

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21



Summary

Corporate Plan for 2022-23 to 2026-27

Operating and Capital Budgets for 2022-23



Canadian Museum of Immigration at Pier 21
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Canada 

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1. EXECUTIVE SUMMARY

The Canadian Museum of Immigration at Pier 21 (the Museum) is a parent 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, a National Historic Site, was the gateway to Canada for just under 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. The strategic priorities were revisited and refined during the spring 2021 planning process. The plan was approved by the Board of Trustees on December 15, 2021. The Board of Trustees and senior management have established the following five strategic priorities, derived from the Museum's mandate and the Board's vision:

1. Lead an outstanding and relevant museum with pan-Canadian reach, sharing diverse and meaningful collections and programs.
2. Facilitate enhanced access for all on-site, on the road and digitally.
3. Build and nurture exceptional partnerships engaging with others to amplify our complementary missions.
4. Champion an inclusive team that is agile, responsive and collaborative.
5. Serve as a model Crown corporation, financially responsible, sustainable and fully accountable to Canadians.

The Museum has a history of, and commitment to, fiscal prudence. The Museum embraces its responsibility to generate revenue, and has historically been successful in doing so. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) have exceeded the amount of appropriations.

The Canadian Museum of Immigration at Pier 21 requires an operating budget of \$11.156 million and a capital budget of \$42,000 for 2022-23. The Museum has been allocated base appropriations of \$8.111 million per year for the planning period. The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and is allocated \$845,000 in Budget 2022 to address financial pressures caused by COVID-19 primarily due to the loss in revenues. The Museum foresees only a small deficit for 2021-22. The Museum can cover the planned deficits from 2023-24 to the end of the planning period with its unrestricted net assets of \$5.628 million at March 31, 2021. This will present risk in the latter years of the planning period if there is a weather event or HVAC upgrades are required.

The COVID-19 pandemic has significantly impacted the Museum in all areas, especially its ability to generate revenue. That said, it is anticipated that 2022-2023 will see a return to more robust self-generated revenue and, as such, pandemic risks are waning.

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 parent Crown corporation and a member of the Canadian Heritage Portfolio, the Museum also contributes to the achievement of the federal government's broad policy objectives. 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."

Detailed information about the Corporation's recent program results can be found in the [Corporation's annual report](#).

VISION

The Canadian Museum of Immigration at Pier 21 ensures that Canada's important immigration stories are captured, shared, discussed, appreciated and preserved. The Museum is widely recognized as both an iconic symbol and a leading museum. It reflects migration stories including those based in collaboration and co-learning with Indigenous peoples.

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.



3. KEY STRATEGIC PRIORITIES

The strategic priorities were revisited and refined during the spring 2021 planning process. The Board of Trustees and senior management have established five strategic priorities, derived from the Museum’s mandate and the Board’s vision. They are an expansion of the original four priorities to better reflect the importance of partnerships and access to all Canadians through digital channels.

1. LEAD AN OUTSTANDING AND RELEVANT MUSEUM

Lead an outstanding and relevant museum with pan-Canadian reach, sharing diverse and meaningful collections and programs.

2. FACILITATE ENHANCED ACCESS FOR ALL

Facilitate enhanced access for all on site, on the road and digitally.

3. BUILD AND NURTURE EXCEPTIONAL PARTNERSHIPS

Build and nurture exceptional partnerships engaging with others to amplify our complementary missions.

4. CHAMPION AN INCLUSIVE TEAM

Champion an inclusive team that is agile, responsive and collaborative.

5. SERVE AS A MODEL CROWN CORPORATION

Serve as a model Crown corporation, financially responsible, sustainable and fully accountable to Canadians.

4. 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. Highlights are summarized below.

INTERNAL ENVIRONMENT

The Canadian Museum of Immigration at Pier 21 benefits from capable staff and volunteers, an inclusive and enabling work environment, a deep and broad collection, compelling exhibitions, and an array of digital offerings. Equally valuable are the Museum’s location and the historic significance of the facilities that house it. These factors contribute to a unique visitor experience.

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 pandemic has been a trying time for everyone, and cultural institutions have been particularly challenged. The Government of Canada’s emergency funding helped to stabilize the organization and the Museum staff’s flexibility enabled the organization to reshape itself to respond to the new realities of a more distanced world. While on-site visitation was extremely low, Visitor Experience staff adapted

their education and tour programs for digital delivery; the same applied to Public Programming. For 2022-23 and beyond, hybrid offerings will be part of the mix, as these new audiences are far flung and would otherwise not be able to participate in Museum programs. This was one of many “silver linings” that emerged over the last two years. Many of the physical upgrades made to the site to ensure less touch were the result of public health and safety concerns; however, they also made the Museum more accessible, in service to the *Accessible Canada Act*.

During this planning period, the Museum will move to its cap of 56 permanent employees. No staff was laid off during the pandemic closures. The Museum typically has 95 volunteers, but this has been reduced to 40-45 at present. 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 its *Welcome Home to Canada* (WHTC) 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 200 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. The WHTC program was reduced significantly for 2020-21 and 2021-22, with less than half the usual number of participants. This was a direct result of the pandemic, and it is hoped that the program will return to 8 to 12 participants in 2022-23.

The Museum is undergoing a unionization process with the Service Employees International Union Local 2, Brewery, General and Professional Workers’ Union. Certification took place on March 12, 2019, and collective bargaining commenced in November 2020.

EXTERNAL ENVIRONMENT

As predicted, the tourism industry continues to be slower to recover from the ongoing impact of the COVID-19 pandemic. In addition to closed borders, a severely reduced flight network, lack of rental cars and shortage of available workers have also hampered the industry in Atlantic Canada. As of July 2021, provincial tourism visitation numbers for Nova Scotia were down by 80% over 2019. Nationally, tourism revenues are expected to decrease by \$52 billion compared to 2019, with Nova Scotia predicted to have the fifth-largest drop in tourism-related revenues in the country.

The decimation of the cruise market also has an impact on the Museum. During a typical year, as many as 10,000 cruise passengers per day disembark just outside the Museum’s doors. Before the pandemic, the Halifax Port Authority was expecting a record-breaking year, anticipating 350,000 tourists coming to the seaport aboard 203 cruise ships. Cruise passengers were expected to spend \$165 million in Halifax. There was no cruise season in either 2020-21 or 2021-22; however, if pandemic recovery holds, the 2022 summer cruise season is slated to be very strong. Projections will not be available until January 2022.

In summer 2021 the “Atlantic Bubble” burst and the region reopened to the rest of the country. On or around July 15, visitation moved to noticeably higher levels, with the bulk from outside the Atlantic region. While not near pre-pandemic levels, it is higher than budgeted and bodes well for 2022 tourist season. While gradual improvements are expected throughout 2022, as of May 2021 Destination Canada is not forecasting a return to pre-pandemic levels of tourism expenditures until 2025. Furthermore, with virtual meetings taking hold and large gatherings still not allowed, facility rentals

bookings remain slow. This portion of the business will take longer to rebound, as large conferences and conventions are usually planned years in advance.

Summer 2021 also brought another wave of reckoning around the horrors of the residential schools system. There were many thriving, advanced Indigenous nations on this land before settlers arrived, and while the Museum has included some of the impacts of settlement in its exhibits, there is more to be done to honour those who welcomed newcomers to these shores. The Museum will continue to work with Indigenous groups to share stories, celebrate rich and diverse cultures, and honour the resilience of the people who were central to the survival of the first waves of settlers, only to be threatened with extinction for their kindness.

KEY STRATEGIC ISSUES

Financial Stability

Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) have exceeded the amount of appropriations. This means that all funds for programming, operating expenses (other than personnel and building operations), and some capital requirements, must be covered by self-generated revenue. Self-generated revenue, combined with the Museum's unrestricted net assets and earnings from the endowment fund, have historically been sufficient to fund the Museum's requirements. This is no longer the case.

