be utilized and the capital maintained.

Interest income represents interest earned on any cash balances. The 2018-19 forecast increase is due to higher interest rates and a larger than forecast cash balance due to higher revenues and savings generated to fund the development of the next big temporary and travelling exhibition scheduled at the end of the planning period. Interest income is minimal for the remainder of the planning period as the funds for the capital projects have been spent and some unrestricted net assets utilized.

Self-generated revenue from all sources was budgeted at \$2.857 million in 2018-19, or 36.6% of base appropriations. In 2019-20, it is forecast to grow to \$2.936 million or 37.6% of base appropriations and will increase to \$3.285 million (42.1%) at the end of the planning period. While significant, these revenue amounts, when combined with the \$7.805 million in base appropriations, may not be sufficient to cover operating expenditures beyond the planning period.

OPERATING BUDGET

The Museum has three core responsibilities, as well as internal services.

Core Responsibility 1: Visitor Experience and Connections

Canadians have access to — and are engaged in building — Museum content and programming that reflect the diverse experiences and contributions of immigrants throughout Canada’s history.

Core Responsibility 2: Accommodation to a rich,

The Museum’s facilities contribute welcoming and engaging visitor experience; are safe and accessible for visitors, staff and volunteers; and are maintained in a cost-effective manner.

Core Responsibility 3: Fundraising and Commercial Activities

The Museum’s fundraising and commercial activities provide essential financial support.

Table 4: Expenses by Core Responsibility

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor experience and connections	4,409,800	3,956,700	4,410,300	5,094,040	4,773,600	4,551,340	4,594,960	4,517,460	4,972,080	4,941,070
Accommodation	5,280,800	4,908,800	4,847,300	4,903,910	4,871,300	5,037,080	5,157,780	5,236,510	5,166,340	4,304,470
Fundraising and commercial activities	867,900	879,500	936,500	968,070	1,067,700	1,029,940	1,041,940	1,042,410	1,058,730	1,073,410
Internal services	2,037,100	1,997,000	2,101,600	2,312,850	2,262,000	2,452,380	2,400,110	2,437,790	2,487,060	2,510,410
	12,595,600	11,742,000	12,295,700	13,278,870	12,974,600	13,070,740	13,194,790	13,234,170	13,684,210	12,829,360

The first core responsibility, **Visitor Experience and Connections**, aims to give the Museum’s audience access to rich content and programming that reflect the diverse experiences and contributions of immigrants throughout Canada’s history.

It is also designed to engage Canadians extensively in building and exploring these key themes by encouraging them to share their stories and to research their own family’s immigration story. The Museum conducts research and presents vibrant studies of immigration to Canada through a wide variety of layered mediums including: core and temporary exhibitions; onsite and outreach programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2018-19 was \$5.094 million, with a forecast of \$4.774 million at the end of the second quarter due to delays in the development of the travelling exhibition and the postponement of the renovation to the Contributions Zone in the core exhibition. The budget for 2019-20 is \$4.551 million and at a similar level for two years, increasing to \$4.97 million in 2022-23 and 4.941 million in 2023-24 for the development of the temporary exhibition to be presented at the Museum and developed as a travelling exhibition the following year.

The second core responsibility, **Accommodation**, provides secure and functional facilities that meet all safety, building code and accessibility requirements and contribute to a visitor experience that furthers the vision and mandate of the Museum. Capital improvements to the facilities optimize the use of the

space for public programming, are managed prudently and respect the historic nature of the site. Accommodation includes leasehold improvements and building operations, including security.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2018-19 was \$4.904 million, with a forecast of \$4.871 million at the end of the second quarter. The budget for 2019-20 is \$5.037 million; the increase is mainly attributable to the increased amortization of capital assets. The budget is consistent in the \$5 million range for the first four years of the planning period and drops to \$4.3 million in year five due to lower amortization expenses with some of the capital assets reaching the end of their useful life.

