

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21



Summary Corporate Plan and Operating and Capital Budgets

2020-2021 to 2024-2025

Canada

Canadian Museum of Immigration at Pier 21

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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 plan was approved by the Board of Trustees on January 16, 2020, with the COVID-19 amendments approved on August 20, 2020.

STATEMENT ON EFFECTS OF COVID-19 PANDEMIC

This Corporate Plan was drafted in 2019-20, prior to the COVID-19 closure experienced by our Museum on March 14, 2020. As a result of the pandemic, consideration by Government was delayed. As this health crisis evolves, so too does our understanding of its impact on our organization. Many elements of this Corporate Plan will need to be rethought in the months and years ahead to accurately reflect our plans to deliver on our mandate while keeping visitors safe. In the meantime, we have highlighted in Annex H known COVID-19 impacts on our organization, including measures we have taken to reduce our operating costs and investments received from the Government of Canada towards ensuring the continuity of our operations.

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 the ensuing five years, the Museum has built its national scope and reach.

Key activities in 2020-21:

- 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 2020-21 and beyond.

- The Museum will launch its 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.
- The Museum's second temporary and travelling exhibition, *Refuge Canada*, will tour across the country through 2022-23. This moving exhibition explores the forces and events that drive people from their homes and shares their stories of loss, fear, and hope on their often dangerous journeys to their new life in Canada.
- A project to redesign the Contributions Zone of the Canadian Immigration Hall will take place in 2020-21, requiring the closure of the Canadian Immigration Hall during the Museum's slow period from December 2020 to the end of March 2021. The redeveloped space will reopen to the public in Q1 2021-22.
- Work to catalogue the Collection and make a selection available online will continue. The Collection will continue to grow with stories, oral histories, images, archival material and artifacts being added, reflecting the diversity of the immigration experience and producing a rich resource for all Canadians. A key priority in 2020-21 will be the addition of a digital preservation system to ensure this important national treasure is protected and preserved.

OVERALL CONDITION AND KEY RISKS

The Museum is in a good 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, operating expenses (other than personnel and building operations), 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.

As noted in the financial statements in Appendix C, the Museum is projecting a surplus for 2019-20, a balanced budget for 2020-21, a small surplus in 2021-22, followed by a deficit of \$405,000 - \$510,000 for the remaining three years of the plan. The deficits in 2022-23 and 2023-24 are due to the costs of the new temporary and travelling exhibition produced by the Museum every five years, the deficit in 2024-25 is largely attributable to the costs for another temporary exhibition that the Museum plans to host in the subsequent fiscal year. For the planning period, the deficits can be covered by the unrestricted net assets. In the longer term, financial pressures will become an issue.

The Museum's ability to generate funds is crucial to its financial stability. A key contributor is fundraising, primarily through major gifts. An ambitious effort is underway to raise \$5 million in major gifts commitments by December 2020. This will enable the Museum to meet the annual major gift targets set out in this plan.

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 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."

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.



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. 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 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 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 200 immigrants from over 50 different countries through the program. Over 70 percent of participants obtain meaningful employment or further their education after successfully completing the program, including six who are now full-time Museum employees.

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 two to three full-time temporary employees filling short-term needs in cataloguing, exhibitions and sales. There are also 95 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.

Employees have access to several benefit plans such as the Public Service Pension Plan, a health and dental plan through the Chambers of Commerce, disability insurance benefits and supplementary death benefits.

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 has not commenced.

EXTERNAL ENVIRONMENT

The Museum attracts 68 percent of its visitors from Canada, 14 percent from the US, 6 percent from Asia and 12 percent from other countries (at Q2 2019-20).

In 2019-20, the largest proportion of the visitors to the Museum originated from Ontario at 35 percent, while 6 percent of visitors were from Nova Scotia, 2 percent from the other Atlantic provinces, 8 percent from Alberta, 6 percent from British Columbia and 6 percent from Quebec (at Q2 2019-20).

For the first two quarters of 2019-20, there were 56,000 ticket purchasers. An additional 45,000 people experienced the Museum for rental 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. Total visitation was 101,400 at the end of the second quarter of 2019-20.

Online visitation is also a priority, with more than 500,000 unique web visitors per year. Digital engagement strategies are key to building awareness and attracting visitation to the Museum's website, YouTube channel, and other social media platforms. Making the Collection available online is also a key priority, with 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 an area of focus for the Museum and has attracted 3,000 visitors by the end of the second quarter.

Work is also underway to attract more local visitors. 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

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 (other than personnel and building operations), 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 midst of its first special examination by the Office of the Auditor General. The examination covers the period from October 2018 to May 2019. The Museum will receive the report in early 2020 and it will be tabled in Parliament in the fall of 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	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 and share 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 a selection available to Canadians onsite and online.	Continue to catalogue new acquisitions and make a selection of the Collection accessible online.
	Complete and publish a book on Pier 21 (published in 2019-20 and launched in 2020-21).	Pier 21's history documented, published and promoted.

Objective 2	Key Activities	Expected Results
Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.	The Contributions Zone of the Canadian Immigration Hall is renovated in response to audience feedback and experiences.	Enhanced visitor experience.
	The Museum's second travelling and temporary exhibition, <i>Refuge Canada</i> , is 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	Key Activities	Expected Results
<p>The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.</p>	<p>Build on the opportunities presented by the expanded Museum to attract new and repeat visitors.</p>	<p>Visitation targets achieved in all categories.</p>
	<p>Further enhance the visitor experience through the Scotiabank Family History Centre, targeted and experiential programming.</p>	<p>90 percent visitor satisfaction.</p>

Objective 4	Key Activities	Expected Results
<p>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.</p>	<p>A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.</p>	<p>Increased awareness, visitation targets and self-generated revenue targets met.</p>
	<p>Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.</p>	<p>Online visitation and engagement targets met.</p>
	<p>Marketing and communications messaging enhances understanding of the experiences of immigrants and their contributions to Canada’s culture, economy and way of life.</p>	<p>Consistency of message that builds awareness and empathy with broad national reach.</p>

Objective 5	Key Activities	Expected Results
<p>The Museum is viewed as a positive collaborator with key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.</p>	<p>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.</p>	<p>Partnership targets met.</p>
	<p>Continue to build a relationship with the Assembly of Nova Scotia Mi’kmaq Chiefs.</p>	<p>Exhibitions and programming continue to be respectful.</p>

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 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	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	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 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. An inability to reach fundraising targets in the longer-term (2025-26 and beyond);
2. Lack of board members with proven ability to generate major gifts limits revenue generation; and
3. Damage to facilities and/or Collection from hurricane or other weather event.

The first two 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. The third risk reflects the Museum's location on the waterfront and the increased risk of impacts from climate change and extreme weather events.

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 of \$695,500 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 value of the endowment at September 30, 2019 is \$9.1 million. 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.