The COVID-19 pandemic has had a significant impact on all areas of the Museum, especially its ability to generate revenue. COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and 2022-23 have offset decreases in earned revenue, allowing the Museum to preserve its unrestricted net assets. These assets can cover the planned deficits from 2023-24 to the end of the planning period, but will require some cuts to programs, delays in implementing new systems and shifts in service delivery. This is not ideal.

The Museum is facing two other financial pressures not related to COVID-19:

- The Museum is undergoing a unionization process with the Service Employees International Union Local 2, Brewery, General and Professional Workers' Union. Certification took place on March 12, 2019, and collective bargaining began in mid-November 2020. This will have an impact on human resource costs.
- Compliance with the *Accessible Canada Act* will also pose pressures for the Museum. In addition to physical improvements to the physical site, the Museum will require new technology, hardware and software upgrades to deliver digital content in a fully accessible and inclusive experience. The Museum engaged the Rick Hansen Foundation to produce a report on on-site accessibility, which resulted in a certification level of RHF Accessibility Certified under the program. A list of actions to further enhance accessibility has been developed.

The Museum will face financial pressures in the longer term as all funds for programming, operating expenses (other than personnel and building operations) and capital requirements, are covered by self-generated revenue. Revenue generation from fund development, facility rentals, gift shop and ticket sales has limitations, and may be further impacted by slow economic and tourism recovery. This increasing gap is not sustainable.

Digitization

A key strategic opportunity for the Museum is the impact of digitization. The Museum's collection is largely born-digital, and the digital preservation system was implemented in 2021-22. There are ongoing costs, as detailed in Appendix 3. The shift to digital engagement, accelerated by the pandemic, also has implications for the Museum in terms of its approach to outreach, engagement, programming and partnerships in support of the Museum's mandate. Priorities for 2022-23 are highlighted throughout this plan and this will be a growing area of focus for the Museum going forward.

Digital programming has been successful during the pandemic, and an increased investment in the breadth and depth of digital offerings was identified as a strategic priority during planning. To that end, further allocation of human and financial resources has been earmarked for this 5-year planning period. As noted below, these investments will be made in alignment with best practices for accessibility.

Partnerships

Digital offerings also open new doors for partnerships and so, in concert with the investment in digital, partnerships will continue to adapt as well. It should be noted that partnerships predate the opening of the doors of the Museum; embedded in the organizational culture (and values: Collaboration) is the knowledge that as a small organization, partnering is the default position on every exhibit, event and program. From organization-wide, formal, multi-year partnerships to one-time events, the team embraces the value of working beside others with common goals.

This five-year period will see national reach and local impact highlighted. Emphasis will be placed on partners who share common goals and who motivate, mobilize, and inspire us to evolve. Key anniversaries and milestones offer opportunity to commemorate with other organizations. Special events (such as Skate Canada) will continue to be the genesis of partnerships, and shared authority will continue to be the cornerstone of exhibit development.

In 2028, the Museum will celebrate the 100th anniversary of the opening of the immigration shed. Planning for this milestone will commence at the latter end of this planning period and provide another significant opportunity for partnerships, including those beyond Canada's borders.

AUDITS AND REVIEWS

The Office of the Auditor General of Canada (OAG) conducts an annual attestation audit, as well as a special examination at least once every 10 years, per the *Financial Administration Act*.

The Museum completed its first special examination in March 2020, covering the period from October 2018 to May 2019. It was tabled in November 2020 and is [available online](#). The OAG examined the Museum's systems and practices in the areas of governance, strategic and operational planning, collection management, exhibitions and public programming.

The OAG made eight recommendations for improvement in the areas of collection development and management, risk management, operational planning, governance and board training. The Museum has accepted these recommendations, developed an action plan and work is well underway. Six of the OAG's recommendations have been addressed while the other two are in progress and will be completed by the end of March 2022.

The Museum also conducts annual internal audits, utilizing an external accounting firm, presently Grant Thornton.

5. 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 2 attached. The activities below are all existing multi-year strategic priorities. Many are impacted by the COVID-19 pandemic in the short term but are achievable over the length of this plan.

CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Objective 1	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 culture, economy and way of life.	Actively collect and share oral histories, stories, digital images, archival materials and artifacts that reflect the Museum's mandate, and strive, over time, to reflect Canada's multicultural mosaic and its linguistic duality.	Expanded Collection, with a view to long term sustainability and moving toward the diversity of Canada.
	Catalogue the Collection and make a selection available to Canadians onsite and online.	Canadians can access and experience the Collection from anywhere.
	A digital preservation system ensures long-term preservation of the Collection.	The Collection is protected and preserved.

Objective 2	Key Activities	Expected Results
Exhibitions and programmes are innovative, compelling thought-provoking and reflect the diversity of the immigrant experience in Canada.	The Museum's second travelling and temporary exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Expanded national outreach and awareness.
	The Museum's third travelling exhibition is planned and developed for launch in 2025-26.	Expanded national outreach and awareness.
	Programming continues to engage local and national audiences by partnering with individuals, community groups and institutions.	Hybrid of digital and in person programming ensures continued community engagement without geographic barriers.

Objective 3	Key Activities	Expected Results
The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat visitation.	Maximize visitation and visitor experience at the museum, on the road and digitally.	Visitation targets achieved in all categories. 90 percent visitor satisfaction.

Objective 4	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.
	Increased investment in financial and human resources mean digital strategies build targeted online engagement with local, national and international audiences that is planned, interactive and experiential.	Online visitation and engagement targets met.
	Targeted marketing and communications activities and 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	Key Activities	Expected Results
The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action.	Targeted partnerships add to national understanding and discourse on all aspects of immigration and develop new audiences across Canada.	Partnership targets met.
	Continue to build a relationship with the Assembly of Nova Scotia Mi'kmaq Chiefs.	Exhibitions and programming continue to be respectful.

CORE RESPONSIBILITY 2: ACCOMMODATION

Objective 6	Key Activities	Expected Results
The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all and are maintained in a cost-effective manner with a focus on greening.	Capital improvements optimize the use of the space, improve accessibility, are managed prudently, respect the historic nature of the site and decisions are made with climate change at top of mind.	Key capital projects completed on time, on budget, and meet requirements noted.

CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

Objective 7	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. Return rental clients. Committed stakeholders. Financial stability.

INTERNAL SERVICES

Objective 8	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.	Ensure that employees have performance agreements that are linked to the Corporate Plan.	Employees meet performance commitments.
	All employees participating in learning and development opportunities, including (but not exclusive to) <i>language training, anti-racism training and inherent bias training.</i>	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.
	Justice, Equity, Diversity and Inclusion will continue to inform decisions on recruitment and advancement, exhibitions and programming.	A diverse, healthy and respectful work environment.

6. 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, two risks are rated as high:

1. Lack of board members with proven ability to generate major gifts limits revenue generation; and
2. Damage to facilities and/or collection from hurricane or other weather event.

The first risk is financial in nature, while the second reflects the Museum's physical location on the waterfront and the increased risk of impacts from climate change and extreme weather events.

7. FINANCIAL OVERVIEW

The Canadian Museum of Immigration at Pier 21 requires an operating budget of \$11.156 million (excluding amortization) and a capital budget of \$42,000 for 2022-23. The Museum has been allocated base appropriations of \$8.111 million per year for the planning period.

For the remainder of the planning period, the operating budget ranges from \$11.6 million to \$12.0 million and the capital budget is minimal, in the range of \$25,000 to \$37,000 per year. The Museum can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$5.628 million at March 31, 2021. This will present risk in the latter years of the planning period, if there is a weather event or HVAC upgrades are required.

In addition, the Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and \$845,000 is allocated in Budget 2022 for 2022-23 to address financial pressures caused by COVID-19 primarily due to the loss in revenues.

REVENUE GENERATION

In addition to its base annual appropriations, the Museum has self-generated revenues: earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue; and contributed revenues from donations, interest and earnings from the endowment fund.