The third core responsibility, **Fundraising and Commercial Activities**, includes all fund development activities, as well as revenue generating areas including the gift shop and facility rentals, that were previously included under internal services. It should be noted that expenses related to other revenue generating activities, like ticket sales revenue, continue to be included in Visitor Experience and Connections.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2018-19 was \$0.968 million, with a forecast of \$1.068 million at the end of the second quarter due to the accelerated planned replacement of rental tables and chairs. The budget for 2019-20 is \$1.030 million and is consistent at the \$1 million level through the planning period.

Finally, **Internal Services** includes activities and resources that are administered to support the needs of programs and other corporate obligations of the organization. Internal services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Expenditures included in internal services include costs related to: the board and governance; management and oversight; some personnel costs (including all training and professional development); financial management; information technology; procurement; and travel and other administrative services.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for internal services in 2018-19 was \$2.313 million, with a forecast of \$2.262 million at the end of the second quarter. The budget for internal services for 2019-20 is \$2.452 million and is forecast to remain at the \$2.4 to \$2.5 million level for the remainder of the planning period.

Table 5: Internal Services

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Hospitality expenses	19,500	14,000	10,300	13,000	11,200	13,000	13,000	13,000	13,000	13,000
Museum opening costs	54,800	-	-	-	-	-	-	-	-	-
Office supplies and administration	158,400	184,600	216,800	212,190	215,300	213,340	220,900	233,300	247,580	258,680
Operating supplies and services	25,800	17,700	14,200	56,520	75,600	53,090	53,670	54,910	55,060	55,080
Personnel costs	1,574,000	1,511,500	1,605,500	1,665,890	1,645,200	1,809,060	1,736,730	1,767,600	1,792,500	1,811,330
Professional and special services	51,600	62,100	36,700	105,000	36,800	105,000	105,000	105,000	95,000	95,000
Repairs and maintenance - IT	52,700	65,500	77,900	74,250	93,700	76,050	78,250	80,250	82,250	84,250
Travel expenses	65,500	102,400	103,800	148,500	145,000	152,640	161,460	151,730	168,670	159,070
Utilities (phone)	34,800	39,200	36,400	37,500	39,200	30,200	31,100	32,000	33,000	34,000
	2,037,100	1,997,000	2,101,600	2,312,850	2,262,000	2,452,380	2,400,110	2,437,790	2,487,060	2,510,410

BUILDING OPERATIONS

Table 6: Building Operations

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Rent	1,612,000	1,621,000	1,621,300	1,640,000	1,621,300	1,640,000	1,690,300	1,728,200	1,733,300	1,738,500
Repairs and maintenance and building operation	537,100	381,400	383,200	439,060	444,100	458,930	547,930	506,860	571,510	532,850
Utilities	341,800	316,000	316,900	380,500	390,700	363,200	374,100	385,300	396,900	408,800
Payments in lieu of taxes (PILT)	179,400	189,500	159,200	220,000	174,700	200,000	220,000	220,000	220,000	220,000
Building operations expenses	2,670,300	2,507,900	2,480,600	2,679,560	2,630,800	2,662,130	2,832,330	2,840,360	2,921,710	2,900,150
Amortization of capital assets	2,610,900	2,370,200	2,308,700	2,243,800	2,249,400	2,351,000	2,376,400	2,386,600	2,284,700	1,390,100
Building operations expenses including amortization	5,281,200	4,878,100	4,789,300	4,923,360	4,880,200	5,013,130	5,208,730	5,226,960	5,206,410	4,290,250

Building operations costs are approximately \$5 million per year for the Museum. The largest expenditure area, excluding amortization, is rent budgeted at \$1.64 million in 2019-20. The rent increases in 2020-21 and beyond are contractual increases. It should be noted that the Museum is a tenant of the Port of Halifax, therefore it does not directly incur costs for roads, grounds, property maintenance, etc. However, the Museum does pay common area costs as part of its rent. Rent, and the other non-discretionary costs for facilities, are expected to total \$2.662 million in 2019-20, growing to \$2.900 million by the end of the planning period. This represents a significant and growing financial pressure for the Museum, representing 20.4% of the Museum's total budgeted expenses in 2019-20 and 34.1% of base appropriations. By 2023-24, this grows to 22.6% of the total budgeted expenses and 37.2% of base appropriations.