The Board and management are committed to prudent management of the endowment fund resources. 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. The Museum is assisted in the oversight and management of its portfolio by an Investment Sub-Committee with financial expertise. In order to manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. As the investment markets continue to evolve, the Investment Sub-Committee works with the investment advisor to determine the best asset mix to meet the overall acceptable risk of the portfolio. The current Investment Policy, approved by the Board in July 2019, 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.) Funds are invested in a prudent manner that seeks to reflect positively on the Museum.

The Museum uses an enterprise risk management approach to manage risks proactively and prudently. The Museum's Board and management ensure that an accountability regime, governance structure and systems are in place to appropriately manage risks. The Museum has exposure to credit risk and market risks (foreign currency, interest rate and other price risks) on its investments. (See financial instrument note in the annual audited financial statements for further risk management information.) The Museum monitors the performance and the status of its investments on a quarterly basis. A stabilization reserve has been established to ensure financial certainty for the programs and activities funded by the endowment. It cushions the inevitable fluctuations of the investment marketplace and covers approximately one year's spending. In a year of negative investment performance, the Museum may decide to utilize this reserve. The Museum's credit and market risks are not considered significant to the endowment.

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.

An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 was launched by the Museum in 2019-20. This will enable the Museum to meet the annual major gift targets set out in this five-year plan. The campaign is being led by a volunteer committee of former board members, friends of the Museum, and a current board trustee who is the Chair of the Fund Development Committee. All members of this committee have significant major gift experience and philanthropic expertise which is essential when seeking donations at this level. Some of the members of this committee are long-serving volunteers who are coming to the end of their service to the Museum. As such, it will be important to have a minimum of an additional two trustees appointed to the board with this expertise to mitigate future fundraising risks.

In addition to contributed revenue from donations, interest and the endowment fund earnings, the Museum generates earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue; ranging from \$1.5 million to \$1.7 million during the planning period. 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 \$2.9 million in 2019-20, or 37.6 percent of base appropriations. In 2020-21, it is forecast to grow to \$3.1 million or 39.7 percent of base appropriations and will increase to \$3.4 million (43.1 percent) at the end of the planning period. This revenue, when combined with the \$7.8 million per year in base appropriations and the utilization of unrestricted net assets, is sufficient for the planning period.

OPERATING BUDGET

The Museum's operating budget was \$13.1 million (including amortization) in 2019-20 and is forecast to be \$12.7 million at year end. In 2020-21 the budget is \$13.3 million, followed by \$13.2 million in 2021-22 and decreasing slightly in the subsequent years (\$12.9 million in 2022-23, \$12.8 million in 2023-24, \$12.9 million in 2024-25) 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 2020-21, growing to \$6.6 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 14 percent in 2020-21 and by 21.3 percent by the end of the planning period. This means that funds for programming and all other operating expenses must come from self-generated revenue.

The increase in expenses in 2022-23 and 2023-24 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 financial). The increase in expenses in 2024-25 is largely attributable to the rental costs for another temporary exhibition for the subsequent

fiscal year. As detailed in the Statement of Operations the Museum will utilize unrestricted net assets and surplus from the early years of the plan to fund the deficit in the final three years.

CAPITAL BUDGET

The Museum forecasts a capital budget of \$695,500 for 2020-21 for technology and exhibition upgrades and the renovation of the Contributions Zone in the core exhibition space. The technology and exhibition upgrades (approximately \$100,000) 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 \$550,500 budget in 2020-21 for the renovation of the Contributions Zone will mainly be covered by the unrestricted net assets. This project is in response to visitor experiences and feedback, and will be completed during the Museum's slow period from December 2020 to the end of March 2021. The redeveloped space will reopen to the public in Q1 2021-22.

There is minimal capital spending in the remaining four years of the planning period, \$35,000 in 2021-22, \$17,000 in 2022-23, \$42,000 in 2023-24 and \$30,000 in 2024-25. 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 equipment over \$5,000 (including information technology) and leasehold improvements projects over \$20,000. 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 2019-20, a balanced budget for 2020-21, a small surplus in 2021-22, followed by a deficit of \$405,000 - \$510,000 for the remaining three years of the plan. The deficits in 2022-23 and 2023-24 are due to the costs of the new temporary and travelling exhibition produced by the Museum every five years, the deficit in 2024-25 is largely attributable to the costs for another temporary exhibition that the Museum will host in the subsequent fiscal year. 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 a Corporate Plan to Treasury Board 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’s first Special Examination is underway. The Museum will receive the report in early 2020 and it will be tabled in Parliament in the fall of 2020.

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 that is 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](#).

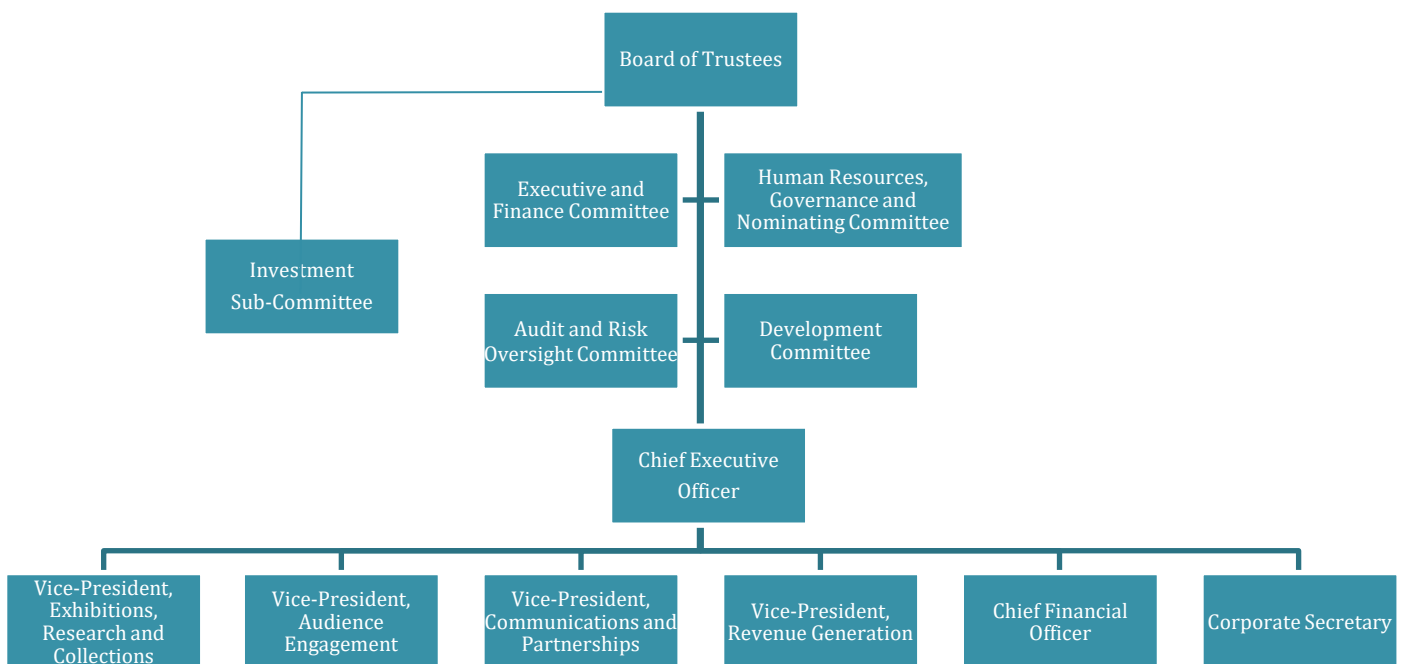
Trustee	Residence	Appointment Date	Term Expiry
Robert Vineberg, Chairperson	Winnipeg, Manitoba	2017-12-14	2021-12-13
Bruce Manion, Vice-Chairperson	Fall River, Nova Scotia	2019-01-31	2023-01-30
Salima Ebrahim	Edmonton, Alberta	2018-06-01	2022-05-31
Omar Farouk	Brampton, Ontario	2019-07-01	2022-06-30
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
Terrie Miller	Toronto, Ontario	2019-01-18	2021-01-17
Donald Obonsawin	Stouffville, Ontario	2019-01-18	2023-01-17
Cynthia Price Verreault	Montréal, Quebec	2019-01-18	2023-01-17