Self-generated revenue from all sources typically generates \$3 million per year for the Museum. As detailed in Appendix 3, the forecast for 2021-22 is \$1.1 million, growing to \$2.2 million in 2022-23, and returning to pre-pandemic levels in 2023-24 and beyond. The revenue mix is different than many of the other museums. A large portion of the museum's self-generated revenue is major gift philanthropy (\$1.0 million per annum starting in 2022-23) which is predicted to rebound. General visitation is also expected to come back quickly, but rental revenue is expected to lag until 2023-24. This rental number has a long lead time, as a sizeable portion is comprised of large, often international conferences and

gatherings. By end of fiscal 2022-23, we will know if this rebound will take place at the predicted speed and adjust accordingly.

The Museum-generated earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue typically in the range from \$1.5 million to \$1.6 million. The COVID-19 pandemic has significantly affected these revenue streams. Earned revenues are forecast to be \$382,900 in 2021-22, growing to \$1.195 million in 2022-23; and returning to pre-pandemic levels in 2023-24 and beyond. COVID-19 relief funding has been essential to bridge the revenue gap. The planned deficits from 2023-24 to the end of the planning period can be covered by the unrestricted net assets of over \$5.6 million at March 31, 2021.

Contributed revenues from donations, interest and earnings from the endowment fund typically range from \$1.5 million to \$1.6 million. Fund development, particularly through major gifts, is a key priority for the Museum. Typically, donations would generate revenue in the range of \$1.5 million per year for the Museum, which is crucial for ongoing financial success. An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 was launched by the Museum in 2019-20 to achieve this target. This plan was significantly impacted by the COVID-19 pandemic and consequently delayed to December 2023. It is anticipated that the Museum will only raise \$691,700 in donation revenue in 2021-22, growing to \$778,150 in 2022-23. A return to pre-pandemic levels is not forecast until 2023-24 at the earliest.

Before becoming a Crown corporation, the Museum operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation created an endowment fund with pledges of \$7 million. These endowment funds were transferred to the Museum, where the capital is protected in perpetuity and the funds are invested in accordance with the Investment Policy approved by the Board of Trustees. 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. The value of the endowment at September 30, 2021, was \$10.166 million.

The overall investment objective is to provide sufficient liquidity to meet the annual anticipated spending requirements, allowable from endowment earnings, while providing adequate growth to maintain the purchasing power of the endowment fund's capital. In order to manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. The current Investment Policy, approved by the Board in October 2021, has permissible ranges of 0-10 percent cash and short-term investments, 40-75 percent fixed income, 25-60 percent global equity and 0-30 percent alternative assets. See financial instrument note in the annual audited financial statements for further descriptions of investments.

OPERATING BUDGET

The Museum's operating budget is in the range of \$11.2 million to \$12.0 million at the end of the planning period. In 2021-22, the budget was \$10.5 million and is forecast to be \$10.4 million at year-end.

The Museum requires an operating budget of \$11.156 million for 2022-23. The operating budget increases in the next three years are due to the costs of the next temporary and travelling exhibition developed by the Museum and the rental of a major temporary exhibition, an expense every five years as outlined in Appendix 3. The operating budget increases to 12.0 million in 2025-26 primarily due to the contractual rent increase.

The two most significant operating expenses are building operations at approximately \$3 million per year, and personnel costs at \$6.369 million in 2022-23, growing to \$6.784 million at the end of the planning period due to salary, cost-of-living and benefit cost increases. These two areas combined exceed the Museum's base appropriations by 12.5 percent in 2022-23 and by 21.6 percent by the end of the planning period. This means funds for programming and all other operating expenses must come from self-generated revenues.

The increase in expenses in 2023-24 to 2024-25 is for the development and presentation 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 *Canada: Day 1* and *Refuge Canada*. The Museum has determined that it can produce a new exhibition every five years based on its resources (human and financial). Expenses decrease in 2025-26 when the five-year cycle commences again.

CAPITAL BUDGET

There is minimal capital spending planned for the next five years, between \$25,000 and \$42,000. Minimal maintenance and updates are all that can be accommodated in the current budget.

In 2020-21, the Museum completed the renovation of the Contributions Zone in the core exhibition space. This project was in response to visitor experiences and feedback. The redeveloped space reopened to the public in Q1 2021-22.

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 national 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 equipment over \$5,000 (including information technology) and leasehold improvements projects over \$20,000. It should also be noted that the maintenance and replacement of the HVAC systems is the responsibility of the Museum. This is a significant, but necessary, cost as international museological standards for artifact protection must be maintained.

FINANCIAL SUSTAINABILITY

The Museum has been significantly affected by the COVID-19 pandemic, which reduced the Museum's ability to generate funds by 79 percent in 2020-21, as compared to 2019-20, and an estimated 64 percent in 2021-22 and 28 percent in 2022-23.

The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and is allocated \$845,000 in Budget 2022 for 2022-23, primarily to offset lost revenues due to COVID-19. The Museum can cover the planned deficits from 2023-24 to the end of the planning period with its unrestricted net assets of over \$5 million at March 31, 2021.

The Museum will face financial pressures in the longer term. As noted above, the \$8.111 million in base appropriations the Museum receives does not fully cover the building operations and personnel costs. This means costs for programming, all other operating expenses and capital requirements must be covered by self-generated revenues. Revenue generation from fund development, facility rentals, gift shop and ticket sales has limitations and may be further impacted by slow economic and tourism recovery.

APPENDIX 1: CORPORATE GOVERNANCE STRUCTURE

The Museum is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act* and the *Museums Act*. This means that, among other requirements, it must develop and submit a Corporate Plan for Treasury Board approval each year. A summary of the Corporate Plan and an Annual Report are submitted and tabled in Parliament annually. The Museum is an agent of the Crown.

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 completed its first special examination by the Office of the Auditor General in March 2020, which was tabled in November 2020. An action plan was developed in response to the findings and is reviewed with the Audit and Risk Oversight Committee annually, which then reports to the Board of Trustees on progress.

The Museum is 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, including the Chairperson and Vice-Chairperson, who are appointed by the Minister with the approval of the Governor in Council. All trustees are part-time. Biographies are available on the [Museum’s website](#).