PILT does not yet represent a significant financial pressure for the Museum, as is the case for other national museums. It should be noted that PILT for the Museum (and other federal sites) is under review by the city of Halifax and could increase. The timing and amount of such an increase cannot be predicted.

A non-discretionary fixed cost, PILT is compensation paid to municipalities for the losses of property taxes incurred for Crown-owned properties, which are not subject to taxation. In 1996, Treasury Board approved a management regime that devolved the responsibility for funding PILT from Public Services and Procurement Canada (PSPC) to individual organizations. Unlike PSPC, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriation to reflect PILT increases. It was anticipated that this could eventually pose challenges to small cultural organizations like museums. Discussions continue with Central Agencies, Public Services and Procurement Canada and other relevant departments to find an appropriate solution to this issue.

PERSONNEL

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$6.259 million for 2019-20 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. As outlined in section 3, the number of permanent employees is consistent at 55.

Table 7: Personnel

	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Personnel costs (dollars)	5,448,500	5,278,900	5,629,200	5,893,870	5,966,700	6,259,350	6,170,180	6,271,800	6,357,820	6,436,280
Visitor experience and connections	31	31	31	31	31	31	31	31	31	31
Accommodation	2	2	2	2	2	2	2	2	2	2
Fundraising and commercial activities	9	9	9	9	9	9	9	9	9	9
Internal services	13	13	13	13	13	13	13	13	13	13
Total FTEs	55	55	55	55	55	55	55	55	55	55

Table 8: Personnel Costs

	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Full time employees	4,027,300	3,909,100	4,170,300	4,193,000	4,322,800	4,475,000	4,390,000	4,469,000	4,526,000	4,583,000
Part time employees	436,200	420,200	436,800	536,330	789,100	574,930	603,120	608,760	625,520	634,720
Employee Benefits Plan	839,000	786,700	848,900	916,340	645,000	976,220	943,860	960,840	973,100	985,360
Total Salaries	5,302,500	5,116,000	5,456,000	5,645,670	5,756,900	6,026,150	5,936,980	6,038,600	6,124,620	6,203,080
Board remuneration	77,500	76,500	77,200	82,200	87,400	82,200	82,200	82,200	82,200	82,200
Professional development & training	60,500	82,600	92,700	158,000	117,100	143,000	143,000	143,000	143,000	143,000
Other HR costs	8,000	3,800	3,300	8,000	5,300	8,000	8,000	8,000	8,000	8,000
Total Other Personnel Costs	146,000	162,900	173,200	248,200	209,800	233,200	233,200	233,200	233,200	233,200
Total Personnel Costs	5,448,500	5,278,900	5,629,200	5,893,870	5,966,700	6,259,350	6,170,180	6,271,800	6,357,820	6,436,280

TRAVEL, HOSPITALITY AND CONFERENCES

Table 9: Travel, Hospitality and Conference Expenditures

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Travel	134,600	165,400	152,200	213,650	202,100	198,690	206,510	196,380	212,920	203,320
Hospitality	43,100	50,100	59,900	42,350	43,300	40,870	42,650	42,650	42,750	43,000
Conferences	-	31,300	40,000	32,900	36,200	60,100	59,280	59,470	60,170	60,380
	177,700	246,800	252,100	288,900	281,600	299,660	308,440	298,500	315,840	306,700

In 2016-17, the Museum implemented the Directive on Travel, Hospitality, Conference and Event Expenditures. In that fiscal year, the Museum also changed how some expenses were presented to make the expenses more transparent. Some travel and hospitality expenditures previously allocated to the program activity they supported are now being combined and reported as a total. The summary of travel, hospitality and conference expenditures is disclosed in this format in table 9 per the requirements of the Directive. Amounts may be included in other tables.