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 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>2020-21</u> 1,820 written story records 767 oral history records 7,500 digital archival records <u>2021-22 to 2024-25</u> An additional 100 story records, 20 oral history records and 500 digital image 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.	<u>2020-21</u> 250 new acquisitions catalogued by March 2021. <u>2021-22 to 2024-25</u> 100 additional per year, depending on acquisition rate.	Baseline: 1,000 acquisitions catalogued in 2018-19 (Note: target is below baseline due to acquisition rate.) Quarterly report on progress.
Pier 21 history is documented, published and promoted.	Book published in 2019-20 and launched in early 2020-21.	Baseline N/A Quarterly report on progress.
The Collection includes oral histories, stories, digital images, archival materials and artifacts 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.	Baseline N/A Qualitative reports on the extent to which the Collection expands, consistent with the

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.	Construction substantially completed in Q4 2020-21. Reopened to the public in Q1 2021-22.	Baseline N/A Project management oversight and reporting.
The Museum's second travelling exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Exhibition is booked through 2022-23.	Baseline: N/A 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 and 2022-23. Onsite exhibition opens March 2023. Tour launching in 2024-25.	Baseline N/A Project management reporting.
Onsite programming continues to explore a wide range of cultures and themes and engages community partners.	<u>2020-21 and 2021-22</u> 30 programs. 12,000 public programming visitors. <u>2022-23 to 2024-25</u> Targets not yet set	Baseline: 2018-19 actuals 46 public programs and 13,300 participants. (Note: target lower than baseline as 2018-19 was a record year and may be an anomaly.) 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>2020-21</u></p> <ul style="list-style-type: none"> - Paid visitation: 65,000 - School visitors: 5,975 - Scotiabank Family History Centre visitors: 31,000 - 120,000 visiting the Museum onsite - 506,000 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 2024-25: 67,500</p>	<p>Baseline: 2018-19 actuals:</p> <ul style="list-style-type: none"> - Paid visitation: 71,504 - School visitors: 5,195 - Scotiabank Family History Centre visitors: 29,997 - 133,909 visiting the Museum onsite - 511,538 online visitors - 352,708 visiting the National Historic site <p>(Note: some targets below baseline as 2018-19 was a record year and may be an anomaly.)</p> <p>Visitation measured weekly and reported on quarterly.</p>
Visitors are satisfied or very satisfied with their overall experience.	90 percent visitor satisfaction each year.	<p>Baseline: 95 percent in 2019-20</p> <p>(Note: target is below baseline as anything over 90 percent is an exceptional rating.)</p> <p>Annual survey.</p>

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>2020-21 and 2021-22</u> 1,800 media mentions. <u>2022-23 – 2024-25</u> Targets not yet set.	Baseline: 835 media mentions at Q2 2019-20 Quarterly report on progress.
Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.	<u>2020-21 to 2024-25</u> Increase Twitter and Instagram followers by 20 percent per year (5,760 in 2020-21). <u>2020-21</u> 7,500 social media interactions and engagements. <u>2021-22 to 2024-25</u> Targets not yet set.	Baseline: 736 new Twitter and 242 new Instagram followers at Q2 2019-20. 11,489 social media interactions at Q2 2019-20. Quarterly report on progress.
Blogger relations and travel writer outreach program generate coverage and increased online presence.	<u>2020-21 and 2021-22</u> 10 bloggers and 20 travel writers reached. <u>2022-23 to 2024-25</u> Targets not yet set.	Baseline: 20 bloggers and 12 travel writers reached in 2018-19. (Note: blogger target below baseline as attending 1 of 2 media marketplace events.) 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.	<u>2020-21</u> Targeted potential earned media reach of 200 million. Launch the Museum's first podcast in 2020-21. <u>2021-22 to 2024-25</u> Targets not yet set.	Baseline: 500 million reached in 2018-19. (Note: target below baseline 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.	<u>2020-21 to 2024-25</u> Six significant partnerships per year.	Baseline: six significant partnerships in 2018-19. Quarterly reports on progress.
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.

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.	<u>2020-21</u> Contributions Zone renovation completed and reopened to the public in Q1 2021-22.	Baseline: N/A 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.	<u>2020-21 to 2024-25</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved.	Development targets are achieved: <u>2020-21</u> \$1,441,500 <u>2021-22 to 2024-25</u> \$1,439,400 per year Total self-generated revenues are achieved: <u>2020-21</u> \$3,100,417 <u>2021-22</u> \$3,187,147 <u>2022-23</u> \$3,295,497 <u>2023-24</u> \$3,326,407 <u>2024-25</u> \$3,362,607	Baseline: Development: 2018-19 actual \$1.26 million Self-generated revenues: 2018-19 actual \$3.207 million (Note: 2020-21 and 2021-22 targets are below baseline due to record visitation in 2018-19) 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.	<u>2020-21 to 2024-25</u> Corporate plan commitments incorporated in all employee performance plans 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>2020-21 to 2024-25</u> 75 percent of employees participating in learning and development, including language training.	Baseline: 2018-19 actual 100 percent employee participation in professional development and education, 71 percent participating in language training. (Note: the two metrics have been combined so target is less than baseline for participation in professional development) 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>2020-21 to 2024-25</u> 95 volunteers contributing 2,500 hours annually. 10 <i>Welcome Home to Canada</i> program participants each year.	Baseline: 100 volunteers contributing over 2,500 hours in 2018-19. (Note: target is below baseline due to volunteer age and attrition.) 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 2020-21 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
2020-21 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2019 TO MARCH 31, 2025