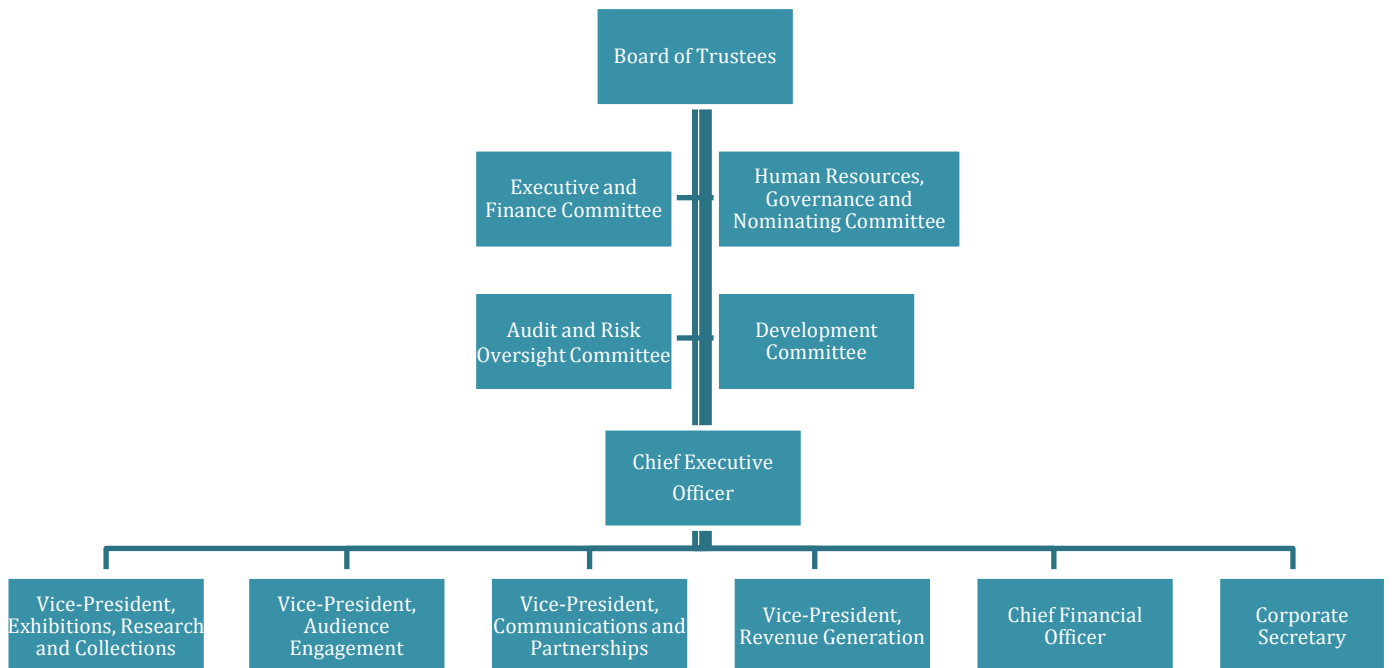
Board of Trustees	Residence	Appointment Date	Term Expiry
Robert Vineberg, Chairperson	Winnipeg, Manitoba	2017-12-14	2024-03-08
Bruce Manion, Vice-Chairperson	Fall River, Nova Scotia	2019-01-31	2023-01-30
Salima Ebrahim	Edmonton, Alberta	2018-06-01	2022-05-31
Omar Farouk	Brampton, Ontario	2019-07-01	2022-06-30
Katherine Hambly	Charlottetown, Prince Edward Island	2019-01-18	2023-01-17
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
Donald Obonsawin	Stouffville, Ontario	2019-01-18	2023-01-17
Cynthia Price Verreault	Montréal, Quebec	2019-01-18	2023-01-17
VACANCY (1)			

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;
- ♦ developing stakeholder strategies and communications; and
- ♦ succession planning for the Board and key management positions.

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



APPENDIX 2: PLANNED RESULTS

The mandate of the Canadian Museum of Immigration at Pier 21 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. COVID-19 has had a significant impact on all areas of the Museum’s operations. As the pandemic continues, it is difficult to predict its length or full impact. For the purposes of this plan, we have assumed that 2022-23 will be approximately 65 percent of normal operating revenue, 2023-24 will be a return to regularly forecasted levels, with the exception of facility rentals, which will take at least one more year to fully rebound. The targets outlined below reflect these assumptions.

STRATEGIC PRIORITY 1:

Lead an **Outstanding and Relevant Museum** with pan-Canadian reach, sharing diverse and meaningful collections and programs.

SUPPORTS CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

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 culture, economy and way of life.</i>		
Indicator	Targets	Baseline and Data Strategy
Collection records are accessible online.	<u>2022-23</u> 1,880 written story records 807 oral history records 8,250 digital archival records available online <u>2023-24 to 2026-27</u> An additional 10 story records, 20 oral history records and 250 digital image records will be added each year.	Baseline: 2021-22 actuals 1,870 written story records 787 oral history records 8,000 digital archival records Quarterly report on progress.
New acquisitions are catalogued.	<u>2022-23</u> 100 new acquisitions catalogued by March 2023. <u>2023-24 to 2026-27</u> 100 additional per year, depending on acquisition rate.	Baseline: 388 acquisitions catalogued in 2020-21 Quarterly report on progress.

<p>The Collection includes oral histories, stories, digital images, archival materials and artifacts that reflect the Museum’s mandate, and strive over time to reflect Canada’s multicultural mosaic and its linguistic duality.</p>	<p><u>2022-23</u> Collecting reflects priorities outlined in the Collection Development Plan.</p>	<p>Baseline: N/A Qualitative reports on the extent to which the Collection expands, consistent with the Collection Development Plan.</p>
	<p>By March 2023: Review and update an additional 9 core database fields for all collection assets, for a total of 12 of 29 fields completed.</p>	<p>Baseline: New Collection database launched in 2020-21, and new online interface launched in 2021. New cataloging standards implemented and 3 core database fields completed by March 2022.</p> <p>Quarterly report on progress.</p>
<p>A detailed Collection Development Plan is in place to support and inform the development of a diverse and sustainable collection.</p>	<p>Start implementing the new Collection Development Plan.</p>	<p>Baseline: N/A</p>
<p>A digital preservation system ensures long-term preservation of the Collection.</p>	<p>By March 2023: Substantial completion of the transfer of assets and the commencement of active digital collection preservation and maintenance.</p>	<p>Baseline: Digital preservation system is implemented in 2021-22.</p>

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
<p>The Museum’s second travelling exhibition, <i>Refuge Canada</i>, is booked at sites across Canada.</p>	<p>Exhibition is booked through 2024-25.</p>	<p>Baseline: N/A Quarterly report on progress.</p>

The Museum’s third travelling exhibition is planned and developed for launch in 2025-26.	Exhibition planning and design 2022-23 and 2023-24. Onsite exhibition opens March 2024. Tour launching in 2025-26.	Baseline N/A Project management reporting.
Programming engages local and national audiences by partnering with individuals, community groups and institutions to deliver onsite, virtual and hybrid programs on a wide range of themes.	<u>2022-23 to 2026-27</u> 30 Public programs with 10,000 attendees.	Baseline: At Q2 2020-21: 5 virtual public programs with 79,895 attendees. (Note: 60,000 due to virtual Canada Day event that was one time). Quarterly report on progress.

Visitor Experience		
<i>The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.</i>		
Indicator	Targets	Baseline and Data Strategy
Visitation targets are met in all categories.	<u>Paid visitation:</u> 2022-23: 67,000 2023-24: 67,000 2024-25: 67,500 2025-26: 67,500 2026-27: TBC <u>Student visitors:</u> -1,860 onsite paid students -70 virtual field trips for 1,400 paid students <u>Online visitation:</u> 530,000	Baseline: at Q2 2020-21: - Paid visitation: 1,163 - School visitors: 0 - Scotiabank Family History Centre visitors: 404 Baseline Q2 2021-22 - Online visitation: 203,870 Visitation measured weekly and reported on quarterly.
Visitors (onsite and online) utilize the Scotiabank Family History Centre for immigration focused genealogical research	<u>2022-23</u> 28,000 visitors.	Baseline: N/A new target Quarterly reports on progress.
Visitors are satisfied or very satisfied with their overall experience.	<u>2022-23 to 2026-27</u> 90 percent visitor satisfaction each year.	Baseline: 95 percent in 2019-20 (Note: target is below baseline as anything over 90 percent is an exceptional rating.)

Strategic Priority 2:

Facilitate Enhanced Access for all on site, on the road and digitally.

SUPPORTS CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS AND 2: ACCOMMODATION

Accommodation		
<i>The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all; are maintained in a cost-effective manner with a focus on greening the organization.</i>		
Indicator	Targets	Baseline and Data Strategy
Capital projects optimize the use of the space, improve accessibility, are managed prudently, respect the historic nature of the site and decisions are made with climate change at top of mind.	<u>2022-27</u> Continue to upgrade facility with Rick Hansen Foundation recommendations for improvement. Includes installation of automated doors and carpeting to reduce sound bleed in exhibitions.	Baseline: N/A Project management reporting.

Access and Awareness		
<i>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.</i>		
Indicator	Targets	Baseline and Data Strategy
As our tourism industry continues to recover, outreach and opportunities to cultivate relationships with travel media will return.	<u>2022-23</u> 20 Travel media/bloggers reached Media Visitation. 1900 Media Mentions.	Baseline: 1202 media mentions at Q2 2021-22. Quarterly report on progress.
A data-driven approach to digital advertising focusing on key markets and customized messaging will facilitate visitation.	<u>2022-23 to 2026-27</u> See visitation targets.	