Travel costs are primarily attributable to travel for fund development activities, the travelling exhibition, the oral history program and Board of Trustee meetings twice per year. The decrease in the 2019-20 budget versus the 2018-19 budget reflects the fact the annual public meeting will be in Halifax. The budget is slightly higher in 2020-21 and 2022-23 reflecting costs attributable to travel for the training and orientation of new board members and the costs to hold the annual public meeting offsite.

Hospitality costs are consistent over the planning period in the \$40,000 range. Conference costs are forecast to increase in 2019-20 and beyond due to the make-up of professional development and conferences that are for business development where the Museum promotes and/or presents.

EXHIBITIONS AND PROGRAMMING

Table 10: Exhibitions and Programming

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition and programming	353,300	292,000	517,000	1,001,810	300,500	197,600	265,350	199,650	531,800	177,800
Operating supplies and services	206,500	229,800	227,100	240,140	257,200	226,550	222,770	220,400	237,800	234,970
	559,800	521,800	744,100	1,241,950	557,700	424,150	488,120	420,050	769,600	412,770

The exhibition and programming budget includes all programming done by visitor experience, public programming, the oral history program; all costs related to the core exhibition, the temporary and travelling exhibitions; as well as all collections related costs. In 2018-19, the budget was \$1 million however the forecast is \$300,500 at the end of Q2 due to the earlier opening of the temporary exhibition at the end of 2017-18, delays in the development of the travelling exhibition and the

postponement of the renovation to the Contributions Zone in the core exhibition. The budget is much smaller in 2019-20 to 2021-22 with an increase in 2022-23 when the next temporary and travelling exhibition is developed.

The operating supplies and services budget reflects operating costs for programming activities with budgets in the range of \$220,000 to \$230,000 per year in 2019-20 and beyond. This includes costs for transcription and editing, videographers, space for the oral history interviews and costs related to the Scotiabank Family History Centre.

CAPITAL BUDGET

Table 11: Capital Budget

(dollars)	2015-16	2016-17	2017-18	2018-19		2019-20	2020-21	2021-22	2022-23	2023-24
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Leasehold improvements	2,488,000	107,500	-	350,000	350,000	50,000	-	-	-	-
Core exhibitions	125,000	-	-	70,000	-	-	729,000	-	-	-
Equipment	27,000	60,900	33,700	30,000	140,000	50,000	25,000	35,000	27,000	42,000
	<u>2,640,000</u>	<u>168,400</u>	<u>33,700</u>	<u>450,000</u>	<u>490,000</u>	<u>100,000</u>	<u>754,000</u>	<u>35,000</u>	<u>27,000</u>	<u>42,000</u>

The capital budget for 2019-20 to 2023-24 covers minimal ongoing capital requirements and the renovation to the Contributions Zone in the core exhibition. It should be noted that the Museum is a tenant of the Port of Halifax, and as such, does not have many of the same capital responsibilities and requirements as the other Museums.

For 2019-20 to 2023-24, the Museum forecasts a capital budget of \$958,000 for necessary replacements and updates. In 2020-21, the capital upgrades for the Contributions Zone of the core exhibition will be completed, one year later than stated in the previous corporate plan. The delay is intentional to allow adequate time for the planning and procurement process and to minimize the impact on visitation.

There will be minimal capital spending 2021-22 and beyond. Capital pressures will become an issue in the longer term as there are no funds for capital projects beyond minimal maintenance of aging infrastructure.

Table 12: Budget 2016 Capital Allocation

(dollars)	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Budget 2016 - capital allocation	200,000	120,000	420,000	100,000	90,000	-	-	-

Budget 2016 provided \$60 million in funding to national museums for capital expenditures, of which \$930,000 was allocated to the Museum for the period from 2016-17 to 2020-21. Budgeted capital expenditures included the escalator replacement project (completed), washroom renovations (2018-19), and technology and exhibition updates which, because of their cost or nature, are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

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