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Forecast	Budget		Projections		
ASSETS							
Current Assets							
Cash	4,507,300	4,454,665	3,849,165	3,889,165	3,392,165	2,945,165	2,405,165
Accounts receivable	311,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	126,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	269,000	80,000	80,000	80,000	80,000	80,000	80,000
	5,213,300	4,884,665	4,279,165	4,319,165	3,847,165	3,400,165	2,860,165
Other Assets							
Endowment cash and investments	8,770,000	8,880,000	8,980,000	9,180,000	9,180,000	9,180,000	9,180,000
Capital assets	13,373,000	11,433,535	9,756,135	7,526,435	6,171,735	4,982,835	3,793,435
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	22,144,000	20,314,535	18,737,135	16,707,435	15,352,735	14,163,835	12,974,435
TOTAL ASSETS	27,357,300	25,199,200	23,016,300	21,026,600	19,199,900	17,564,000	15,834,600
LIABILITIES AND NET ASSETS							
Liabilities							
Accounts payable and accrued liabilities	686,300	500,000	500,000	500,000	500,000	500,000	500,000
Deferred revenues	209,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	13,590,000	11,433,535	9,756,135	7,526,435	6,171,735	4,982,835	3,793,435
	14,485,300	12,133,535	10,456,135	8,226,435	6,871,735	5,682,835	4,493,435
Net Assets							
Unrestricted	4,089,000	4,172,665	3,567,165	3,607,165	3,135,165	2,688,165	2,148,165
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	8,431,000	8,541,000	8,641,000	8,841,000	8,841,000	8,841,000	8,841,000
	12,872,000	13,065,665	12,560,165	12,800,165	12,328,165	11,881,165	11,341,165
TOTAL LIABILITIES AND NET ASSETS	27,357,300	25,199,200	23,016,300	21,026,600	19,199,900	17,564,000	15,834,600

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2020-21 CORPORATE PLAN
PRO FORMA STATEMENTS OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2019 TO MARCH 31, 2025

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Forecast	Budget	Projections			
GOVERNMENT FUNDING							
Base appropriations	7,821,303	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183
Budget 2016 - capital allocation	420,000	100,000	90,000	-	-	-	-
Total appropriations	8,241,303	7,905,183	7,895,183	7,805,183	7,805,183	7,805,183	7,805,183
Amount used to purchase depreciable assets	(420,000)	(100,000)	(90,000)	-	-	-	-
Amortization of deferred capital funding	2,253,500	2,277,800	2,372,900	2,264,700	1,371,700	1,230,900	1,219,400
	10,074,803	10,082,983	10,178,083	10,069,883	9,176,883	9,036,083	9,024,583
OTHER REVENUES (NET)							
Exhibition hall ticket sales	698,600	669,200	637,110	704,000	720,000	725,000	725,000
Programming	73,800	101,200	82,030	97,800	85,800	85,600	85,600
Scotiabank family history centre	111,800	111,300	114,000	115,400	116,800	118,200	117,900
Gift shop	147,600	131,100	166,700	174,320	181,920	190,000	198,550
Hall rental	566,600	514,800	483,070	507,220	532,570	559,200	587,150
Donations	1,258,800	924,700	1,441,500	1,439,400	1,439,400	1,439,400	1,439,400
Endowment	257,200	153,000	125,000	125,000	200,000	200,000	200,000
Interest and other	93,097	107,617	51,007	24,007	19,007	9,007	9,007
	3,207,497	2,712,917	3,100,417	3,187,147	3,295,497	3,326,407	3,362,607
EXPENSES							
Visitor experience and connections	4,547,000	4,335,100	4,564,520	4,599,030	5,128,620	4,998,180	5,051,630
Accommodation	4,838,500	4,892,200	5,099,710	5,072,160	4,221,940	4,146,670	4,170,800
Fundraising and commercial activities	957,700	1,071,400	1,073,820	1,060,180	1,078,380	1,095,520	1,112,930
Internal services	2,187,600	2,392,200	2,540,450	2,450,660	2,498,440	2,527,120	2,561,830
	12,530,800	12,690,900	13,278,500	13,182,030	12,927,380	12,767,490	12,897,190
NET RESULT OF OPERATIONS	751,500	105,000	-	75,000	(455,000)	(405,000)	(510,000)

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2020-21 CORPORATE PLAN
 PRO FORMA STATEMENTS OF CASH FLOWS
 FOR THE YEARS ENDING MARCH 31, 2019 TO MARCH 31, 2025

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Forecast	Budget	Projections			
OPERATING ACTIVITIES							
Base appropriations received	7,821,303	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183	7,805,183
Other cash received	3,415,997	2,814,917	2,975,417	3,062,147	3,095,497	3,126,407	3,162,607
Cash paid to employees and suppliers	(10,533,000)	(10,434,400)	(10,905,600)	(10,917,330)	(11,580,680)	(11,536,590)	(11,677,790)
Endowment allocation received	-	-	125,000	125,000	200,000	200,000	200,000
	704,300	185,700	-	75,000	(480,000)	(405,000)	(510,000)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(203,000)	(338,335)	(695,500)	(35,000)	(17,000)	(42,000)	(30,000)
	(203,000)	(338,335)	(695,500)	(35,000)	(17,000)	(42,000)	(30,000)
INVESTING ACTIVITIES							
Net increase in endowment cash and investments	(291,000)	(110,000)	(100,000)	(200,000)	-	-	-
	(291,000)	(110,000)	(100,000)	(200,000)	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	420,000	100,000	90,000	-	-	-	-
Contributions to endowment	34,000	110,000	100,000	200,000	-	-	-
	454,000	210,000	190,000	200,000	-	-	-
INCREASE (DECREASE) IN CASH	664,300	(52,635)	(605,500)	40,000	(497,000)	(447,000)	(540,000)
CASH, BEGINNING OF YEAR	3,843,000	4,507,300	4,454,665	3,849,165	3,889,165	3,392,165	2,945,165
CASH, END OF YEAR	4,507,300	4,454,665	3,849,165	3,889,165	3,392,165	2,945,165	2,405,165

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2020-21 CORPORATE PLAN
 PRO FORMA STATEMENTS OF CHANGES IN NET ASSETS
 FOR THE YEARS ENDING MARCH 31, 2019 TO MARCH 31, 2025