<p>Continue to amplify online reach particularly across Canada, through educational, relevant and engaging social media content.</p>	<p><u>2022-23</u> Increase social media followers by 5% across all platforms.</p> <p>250,000 social media engagements.</p>	<p>Baseline: 620 new Twitter followers (9.5% increase) and 188 new Instagram followers (10% increase) at Q2 2020-21.</p> <p>91,991 social media interactions at Q2 2020-21.</p> <p>Quarterly report on progress.</p>
	<p><u>2023-24 to 2026-27</u> Targets not yet set.</p>	
<p>Inspire and educate Canadians with the Museum’s bilingual podcast. Sharing the voices and personal stories of newcomers in this intimate digital format, is well suited to serving the Museum’s mandate to enhance understanding of the experiences of immigrants and their contributions to Canada’s culture, economy and way of life.</p>	<p><u>2022-23</u> Launch Season three of the podcast (Inspiration- Karsh). 30,000 downloads.</p>	
	<p><u>2023-24 to 2026-27</u> Targets not yet set. New Podcast season produced annually.</p>	

Strategic Priority 3:

Build and Nurture Exceptional Partnerships engaging with others to amplify our complementary missions.

SUPPORTS CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Outreach and Collaboration		
<i>The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes, and aims to inspire positive action.</i>		
Indicator	Targets	Baseline and Data Strategy
<p>The Museum will continue to be a leader in growing and strengthening its strategic partnership network. The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action.</p>	<p><u>2022-23 to 2026-27</u> Six significant partnerships* per year.</p>	<p>Baseline: eight significant partnerships at Q2 2020-21.</p> <p>Quarterly reports on progress</p>

Exhibitions and programming continue to be respectful of the impact of immigration on Indigenous peoples, from an Indigenous perspective.	Continue to build a relationship with the Assembly of Nova Scotia Mi'kmaq Chiefs.	Baseline: N/A Quarterly reports on progress.
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Strategic Priority 4:

Champion an Inclusive Team that is agile, responsive and collaborative.

SUPPORTS: ALL THREE CORE RESPONSIBILITIES AND INTERNAL SERVICES

Internal Services		
<i>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.</i>		
Indicator	Targets	Baseline and Data Strategy
An integrated performance management program recognizes results and the Museum's core values.	<u>2022-23 to 2026-27</u> Corporate Plan commitments incorporated in all employee performance agreements with results measured via annual performance management program.	Baseline: N/A Quarterly report on progress.
Learning and development opportunities contribute to a workplace where employees are engaged and empowered.	<u>2022-23 to 2026-27</u> 75 percent of employees participating in learning and development, including (but not limited to) <i>language training, anti-racism training and inherent bias training.</i>	Baseline: 87 percent employee participation in professional development and education at Q2 2020-21. 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.	<u>2022-23 to 2026-27</u> 50 volunteers (engages on site and virtually as needed) 8-12 <i>Welcome Home to Canada</i> program participants.	Baseline: historically 95+ volunteers and 10 <i>Welcome Home to Canada</i> participants each year, reduced due to COVID-19. Quarterly report on progress.
Justice, Equity, Diversity and Inclusion will continue to inform decisions on recruitment and advancement, exhibitions and programming.	<u>2022-2023 to 2026-2027</u> Ongoing training, maintain higher than local average (census data) for visible minorities in the workforce.	Baseline: 19% of permanent workforce visible minority (11% census figure for Halifax).

Strategic priority 5:

Serve as a model Crown Corporation, financially responsible, sustainable and fully accountable to Canadians.

SUPPORTS CORE RESPONSIBILITIES 3: FUNDRAISING AND COMMERCIAL ACTIVITIES

Sound Management of Resources		
<i>The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.</i>		
Indicator	Targets	Baseline and Data Strategy
Budget targets are met.	<u>2022-23 to 2026-27</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved.	Development targets are achieved: <u>2022-23</u> \$782,650 <u>2023-24 to 2025-26</u> \$1,439,400 per year Total self-generated revenues are achieved: <u>2022-23</u> \$2,241,366 <u>2023-24</u> \$3,161,106 <u>2024-25</u> \$3,330,406 <u>2025-26</u> \$3,389,266 <u>2026-27</u> \$3,417,906	Baseline: Development: 2020-21 forecast \$361,000 Self-generated revenues: 2020-21 forecast \$512,832 Quarterly financial statements.

APPENDIX 3: FINANCIAL STATEMENTS AND BUDGETS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2022-23 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
2022-23 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2021 TO MARCH 31, 2027

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
ASSETS							
Current Assets							
Cash	6,078,000	5,923,800	5,523,800	5,041,800	4,635,800	4,110,800	3,592,800
Accounts receivable	162,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	136,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	160,000	80,000	80,000	80,000	80,000	80,000	80,000
	<u>6,536,000</u>	<u>6,353,800</u>	<u>5,953,800</u>	<u>5,471,800</u>	<u>5,090,800</u>	<u>4,565,800</u>	<u>4,047,800</u>
Other Assets							
Endowment cash and investments	9,830,000	9,930,000	10,030,000	10,030,000	10,030,000	10,030,000	10,030,000
Capital assets	9,544,000	7,467,400	6,063,900	4,788,300	3,508,000	2,714,900	1,998,300
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	<u>19,375,000</u>	<u>17,398,400</u>	<u>16,094,900</u>	<u>14,819,300</u>	<u>13,539,000</u>	<u>12,745,900</u>	<u>12,029,300</u>
TOTAL ASSETS	<u>25,911,000</u>	<u>23,752,200</u>	<u>22,048,700</u>	<u>20,291,100</u>	<u>18,629,800</u>	<u>17,311,700</u>	<u>16,077,100</u>
LIABILITIES AND NET ASSETS							
Liabilities							
Accounts payable and accrued liabilities	1,259,000	1,000,000	600,000	500,000	500,000	500,000	500,000
Deferred revenues	100,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	9,544,000	7,467,400	6,063,900	4,788,300	3,508,000	2,714,900	1,998,300
	<u>10,903,000</u>	<u>8,667,400</u>	<u>6,863,900</u>	<u>5,488,300</u>	<u>4,208,000</u>	<u>3,414,900</u>	<u>2,698,300</u>
Net Assets							
Unrestricted	5,628,000	5,604,800	5,604,800	5,222,800	4,841,800	4,316,800	3,798,800
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	9,028,000	9,128,000	9,228,000	9,228,000	9,228,000	9,228,000	9,228,000
	<u>15,008,000</u>	<u>15,084,800</u>	<u>15,184,800</u>	<u>14,802,800</u>	<u>14,421,800</u>	<u>13,896,800</u>	<u>13,378,800</u>
TOTAL LIABILITIES AND NET ASSETS	<u>25,911,000</u>	<u>23,752,200</u>	<u>22,048,700</u>	<u>20,291,100</u>	<u>18,629,800</u>	<u>17,311,700</u>	<u>16,077,100</u>

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2022-23 CORPORATE PLAN
PRO FORMA STATEMENTS OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2021 TO MARCH 31, 2027

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
GOVERNMENT FUNDING							
Base appropriations	7,805,183	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694
Supplementary estimates	2,710,764	1,435,000	845,000	-	-	-	-
Budget 2016 - capital allocation	90,000	-	-	-	-	-	-
Total appropriations	10,605,947	9,546,694	8,956,694	8,111,694	8,111,694	8,111,694	8,111,694
Amount used to purchase depreciable assets	(403,000)	(250,000)	(42,000)	(37,000)	(30,000)	(25,000)	(35,000)
Amortization of deferred capital funding	2,270,700	2,326,600	1,445,500	1,312,600	1,310,300	818,100	751,600
	12,473,647	11,623,294	10,360,194	9,387,294	9,391,994	8,904,794	8,828,294
OTHER REVENUES (NET)							
Exhibition hall ticket sales	15,500	187,500	703,700	703,700	760,000	760,000	760,000
Programming	18,100	55,600	68,070	91,850	70,600	97,600	97,800
Scotiabank family history centre	11,700	21,600	110,750	118,200	119,800	121,400	123,000
Gift shop	200	44,300	138,200	182,900	190,000	194,700	194,700
Hall rental	5,400	73,900	174,090	377,650	503,200	528,760	555,600
Donations	400,500	691,700	778,150	1,418,000	1,418,000	1,418,000	1,418,000
Endowment	162,700	-	200,000	200,000	200,000	200,000	200,000
Interest and other	25,053	29,206	68,406	68,806	68,806	68,806	68,806
	639,153	1,103,806	2,241,366	3,161,106	3,330,406	3,389,266	3,417,906
EXPENSES							
Visitor experience and connections	4,292,800	4,321,700	5,014,150	5,268,700	5,349,330	5,405,220	5,283,210
Accommodation	4,829,100	5,253,100	4,251,560	4,228,460	4,265,010	3,878,190	3,877,110
Fundraising and commercial	992,100	922,700	974,080	1,047,160	1,076,830	1,093,100	1,109,300
Internal services	2,220,500	2,252,800	2,361,770	2,386,080	2,412,230	2,442,550	2,494,580
	12,334,500	12,750,300	12,601,560	12,930,400	13,103,400	12,819,060	12,764,200
NET RESULT OF OPERATIONS	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2022-23 CORPORATE PLAN
 PRO FORMA STATEMENTS OF CASH FLOWS
 FOR THE YEARS ENDING MARCH 31, 2021 TO MARCH 31, 2027

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
OPERATING ACTIVITIES							
Appropriations received	10,202,947	9,296,694	8,914,694	8,074,694	8,081,694	8,086,694	8,076,694
Cash received from clients and donors	654,053	1,165,806	2,041,366	2,961,106	3,130,406	3,189,266	3,217,906
Cash paid to suppliers	(3,599,000)	(4,800,800)	(5,408,180)	(5,494,460)	(5,450,210)	(5,537,610)	(5,448,900)
Payments related to salary and benefi	(5,831,000)	(5,815,900)	(6,147,880)	(6,223,340)	(6,367,890)	(6,463,350)	(6,563,700)
Endowment allocation received	-	-	200,000	200,000	200,000	200,000	200,000
	1,427,000	(154,200)	(400,000)	(482,000)	(406,000)	(525,000)	(518,000)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(416,000)	(250,000)	(42,000)	(37,000)	(30,000)	(25,000)	(35,000)
	(416,000)	(250,000)	(42,000)	(37,000)	(30,000)	(25,000)	(35,000)
INVESTING ACTIVITIES							
Net increase in endowment cash and investments	(275,000)	(100,000)	(100,000)	-	-	-	-
	(275,000)	(100,000)	(100,000)	-	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	403,000	250,000	42,000	37,000	30,000	25,000	35,000
Contributions to endowment	108,000	100,000	100,000	-	-	-	-
	511,000	350,000	142,000	37,000	30,000	25,000	35,000
INCREASE (DECREASE) IN CASH	1,247,000	(154,200)	(400,000)	(482,000)	(406,000)	(525,000)	(518,000)
CASH, BEGINNING OF YEAR	4,831,000	6,078,000	5,923,800	5,523,800	5,041,800	4,635,800	4,110,800
CASH, END OF YEAR	6,078,000	5,923,800	5,523,800	5,041,800	4,635,800	4,110,800	3,592,800

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2022-23 CORPORATE PLAN
PRO FORMA STATEMENTS OF CHANGES IN NET ASSETS
FOR THE YEARS ENDING MARCH 31, 2021 TO MARCH 31, 2027

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
NET ASSETS, BEGINNING OF PERIOD	13,320,000	15,008,000	15,084,800	15,184,800	14,802,800	14,421,800	13,896,800
Net results of operations	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
Remeasurement gains (losses)	801,700	-	-	-	-	-	-
Contributions to endowment	108,000	100,000	100,000	-	-	-	-
NET ASSETS, END OF PERIOD	15,008,000	15,084,800	15,184,800	14,802,800	14,421,800	13,896,800	13,378,800

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	5,013,000	5,628,000	5,604,800	5,604,800	5,222,800	4,841,800	4,316,800
Net results of operations	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
Endowment recapitalization	(163,300)	-	-	-	-	-	-
UNRESTRICTED NET ASSETS, END OF PERIOD	5,628,000	5,604,800	5,604,800	5,222,800	4,841,800	4,316,800	3,798,800

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2022-23 CORPORATE PLAN
SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2021 TO MARCH 31, 2027

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	10,063,800	10,423,700	11,156,060	11,617,800	11,793,100	12,000,960	12,012,600
Capital	90,000	250,000	42,000	37,000	30,000	25,000	35,000
	10,153,800	10,673,700	11,198,060	11,654,800	11,823,100	12,025,960	12,047,600
LESS:							
Other revenues (net)	(639,153)	(1,103,806)	(2,241,366)	(3,161,106)	(3,330,406)	(3,389,266)	(3,417,906)
	(639,153)	(1,103,806)	(2,241,366)	(3,161,106)	(3,330,406)	(3,389,266)	(3,417,906)
Budget 2016 - capital allocation	(90,000)	-	-	-	-	-	-
Net result of operations	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
	688,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
GOVERNMENT FUNDING COMMITTED	10,202,947	9,546,694	8,956,694	8,111,694	8,111,694	8,111,694	8,111,694

FINANCIAL OVERVIEW

The table below outlines the Museum's projections for the five-year period from 2022-23 to 2026-27. The Museum requires an operating budget of \$11.156 million (excluding amortization) and a capital budget of \$42,000 for 2022-23. The operating budget increases in 2023-24 to 2024-25 due to the costs of the next temporary and travelling exhibition, an expense every five years. The operating budget remains at this level in 2025-26, primarily due to the contractual rent increase.

The capital budget remains at minimal levels (\$42,000 or less) for the five-year planning period.

The Museum has been allocated base appropriations of \$8.111 million per year for the planning period. In addition, the Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22 and \$845,000 is allocated for 2022-23 in Budget 2022, primarily to offset lost revenues due to COVID-19. The Museum can cover the planned deficits from 2023-24 to the end of the planning period with its unrestricted net assets of over \$5 million at March 31, 2021.

Table 1: Funding Required

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	10,063,800	10,423,700	11,156,060	11,617,800	11,793,100	12,000,960	12,012,600
Capital	90,000	250,000	42,000	37,000	30,000	25,000	35,000
	10,153,800	10,673,700	11,198,060	11,654,800	11,823,100	12,025,960	12,047,600
LESS:							
Other revenues (net)	(639,153)	(1,103,806)	(2,241,366)	(3,161,106)	(3,330,406)	(3,389,266)	(3,417,906)
	(639,153)	(1,103,806)	(2,241,366)	(3,161,106)	(3,330,406)	(3,389,266)	(3,417,906)
Budget 2016 - capital allocation	(90,000)	-	-	-	-	-	-
Net result of operations	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
	688,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
GOVERNMENT FUNDING COMMITTED	10,202,947	9,546,694	8,956,694	8,111,694	8,111,694	8,111,694	8,111,694

FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

PARLIAMENTARY APPROPRIATIONS

The Museum receives \$8.111 million per year in base appropriations. It also received \$930,000 in additional funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21. The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22 and is allocated \$845,000 for 2022-23 in Budget 2022.