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Forecast	Budget	Projections			
NET ASSETS, BEGINNING OF PERIOD	12,161,000	12,872,000	13,065,665	12,560,165	12,800,165	12,328,165	11,881,165
Net results of operations	751,500	105,000	-	75,000	(455,000)	(405,000)	(510,000)
Remeasurement gains (losses)	(74,500)	-	-	-	-	-	-
Contributions to endowment	34,000	110,000	100,000	200,000	-	-	-
Utilization of unrestricted net assets for capital purchases	-	(21,335)	(605,500)	(35,000)	(17,000)	(42,000)	(30,000)
NET ASSETS, END OF PERIOD	12,872,000	13,065,665	12,560,165	12,800,165	12,328,165	11,881,165	11,341,165

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2020-21 CORPORATE PLAN
 SUMMARY OF OPERATING AND CAPITAL BUDGETS
 FOR THE YEARS ENDING MARCH 31, 2019 TO MARCH 31, 2025

(dollars)	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Forecast	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	10,277,300	10,413,100	10,905,600	10,917,330	11,555,680	11,536,590	11,677,790
Capital	420,000	121,335	695,500	35,000	17,000	42,000	30,000
	10,697,300	10,534,435	11,601,100	10,952,330	11,572,680	11,578,590	11,707,790
LESS:							
Other revenues (net)	(3,207,497)	(2,712,917)	(3,100,417)	(3,187,147)	(3,295,497)	(3,326,407)	(3,362,607)
	(3,207,497)	(2,712,917)	(3,100,417)	(3,187,147)	(3,295,497)	(3,326,407)	(3,362,607)
Utilization of unrestricted net assets for capital purchases	-	(21,335)	(605,500)	(35,000)	(17,000)	(42,000)	(30,000)
Budget 2016 - capital allocation	(420,000)	(100,000)	(90,000)	-	-	-	-
Net result of operations	751,500	105,000	-	75,000	(455,000)	(405,000)	(510,000)
	331,500	(16,335)	(695,500)	40,000	(472,000)	(447,000)	(540,000)
GOVERNMENT FUNDING COMMITTED	7,821,303	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 projections for the five-year period from 2020-21 to 2024-25. The Museum requires an operating budget of \$10.906 million (excluding amortization) and a capital budget of \$695,500 for 2020-21. The operating budget is similar in 2021-22 at \$10.917 million and then increases to \$11.5 million in 2022-23 and 2023-24 due to the costs of the next temporary and travelling exhibition, an expense every five years. The operating budget remains at this level in 2024-25, primarily due to the costs for another temporary exhibition that the Museum will host in the subsequent year.

The capital budget increase in 2020-21 reflects the renovation of the Contributions Zone in the core exhibition. It returns to minimal levels (\$42,000 or less) for the remaining years of the plan.

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)	2018-19 Actuals	2019-20 Forecast	2020-21 Budget	2021-22	2022-23	2023-24	2024-25
				Projections			
TOTAL FUNDING REQUIRED							
Operating	10,277,300	10,413,100	10,905,600	10,917,330	11,555,680	11,536,590	11,677,790
Capital	420,000	121,335	695,500	35,000	17,000	42,000	30,000
	10,697,300	10,534,435	11,601,100	10,952,330	11,572,680	11,578,590	11,707,790
LESS:							
Other revenues (net)	(3,207,497)	(2,712,917)	(3,100,417)	(3,187,147)	(3,295,497)	(3,326,407)	(3,362,607)
	(3,207,497)	(2,712,917)	(3,100,417)	(3,187,147)	(3,295,497)	(3,326,407)	(3,362,607)
Utilization of unrestricted net assets for capital purchases	-	(21,335)	(605,500)	(35,000)	(17,000)	(42,000)	(30,000)
Budget 2016 - capital allocation	(420,000)	(100,000)	(90,000)	-	-	-	-
Net result of operations	751,500	105,000	-	75,000	(455,000)	(405,000)	(510,000)
	331,500	(16,335)	(695,500)	40,000	(472,000)	(447,000)	(540,000)
GOVERNMENT FUNDING COMMITTED	7,821,303	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.

SELF-GENERATED REVENUE

The Museum generates earned revenues including ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue; ranging from \$1.5 million to \$1.7 million per year.

Table 2: Self-Generated Revenues (net)

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition hall ticket sales	515,100	564,000	698,600	617,560	669,200	637,110	704,000	720,000	725,000	725,000
Programming	92,100	84,000	73,800	83,780	101,200	82,030	97,800	85,800	85,600	85,600
Family history centre	116,000	112,300	111,800	112,000	111,300	114,000	115,400	116,800	118,200	117,900
Gift shop	161,400	153,500	147,600	161,470	131,100	166,700	174,320	181,920	190,000	198,550
Hall rental	426,600	461,400	566,600	428,240	514,800	483,070	507,220	532,570	559,200	587,150
Earned Revenues (net)	1,311,200	1,375,200	1,598,400	1,403,050	1,527,600	1,482,910	1,598,740	1,637,090	1,678,000	1,714,200
Donations	937,700	1,308,000	1,258,800	1,441,500	924,700	1,441,500	1,439,400	1,439,400	1,439,400	1,439,400
Endowment	170,500	178,800	257,200	75,000	153,000	125,000	125,000	200,000	200,000	200,000
Interest and other	28,200	49,800	93,097	16,007	107,617	51,007	24,007	19,007	9,007	9,007
Contributed Revenues (net)	1,136,400	1,536,600	1,609,097	1,532,507	1,185,317	1,617,507	1,588,407	1,658,407	1,648,407	1,648,407
Self-Generated Revenues (net)	2,447,600	2,911,800	3,207,497	2,935,557	2,712,917	3,100,417	3,187,147	3,295,497	3,326,407	3,362,607

Table 3: Paid Visitation

	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Target	Forecast	Target	Projections			
Visitor Attendance	59,600	57,400	71,500	63,500	68,425	65,000	65,500	67,000	67,500	67,500

Ticket sales revenues for 2020-21 are based on a target of 65,000 paid visitors at an average ticket price of \$9.80, including revenues from group tours and school groups. Visitation increased in 2016-17 following the Museum expansion, and exceeded previous levels in 2018-19 due to targeted marketing efforts. It is expected that 2019-20 visitation will exceed the target of 63,500 by approximately 5,000 visitors.

The target for paid visitation for 2020-21 is 65,000, a slight increase over the 2019-20 target but still modest growth. This target takes into consideration the closure of the Canadian Immigration Hall exhibition for the last quarter of 2020-21 for the renovation of the Contributions Zone. This is the lowest visitation period for the Museum and temporary exhibitions and extra programming included with admission are planned for the period to minimize impact.

The other key earned revenue area is rental revenue which has grown since the new rental space was launched in 2016-17. The forecast for 2019-20 is \$514,800, an increase over budget, but below the 2018-19 level due to the type and size of the rental bookings. Consistent growth is planned for 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. In 2019-20, the budget for donations was \$1.44 million and is forecast to come in below this level at \$925,000 due to fewer major gifts secured this year. As mentioned on page 14, an ambitious effort to raise \$5 million in new major gifts commitments by December 2020 was launched by the Museum in 2019-20. This will enable the Museum to meet the annual major gift targets set out in this five-year plan. The campaign is being led by a volunteer committee of former board members, friends of the Museum, and a current board trustee who is the Chair of the Development Committee.

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.

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 2019-20 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 \$2.936 million in 2019-20, or 37.7 percent of base appropriations and is forecast to be \$2.713 million at year end, primarily due to the timing of major gifts. In 2020-21, it is projected to grow to \$3.100 million or 39.7 percent of base appropriations and will increase to \$3.362 million (43.1 percent) 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

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)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor experience and connections	3,956,700	4,410,300	4,547,000	4,551,340	4,335,100	4,564,520	4,599,030	5,128,620	4,998,180	5,051,630
Accommodation	4,908,800	4,847,300	4,838,500	5,037,080	4,892,200	5,099,710	5,072,160	4,221,940	4,146,670	4,170,800
Fundraising and commercial activities	879,500	936,500	957,700	1,029,940	1,071,400	1,073,820	1,060,180	1,078,380	1,095,520	1,112,930
Internal services	1,997,000	2,101,600	2,187,600	2,452,380	2,392,200	2,540,450	2,450,660	2,498,440	2,527,120	2,561,830
	11,742,000	12,295,700	12,530,800	13,070,740	12,690,900	13,278,500	13,182,030	12,927,380	12,767,490	12,897,190

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 2019-20 is \$4.551 million, with a forecast of \$4.335 million at the end of the second quarter due to the postponement of the updates to the core exhibition and the renovation of the Contributions Zone in the core exhibition, initially planned for 2019-20 but moved to 2020-21. The budget for 2020-21 is \$4.565 million and at a similar level for 2021-22, increasing to \$5.129 million in 2022-23 and 4.998 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 lease and building operations costs, 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 2019-20 is \$5.037 million, with a forecast of \$4.892 million at the end of the second quarter. The budget for 2020-21 and 2021-22 is \$5.100 million range, with decreases in the subsequent three years due to lower amortization expenses with some of the capital assets reaching the end of their useful lives.

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 2019-20 was \$1.030 million, with a forecast of \$1.071 million at the end of the second quarter. The budget for 2020-21 is \$1.074 with a slight decrease in 2021-22 and then small increases in the subsequent years.

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 2019-20 was \$2.452 million, with a forecast of \$2.392 million at the end of the second quarter. The budget for internal services for 2020-21 is \$2.540 million and is projected to remain at the \$2.4 to \$2.5 million level for the remainder of the planning period.

Table 5: Internal Services

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Office supplies and administration	184,600	216,800	156,700	213,340	214,400	222,390	224,180	229,210	232,130	232,880
Operating supplies and services	17,700	14,200	73,100	53,090	32,500	55,610	53,720	55,050	55,830	53,490
Personnel costs	1,511,500	1,605,500	1,626,100	1,809,060	1,781,600	1,783,200	1,773,150	1,798,650	1,824,150	1,849,050
Professional and special services	62,100	36,700	59,700	105,000	78,500	173,000	125,000	125,000	125,000	125,000
Repairs and maintenance - IT	65,500	77,900	78,100	76,050	75,100	77,970	80,250	82,250	84,250	84,250
Travel and hospitality expenses	116,400	114,100	151,100	165,640	155,400	195,280	162,360	174,280	169,660	179,960
Utilities (phone)	39,200	36,400	42,800	30,200	54,700	33,000	32,000	34,000	36,100	37,200
	1,997,000	2,101,600	2,187,600	2,452,380	2,392,200	2,540,450	2,450,660	2,498,440	2,527,120	2,561,830

BUILDING OPERATIONS

Table 6: Building Operations

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Rent	1,621,000	1,621,300	1,621,700	1,640,000	1,621,200	1,681,800	1,719,200	1,724,100	1,729,200	1,733,700
Repairs and maintenance and building operation	381,400	383,200	398,300	458,930	377,100	434,800	513,360	590,410	559,350	560,340
Utilities	316,000	316,900	352,900	363,200	388,500	356,000	365,200	377,600	390,400	402,100
Payments in lieu of taxes (PILT)	189,500	159,200	174,700	200,000	174,600	200,000	200,000	200,000	220,000	220,000
Building operations expenses	2,507,900	2,480,600	2,547,600	2,662,130	2,561,400	2,672,600	2,797,760	2,892,110	2,898,950	2,916,140
Amortization of capital assets	2,370,200	2,308,700	2,253,500	2,243,800	2,277,800	2,372,900	2,264,700	1,371,700	1,230,900	1,219,400
Building operations expenses including amortization	4,878,100	4,789,300	4,801,100	4,905,930	4,839,200	5,045,500	5,062,460	4,263,810	4,129,850	4,135,540

Building operations costs are approximately \$5 million per year for the Museum. The largest expenditure area, excluding amortization, is rent budgeted at \$1.682 million in 2020-21, up over prior years due to a contractual increase in September of 2020 that also results in an increase for 2021-22. There are small increases in the subsequent four years. 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 \$2.673 million in 2020-21, growing to \$2.916 million by the end of the planning period. This represents a significant and growing financial pressure for the Museum, representing 20.1 percent of the Museum's total budgeted expenses in 2020-21 and 34.2 percent of base appropriations. By 2024-25, this grows to 22.6 percent of the total budgeted expenses and 37.4 percent of base appropriations.

PILT is not 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. This could eventually pose challenges to small cultural organizations like museums.

PERSONNEL

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$6.223 million for 2020-21 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. As outlined below the number of permanent employees is consistent at 55.

Table 7: Personnel

	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Personnel costs (dollars)	5,278,900	5,629,200	5,908,100	6,259,350	6,096,600	6,222,670	6,241,330	6,390,870	6,451,720	6,552,220
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

	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Full time employees	3,909,100	4,170,300	4,365,000	4,475,000	4,380,900	4,390,000	4,454,000	4,526,000	4,588,000	4,660,000
Part time employees	420,200	436,800	461,300	574,930	783,600	604,270	579,520	641,580	627,100	640,120
Employee Benefits Plan	786,700	848,900	882,700	976,220	708,700	943,900	957,610	973,090	986,420	1,001,900
Total Salaries	5,116,000	5,456,000	5,709,000	6,026,150	5,873,200	5,938,170	5,991,130	6,140,670	6,201,520	6,302,020
Board remuneration	76,500	77,200	102,300	82,200	83,600	96,500	82,200	82,200	82,200	82,200
Professional development & training	82,600	92,700	94,500	143,000	133,700	180,000	160,000	160,000	160,000	160,000
Other HR costs	3,800	3,300	2,300	8,000	6,100	8,000	8,000	8,000	8,000	8,000
Total Other Personnel Costs	162,900	173,200	199,100	233,200	223,400	284,500	250,200	250,200	250,200	250,200
Total Personnel Costs	5,278,900	5,629,200	5,908,100	6,259,350	6,096,600	6,222,670	6,241,330	6,390,870	6,451,720	6,552,220

TRAVEL, HOSPITALITY AND CONFERENCES

Table 9: Travel, Hospitality and Conference Expenditures

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Travel	165,400	152,200	197,600	198,690	191,700	229,530	201,660	213,080	206,810	219,560
Hospitality	50,100	59,900	44,600	40,870	35,400	41,380	42,800	42,900	43,000	43,200
Conferences	31,300	40,000	36,900	60,100	57,000	64,400	65,180	65,860	66,050	66,250
	246,800	252,100	279,100	299,660	284,100	335,310	309,640	321,840	315,860	329,010

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. The budget of 2019-20 was \$299,660 and is forecast to be slightly lower at \$284,100. The budget is increased in 2020-21 to reflect the costs of an additional board meeting 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 with more professional development qualifying as conferences under the Directive and with employees attending business development conferences to promote and/or present the Museum.