SELF-GENERATED REVENUE

Table 2: Self-Generated Revenues (net)

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition hall ticket sales	698,600	654,800	15,500	63,960	187,500	703,700	703,700	760,000	760,000	760,000
Programming	73,800	97,800	18,100	52,600	55,600	68,070	91,850	70,600	97,600	97,800
Family history centre	111,800	113,600	11,700	8,350	21,600	110,750	118,200	119,800	121,400	123,000
Gift shop	147,600	123,000	200	10,670	44,300	138,200	182,900	190,000	194,700	194,700
Hall rental	566,600	539,300	5,400	30,800	73,900	174,090	377,650	503,200	528,760	555,600
Earned Revenues (net)	1,598,400	1,528,500	50,900	166,380	382,900	1,194,810	1,474,300	1,643,600	1,702,460	1,731,100
Donations	1,258,800	994,400	400,500	641,400	691,700	778,150	1,418,000	1,418,000	1,418,000	1,418,000
Endowment	257,200	459,600	162,700	125,000	-	200,000	200,000	200,000	200,000	200,000
Interest and other	93,097	111,417	25,053	24,016	29,206	68,406	68,806	68,806	68,806	68,806
Contributed Revenues (net)	1,609,097	1,565,417	588,253	790,416	720,906	1,046,556	1,686,806	1,686,806	1,686,806	1,686,806
Self-Generated Revenues (net)	3,207,497	3,093,917	639,153	956,796	1,103,806	2,241,366	3,161,106	3,330,406	3,389,266	3,417,906

Self-generated revenue from all sources was in the range of \$3 million per year before the pandemic, representing approximately 40 percent of base appropriations. The COVID-19 pandemic has reduced this to a forecast of \$1,103,806 in 2021-22, increasing to \$2,241,366 in 2022-23 due to some growth in donations, a return to prior levels of visitation and increases in other earned revenues although not to pre-pandemic levels. Minimal growth continues in 2023-24 with a return to prior levels in the remaining three years of the plan.

The Museum typically generates earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue in the range of \$1.5 million per year. It is anticipated that earned revenues will decrease by approximately 75 percent in 2021-22 to \$382,900, due to the impacts of COVID-19. Earned revenue is budgeted to increase to \$1,194,810 in 2022-23 when individual travelers and cruiseship visitors return to prior levels. The budget is projected to increase to \$1,474,300 in 2023-24 when rental events partially resume. Earned revenue is projected to return to prior levels in 2024-25 and beyond.

Table 3: Paid Visitation

	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Revised Target	Forecast	Target	Projections			
Visitor Attendance	71,500	66,600	1,600	6,550	19,200	67,000	67,000	67,500	67,500	67,500

Ticket sales revenues for 2022-23 are based on a target of 67,000 paid visitors at an average ticket price of \$10.50, including revenue from group tours and school groups. Visitation is forecast to resume to pre-pandemic volume in 2022-23 and beyond.

The other key earned revenue area is rental revenue, which is typically in the range of \$500,000 per year. COVID-19 restrictions have virtually eliminated all rental bookings in 2021-22 and an increase of \$100,000 is budgeted for 2022-23. This revenue stream will lag behind other areas as large events and conferences are planned well in advance, and may never return to previous levels.

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 and has been severely impacted by the pandemic. An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 has been postponed to 2023, and a return to pre-pandemic levels is not forecast until 2023-24.

While major gifts are the key priority, fund development activities also include special event fundraising, annual and planned giving, sales of commemorative bricks and plaques and the Pier 21 Club – a mid-level donor program. Work continues in these areas, with an overall fund development budget of \$778,150 for 2022-23.

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 2022-23 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. Interest income is minimal for the remainder of the planning period as rates are expected to remain low and the funds for the capital projects have been spent and most of the unrestricted net assets utilized.

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

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.

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)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor experience and connections	4,547,000	4,098,900	4,292,800	4,398,960	4,321,700	5,014,150	5,268,700	5,349,330	5,405,220	5,283,210
Accommodation	4,838,500	4,843,200	4,829,100	5,183,020	5,253,100	4,251,560	4,228,460	4,265,010	3,878,190	3,877,110
Fundraising and commercial activities	957,700	1,048,000	992,100	949,550	922,700	974,080	1,047,160	1,076,830	1,093,100	1,109,300
Internal services	2,187,600	2,264,000	2,220,500	2,344,860	2,252,800	2,361,770	2,386,080	2,412,230	2,442,550	2,494,580
	12,530,800	12,254,100	12,334,500	12,876,390	12,750,300	12,601,560	12,930,400	13,103,400	12,819,060	12,764,200

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. This area includes core and temporary exhibitions; programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix 3 of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2021-22 was \$4.399 million, with a forecast of \$4.322 million at year-end. The budget increases in 2022-23 to \$5.014 million when activities return to pre-pandemic levels and with the rental of temporary exhibits. The budget stays over \$5 million in 2023-24 and 2024-25 for the development of the Museum's third temporary and travelling exhibition and stays at similar levels for the rest of the plan with the rental of temporary exhibits.

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 lease and building operations costs, including security.

Appendix 3 of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2021-22 was \$5.183 million, with a forecast of \$5.253 million at year-end. The budget decreases to a \$4 million range for the remainder of the planning period reflecting the decrease in amortization due to fully amortized 2011-12 and 2014-15 leasehold improvements.

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. 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 3 of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2021-22 was \$949,550, with a forecast of \$922,700 at year-end. The budget resumes to the \$1 million per year range for the remainder of the plan when activities return to pre-COVID levels.

Finally, **Internal Services** includes activities and resources 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 3 of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for internal services in 2021-22 was \$2.345 million, with a forecast of \$2.253 million at year-end. The budget for internal services for 2022-23 is \$2.362 million reflecting anticipated increases in personnel costs and other administration costs as business returns to prior levels. The internal services budget is projected to remain at the \$2.5 million level for the remainder of the planning period.

Table 5: Internal Services

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Office supplies and administration	156,700	205,600	157,000	159,970	180,600	225,550	229,470	214,110	217,760	221,790
Operating supplies and services	73,100	14,500	35,300	40,130	40,000	51,590	53,270	52,150	53,900	53,480
Personnel costs	1,626,100	1,734,700	1,800,600	1,871,380	1,782,700	1,660,530	1,680,270	1,705,170	1,723,990	1,748,890
Professional and special services	59,700	39,500	92,100	127,500	130,500	122,500	115,000	115,000	125,000	125,000
Repairs and maintenance - IT	78,100	73,000	85,000	77,970	82,700	93,900	96,700	99,600	102,600	105,700
Travel and hospitality expenses	151,100	138,800	(900)	11,510	12,500	163,300	164,750	177,250	167,900	185,750
Utilities (phone)	42,800	57,900	51,400	56,400	23,800	44,400	46,620	48,950	51,400	53,970
	2,187,600	2,264,000	2,220,500	2,344,860	2,252,800	2,361,770	2,386,080	2,412,230	2,442,550	2,494,580

BUILDING OPERATIONS

Table 6: Building Operations

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Rent	1,621,700	1,622,100	1,575,200	1,719,000	1,711,000	1,713,000	1,720,400	1,728,300	1,784,900	1,827,900
Repairs and maintenance and building operation	398,300	358,800	470,300	464,620	577,700	477,140	515,330	550,270	573,740	591,770
Utilities	352,900	356,400	274,900	379,400	335,000	367,400	381,320	393,650	406,450	419,220
Payments in lieu of taxes (PILT)	174,700	174,600	211,000	200,000	196,300	200,000	220,000	220,000	240,000	240,000
Building operations expenses	2,547,600	2,511,900	2,531,400	2,763,020	2,820,000	2,757,540	2,837,050	2,892,220	3,005,090	3,078,890
Amortization of capital assets	2,253,500	2,279,000	2,270,700	2,372,900	2,326,600	1,445,500	1,312,600	1,310,300	818,100	751,600
Building operations expenses including amortization	4,801,100	4,790,900	4,802,100	5,135,920	5,146,600	4,203,040	4,149,650	4,202,520	3,823,190	3,830,490

The Museum's building operations costs are approximately \$5 million per year. The largest expenditure area, excluding amortization, is rent budgeted at \$1.719 million in 2021-22 due to a contractual increase that impacts rent from 2020-21 to 2024-25, with another contractual increase starting in 2025-26. Rent declined in 2020-21 because the contractual increase did not take place until the end of the year and was more than offset by the reversal of a prior year accrual. 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. It is also responsible for the maintenance and replacement of all HVAC systems.