EXHIBITIONS AND PROGRAMMING

Table 10: Exhibitions and Programming

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition and programming	292,000	517,000	603,000	306,100	330,800	250,350	238,150	551,400	500,100	501,500
Operating supplies and services	229,800	227,100	143,300	226,550	205,400	335,850	331,450	381,800	353,900	362,450
	521,800	744,100	746,300	532,650	536,200	586,200	569,600	933,200	854,000	863,950

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 2019-20, the budget was \$532,650 and is forecast to net at \$536,200 at year end. The budget is similar in 2020-21 and 2021-22 and increases in 2022-23 and 2023-24 when the next temporary and travelling exhibition is developed. The budget remains at the \$860,000 level in 2024-25 primarily due to costs for a temporary exhibition that the Museum will host in the subsequent fiscal year.

The operating supplies and services budget reflects operating costs for programming activities with budgets in the range of \$336,000 to \$363,000 per year in 2020-21 and beyond. This includes costs for digital preservation, transcription and editing, videographers, space for the oral history interviews and costs related to the Scotiabank Family History Centre. The increase over 2019-20 is attributable to 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.

CAPITAL BUDGET

Table 11: Capital Budget

(dollars)	2016-17	2017-18	2018-19	2019-20		2020-21	2021-22	2022-23	2023-24	2024-25
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Leasehold improvements	107,500	-	246,995	50,000	59,835	100,000	-	-	-	-
Core exhibitions	-	-	-	-	178,500	550,500	-	-	-	-
Equipment	60,900	55,300	54,585	50,000	100,000	45,000	35,000	17,000	42,000	30,000
	168,400	55,300	301,580	100,000	338,335	695,500	35,000	17,000	42,000	30,000

The capital budget for 2020-21 to 2024-25 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, the Museum had a capital budget of \$100,000 and is forecasting expenditures at year-end of \$338,335 due to design and development work for the Contributions Zone project that will commence in 2020-21. The capital budget increases significantly in 2020-21 to \$695,500 primarily due capital upgrades for the Contributions Zone of the core exhibition and leasehold improvements of \$100,000 for the replacement of the Museum's main doors and the installation of a new freight door to accommodate larger items and improve humidity control.

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	2024-25
Budget 2016 - capital allocation	120,000	420,000	200,000	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 (completed), 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. The remaining technology and exhibition upgrades will be completed in 2020-21.

APPENDIX D: COVID-19 PANDEMIC IMPACTS

The following appendix seeks to provide a high-level overview of perceived COVID-19 pandemic impacts on the Canadian Museum of Immigration at Pier 21's (the Museum's) business line and activities. Additionally, a summary of actions undertaken by the Museum to mitigate those impacts is provided. It is to be understood that the information provided in this appendix is a snapshot of impacts and measures for the period from March 2020 until March 2021 and is therefore subject to change as the situation continues to evolve.

IMPACTS

a. Activities

In response to the COVID-19 pandemic, the Museum closed its doors to the public on March 14, 2020 and reopened on July 7, 2020. Employees worked from home during this period with many projects continuing. However, the Visitor Experience and Connections and the Fund Development and Commercial Activity core responsibilities were significantly impacted, and will continue to be for the foreseeable future.

Following the closure, an enhanced digital and online presence quickly became a priority and key activities included enhanced Web content, virtual Canada Day activities and the launch of the Museum's first podcast series, *Countless Journeys*. The Museum's digital presence will continue to be a key focus area for the remainder of the year, as public and educational programs move online, the second podcast series is developed, and Web/social media are the key channels for audience attraction and engagement.

Other key activities for the year, as outlined in this corporate plan, include the launch of the book on Pier 21. This has been postponed until the fall of 2020 and the launch activities shifted online. The national tour of the travelling exhibition *Refuge Canada* has continued, with a longer than planned stay at the Nanaimo Museum in Nanaimo, BC (January to early September 2020) and then moving to the Galt Museum & Archives in Lethbridge, Alberta (late September 2020 to January 2021). The Museum has developed ways to support the installation and de-installation virtually. The exhibit will be a draw for these smaller museums at a crucial time and play a key role in supporting the delivery of the national mandate.

The project to redesign the Contributions Zone of the Canadian Immigration Hall will continue as planned from December 2020 to the end of March 2021. During this period, the Museum will also make other changes to support public health measures, including touchless doors, changes to the exhibition listening areas to make them hands-free, and other physical modifications that support both accessibility and visitor experience. The redeveloped space will reopen to the public in Q1 2021-22.

Work to catalogue the Collection and make a selection available online has also continued. A key priority in 2020-21 will be the addition of a digital preservation system to ensure this important national treasure is protected and preserved.

b. Services

As outlined in the financial section below, visitation projections have been dramatically reduced for 2020-21 from 63,500 paid visitors to 2,800. Onsite public programs have been cancelled, with some programs moving online. There are no visits anticipated from school groups, education and community groups, or tour groups for the remainder of the year.

For those that do visit the Museum in person, guided group tours have been temporarily reduced and visitors are encouraged to explore the galleries on their own and download the new interactive Pier 21 app. Other onsite public health measures include increased cleaning and disinfection, capacity limits for all Museum spaces, additional directional signage to guide visitors through the Museum while adhering to social distancing protocols, the requirement to wear a mask, the provision of a stylus to each visitor to use for any touch screens, and hand sanitization stations throughout the Museum.

The Scotiabank Family History Centre continued to offer its expert genealogical research services onsite while the Museum was closed, and both onsite and online once the Museum reopened. Modifications were made to the space to ensure physical distancing protocols could be maintained. The gift shop is also open to visitors onsite, with a small online retail option. Visitation to both the gift shop and the Scotiabank Family History Centre has been significantly impacted and is expected to remain low for the fiscal year.