Rent, and the other non-discretionary costs for facilities, are expected to total \$2.758 million in 2022-23, growing to \$3.079 million by the end of the planning period. This is a significant and growing financial pressure for the Museum, representing 21.9 percent of the Museum's total budgeted expenses in 2022-23 and 34 percent of base appropriations. By 2026-27, this grows to 24.1 percent of the total budgeted expenses and 38 percent of base appropriations.

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.

PILT is not a significant financial pressure for the Museum. 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.

PERSONNEL

Table 7: Personnel

	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Personnel costs (dollars)	5,908,100	5,924,400	6,104,800	6,314,810	6,052,300	6,369,030	6,443,540	6,588,090	6,683,550	6,783,900
Visitor experience and connections	31	31	31	31	31	33	33	33	33	33
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	12	12	12	12	12
Total FTEs	55	55	55	55	55	56	56	56	56	56

Table 8: Personnel Costs

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Full time employees	4,365,000	4,351,600	4,661,100	4,754,860	4,622,000	4,582,000	4,612,000	4,698,000	4,765,000	4,837,000
Part time employees	461,300	501,400	286,800	298,910	192,800	580,750	619,750	659,810	673,870	686,740
Employee Benefits Plan	882,700	889,700	975,300	1,022,260	1,001,100	985,130	991,590	1,010,080	1,024,480	1,039,960
Total Salaries	5,709,000	5,742,700	5,923,200	6,076,030	5,815,900	6,147,880	6,223,340	6,367,890	6,463,350	6,563,700
Board remuneration	102,300	86,100	82,400	85,780	83,000	84,150	82,200	82,200	82,200	82,200
Professional development & training	94,500	92,600	97,900	145,000	147,100	129,000	130,000	130,000	130,000	130,000
Other HR costs	2,300	3,000	1,300	8,000	6,300	8,000	8,000	8,000	8,000	8,000
Total Other Personnel Costs	199,100	181,700	181,600	238,780	236,400	221,150	220,200	220,200	220,200	220,200
Total Personnel Costs	5,908,100	5,924,400	6,104,800	6,314,810	6,052,300	6,369,030	6,443,540	6,588,090	6,683,550	6,783,900

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$6.369 million for 2022-23 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. In 2022-23, the Museum will reach its cap of permanent employees of 56.

The Museum is undergoing a unionization process and collective bargaining began in mid-November 2020. All full-time and part-time Museum staff will be unionized, with the exception of 17 employees who are managerial exclusions. This is expected to have an impact on personnel costs but it is too early to quantify the full impact.

TRAVEL, HOSPITALITY AND CONFERENCES

Table 9: Travel, Hospitality and Conference Expenditures

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Travel	197,600	176,100	(1,000)	11,510	19,900	195,400	199,700	210,050	203,700	222,550
Hospitality	51,700	53,300	500	9,000	10,000	39,600	43,070	44,200	45,280	46,350
Conferences	36,900	30,200	3,000	50,000	3,600	44,950	56,900	57,400	58,600	59,100
Total	286,200	259,600	2,500	70,510	33,500	279,950	299,670	311,650	307,580	328,000

In 2016-17, the Museum implemented the Directive on Travel, Hospitality, Conference and Event Expenditures and continues to align the Museum's policies on travel, hospitality, conference and event expenditures with Treasury Board policies, directives and related instruments in this area in a manner consistent with its legal obligations. The summary of travel, hospitality and conference expenditures is disclosed in table 9 per the requirements of the Directive. Amounts may be included in other tables.

Travel, hospitality and conference costs are primarily attributable to travel for fund development activities, the travelling exhibition, the oral history program, professional development and Board of Trustee meetings. The costs dropped significantly as a result of the COVID-19 pandemic, from previous levels exceeding \$250,000 to a forecast of \$33,500 in 2021-22. There are still some conference expenditures for events that transitioned to a virtual format. Travel, hospitality and conference costs are expected to return to previous levels with a budget of \$279,950 in 2022-23 now that COVID-19 vaccines are in wide distribution and travel resumes.

EXHIBITIONS AND PROGRAMMING

Table 10: Exhibitions and Programming

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition and programming	603,000	306,400	293,500	114,300	200,700	270,950	516,700	509,600	488,200	272,240
Operating supplies and services	143,300	154,900	190,600	244,490	216,900	400,740	403,090	407,740	404,340	429,320
	746,300	461,300	484,100	358,790	417,600	671,690	919,790	917,340	892,540	701,560

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. Prior to the pandemic, expenses for this area were in the range of \$500-\$600,000 per year including the development of our temporary and travelling exhibit *Refuge Canada*. This dropped in 2020-21 and 2021-22 due to the impacts of the pandemic on onsite programming, offset by increased expenditures for the permanent exhibition due to the modifications necessary following COVID-19 restrictions. Expenses grow to \$270,950 in 2022-23 and are back up to prior levels in 2023-24 and beyond with onsite programming and regular business resuming and with the development of our next temporary and travelling exhibit. The budget then decreases in 2026-27 per the Museum's typical cycle of saving funds for three years to fund the development of the next temporary and travelling exhibition in a five-year cycle.

The operating supplies and services budget reflects operating costs for programming activities. This includes costs for digital preservation, exhibition content management system, transcription and editing, videographers, space for the oral history interviews and costs related to the Scotiabank Family History Centre.

The 2021-22 budget included the costs for the implementation of a new digital preservation system to protect the collection. Because the Museum's collection is 90 percent born-digital, it is more susceptible to file corruption, alteration and loss due to file decay and human interference, or technological obsolescence. A digital preservation system actively monitors the health of digital assets. The software would automatically check the condition of individual files and alert the collections team to problems, such as 'bit rot' and 'file corruption', to help manage challenges as they arise and protect the overall health of the digital archive. The system is anticipated to cost an additional \$118,000 per year, which is reflected in the increased budget for this area through the remainder of the plan.

CAPITAL BUDGET

Table 11: Capital Budget

(dollars)	2018-19	2019-20	2020-21	2021-22		2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Leasehold improvements	-	306,825	-	-	250,000	-	-	-	-	-
Core exhibitions	-	-	331,815	-	-	-	-	-	-	-
Equipment	54,585	34,425	18,870	35,000	-	42,000	37,000	30,000	25,000	35,000
	54,585	341,250	350,685	35,000	250,000	42,000	37,000	30,000	25,000	35,000

The capital budget can only accommodate minimal capital spending in the range of \$25,000 to \$42,000 per year. 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 national museums. Capital pressures will become an issue in the longer term as there are no funds for capital projects beyond minimal maintenance of aging infrastructure. In 2021-22, \$250,000 of appropriations was allocated to capital in order to make the main floor washrooms in the Museum accessible.

Table 12: Budget 2016 Capital Allocation

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Budget 2016 - capital allocation	200,000	100,000	90,000	N/A	N/A	N/A	N/A	N/A	N/A

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 an escalator replacement project (completed), washroom renovations (completed), and technology and exhibition updates (completed) 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.

NET RESULT

Table 13: Utilization of unrestricted net assets

(dollars)	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	Actuals	Forecast	Budget	Projections			
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	5,013,000	5,628,000	5,604,800	5,604,800	5,222,800	4,841,800	4,316,800
Net results of operations	778,300	(23,200)	-	(382,000)	(381,000)	(525,000)	(518,000)
Endowment recapitalization	(163,300)	-	-	-	-	-	-
UNRESTRICTED NET ASSETS, END OF PERIOD	5,628,000	5,604,800	5,604,800	5,222,800	4,841,800	4,316,800	3,798,800

The Museum is forecasting a slight deficit for 2021-22, which will be covered by the unrestricted net assets.

Deficits are forecast from 2023-24 through to the end of the planning period to cover the annual cost of the digital preservation system, the costs of the next temporary and travelling exhibitions (an expense every five years) and the contractual rent increase. These deficits can be covered by the unrestricted net assets, as outlined in the table above.