All facility rentals have been cancelled from March 2020 to the end of September 2020, with minimal bookings anticipated for the remainder of the year due to COVID-related restrictions.

The target for online visitation has been reduced to 440,000 unique web visitors from the initial target of 506,000. This represents a 13% reduction versus the original target, and 10% lower than 2019-20 actuals. While there has been a significant focus on enhancing online content, the portion of visitors that use the website to plan their trip, look for event information, etc. will be missing. In addition, there was no digital spend in the first few months of the fiscal year resulting in a 29% drop in web visitation for that period.

c. Labour

The Museum did not lay off any staff during the closure, and is not planning any layoffs in this fiscal year. Hourly staff were kept at a minimum in the first quarter and, compared to prior years, reduced for the remainder of the year to reflect reduced visitation. Of the 55 permanent positions, there are three vacancies at the end of the second quarter (one parental leave and two employee departures). It is anticipated that the two vacant positions will not be staffed until demand warrants. Two additional contract staff have also been hired to assist in the shift to an enhanced digital presence.

The Museum's *Welcome Home to Canada* program (a six-month employability program for new immigrants to Canada), has been reduced significantly for 2020-21, with three employees versus ten. This reduction is based on space limitations as well as need, as a number of full-time employees have been temporarily redeployed to roles that were historically filled by hourly employees or *Welcome Home to Canada* participants.

d. Financial

The COVID-19 pandemic has, and will continue to have, a negative impact on the results of operations. Given the uncertainty around the extent and duration of COVID-19, we cannot estimate the full impact on our future results of operations and financial position.

The following budget outlines the initial 2020-21 corporate plan budget and a revised budget based on the anticipated COVID-19 impacts.

	2020-21 Corporate Plan	2020-21 Revised	Variance
GOVERNMENT FUNDING			
Base appropriation	7,805,183	7,805,183	-
Emergency funding	-	2,049,575	2,049,575
Amortization of deferred capital funding	2,372,900	2,372,900	-
	10,178,083	12,227,658	2,049,575
OTHER REVENUES (NET)			
Exhibition hall ticket sales	637,110	28,400	(608,710)
Programming	82,030	28,650	(53,380)
Scotiabank Family History Centre	114,000	6,630	(107,370)
Gift shop	166,700	10,730	(155,970)
Hall rental	483,070	35,640	(447,430)
Donations	1,441,500	291,920	(1,149,580)
Endowment	125,000	70,000	(55,000)
Interest and other	51,007	19,007	(32,000)
	3,100,417	490,977	(2,609,440)
EXPENSES			
Visitor experience and connections	4,564,520	4,401,230	(163,290)
Accommodation	5,099,710	5,213,760	114,050
Fundraising and commercial activities	1,073,820	1,028,005	(45,815)
Internal services	2,540,450	2,075,640	(464,810)
	13,278,500	12,718,635	(559,865)
NET RESULT OF OPERATIONS	-	-	-

GOVERNMENT FUNDING

The Museum receives \$7.805 million in base appropriations. When combined with the emergency funding of \$2.049 million, and the amortization of deferred capital funding, the total for 2020-21 is \$12.228 million.

REVENUE

The Museum generates earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue. Typically these range from \$1.5 million to \$1.7 million per year. The initial forecast for 2020-21 was \$1.483 million. This has been reduced to \$110,050, based

on minimal ticket sales (2,800 visitors), no programming revenue except for the travelling exhibition, dramatically reduced volumes in the Scotiabank Family History Centre and the gift shop, and minimal rental revenue for the second half of the fiscal year (none in the first six months).

Contributed revenue sources are donations, interest and earnings from the endowment fund. Donation revenue is primarily through major gift fundraising. The initial forecast for 2020-21 was \$1.44 million; this has been reduced to \$291,920 as no new major gifts are anticipated in this fiscal year. The \$291,920 in revenue represents major gift pledge payments committed as well as some donation revenue from annual giving, sales of commemorative bricks and plaques, and the Pier 21 Club. The campaign to raise \$5 million in new major gifts commitments by December 2020 mentioned earlier in this plan has been delayed until at least 2021-22.

Endowment income represents net earnings on the endowment fund that can be utilized for Museum programming. The Museum plans to draw \$70,000 from the endowment fund earnings in 2020-21, less than initially forecast due to decreased programming expenses.

Interest income represents interest earned on any cash balances. The decrease from the initial 2020-21 corporate plan represents lower interest rates.

Self-generated revenue from all sources was initially budgeted at \$3.100 million for 2020-21; this has been reduced to \$490,977 for the reasons outlined above.

EXPENSES

The Museum has three core responsibilities, as well as internal services. There have been changes to each area as follows:

Core Responsibility 1: Visitor Experience and Connections

The budget for Visitor Experience and Connections has decreased from \$4.565 million to \$4.401 million. The decrease is attributable to reduced programming, the cancellation of temporary exhibitions, and a reduction in part-time staffing, offset by a slight increase in communications and modifications to onsite exhibitions to meet public health requirements.

Core Responsibility 2: Accommodation

The budget for this area has been increased from \$5.10 million to \$5.21 million, reflecting increased cleaning and reopening expenses and onsite modifications to meet public health requirements.

Core Responsibility 3: Fundraising and Commercial Activities

The budget for this area has been reduced from \$1.07 million to \$1.03 million due to the elimination of travel and hospitality costs related to fund development, reduced advertising and other expenditures for the gift shop, and a reduction in salary costs due to reduced part-time staff.

Internal Services

The budget for this area has been reduced from \$2.54 million to \$2.08 million, reflecting the elimination of travel and hospitality for the year, reduced costs for board meetings and a reduction in professional services fees.

In summary, the Museum is forecasting a revenue decrease of \$2.61 million, offset by reduced expenses of \$559,865 and the emergency funding received of \$2.05 million, resulting in a balanced budget for the 2020-21 fiscal year.

ACTIONS

a. *Emergency funding received*

On June 18, 2020, the Honourable Steven Guilbeault, Minister of Canadian Heritage, announced \$25.7 million in funding for national museums and the National Battlefields Commission to help maintain essential services and to allow them to be ready to reopen their doors to the public once precautionary measures were lifted. The Museum received \$2.05 million in funding to support operations and reopening expenses. This funding will help offset lost revenues from ticket sales, fund development and facility rentals. In addition, \$33,000 has been utilized to date for direct reopening expenditures, including signage, cleaning, personal protective equipment and supplies, the installation of plexiglass barriers, stylus pens for high touch interactive exhibits, etc.

b. *Emergency relief*

Not applicable.

c. *Anticipated stimulus*

The renovation of the Contributions Zone area and the additional renovations mentioned to accommodate public health and accessibility requirements will provide work for local contractors in the period from December 2020 to March 2021. In addition, the Museum's *Artist in Residence* program provides some funding (\$5,000 per participant) for three local artists. Although small, these projects are significant to the recipients.