



Canadian Museum *of* Immigration at Pier 21
Musée canadien *de* l'immigration du Quai 21

SUMMARY OF CORPORATE PLAN FOR 2025-26 TO 2029-30

OPERATING AND CAPITAL BUDGETS FOR 2025-26

Canadian Museum of Immigration at Pier 21

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The Canadian Museum of Immigration at Pier 21 is located in Mi'kma'ki, the unceded traditional and contemporary home of the Mi'kmaq. The Mi'kmaq have lived on these lands for millennia and have shared this homeland with immigrant communities for more than 400 years. All residents of Canada are part of the historical and legal relationships between Canada and Indigenous Peoples.

EXECUTIVE SUMMARY

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

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

The Board of Trustees and senior management have established the following five strategic priorities, derived from the Museum's mandate and the Board's vision:

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

The Canadian Museum of Immigration at Pier 21 has an operating budget of \$12.484 million and a capital budget of \$780,000 for 2025-26. The Museum has been allocated base appropriations from the Government of Canada of \$8.799 million per year for the planning period. Since 2015-16, personnel costs and the non-discretionary costs for the facilities have exceeded the amount of appropriations. In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance. An additional \$1.075 million for 2025-26 is pending parliamentary approval. With this funding expiring, a deficit of \$765,000 is projected in 2026-27, growing to \$1.330 million at the end of the planning period. The Museum's unrestricted net assets of over \$8 million at March 31, 2024 can cover the deficits until the end of the planning period. Past that date, there are risks to program integrity as fiscal imbalances will force decisions to cut programs or reduce opening hours.

The Museum embraces its responsibility to generate revenue beyond its appropriation from the Government of Canada and has historically been successful in doing so.

1. OVERVIEW

GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

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

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

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

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

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

Recent program results can be found in the 2023-24 annual report, available at pier21.ca/governance-corporate-reports/annual-reports-and-quarterly-financial-reports.

VISION

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

CORE VALUES

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

Impact – We inspire empathy for the Canadian immigration experience.

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

CORE RESPONSIBILITIES

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



KEY STRATEGIC PRIORITIES

The Board of Trustees and senior management have established five strategic priorities, derived from the Museum's mandate and the Board's vision.

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

2. 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, as well as the Museum's progress against prior Corporate Plan commitments. Highlights are summarized below.

INTERNAL ENVIRONMENT

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

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

The Museum is at its cap of 56 permanent employees and has 50+ active volunteers per year. Staff and volunteers include individuals with a wide range of ethnicities, backgrounds, languages and abilities, exemplifying the priorities of culture and diversity.

Welcome Home to Canada (WHTC) is a six-month employability program which provides valuable work experience for recent immigrants. Since 2004, the Museum has welcomed more than 200 immigrants from over 50 different countries through the program, which normally hosts eight to ten participants per year. Over 70 percent of participants have obtained meaningful employment or furthered their education after completing the program, including five who are now full-time Museum employees.

EXTERNAL ENVIRONMENT

The Museum is important to Canada. Social cohesion in our country is threatened by growing ideological divisions, often manifesting as anti-immigrant rhetoric. Learning about the experiences of newcomers to Canada builds empathy; seeing experiences like your own reflected in a national museum engenders pride and belonging. Honouring the contributions of newcomers to Canada, through their own words, is a foundational role of the Museum. In a landscape where public trust in institutions is being eroded, museums maintain a high level of public trust and have a significant role to play in maintaining and creating social cohesion, which is fundamental to a healthy democracy.

Visitation to the Museum is below target for the second consecutive year. This decrease coincides with a drop in tourism in Atlantic Canada and shifting Canadian attitudes towards immigration.

Tourists are the main source of visitation to the Museum, with 87 percent of visitors residing outside of Nova Scotia. From January to July 2024, tourism was down 13.5

percent from the same period in 2019, according to Tourism NS. Motorcoach tour operators report that Canada is seen as an expensive destination, with high accommodation and fuel costs. On the positive front, air access to Halifax is returning to pre-pandemic levels.

Strategies are being implemented to increase local audience awareness and visitation. Halifax has a growing population, including the fastest-growing downtown population in the country from 2016 to 2021 (Statistics Canada). The Museum, located just outside the core, is positioned to benefit from that growth.

The last two years have seen a marked shift in Canadian attitudes towards immigration. An October 2024 Environics Institute survey found that nearly six in ten Canadians believe that the country accepts too many immigrants - the highest proportion with that sentiment since 1998.

Visitor satisfaction, as measured by the Museum's annual surveys, remains very high (97 percent). In response to findings from the audience survey, promotional efforts now focus on what visitors experience in the Museum, rather than the theme of immigration.

KEY STRATEGIC ISSUES

Financial Stability

The Museum's sustainability is being eroded over time as the purchasing power of the parliamentary appropriation diminishes. As salaries and rent continue to increase, the non-indexed appropriation covers a smaller and smaller portion of the overall cost of operating the Museum.

Since 2015-16, personnel costs and the non-discretionary costs for the facilities have exceeded the Museum's parliamentary appropriation. 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. These self-generated revenues, combined with the Museum's unrestricted net assets and earnings from its endowment fund, have historically been sufficient to fund the Museum's requirements. With more and more self-generated revenue flowing toward personnel and non-discretionary costs for the facilities, this is no longer the case, and there are encroaching risks to program integrity. The Museum, jointly with the other national Museums, has evaluated the funding required to address this structural budget shortfall and to cover new costs, including those associated with digital preservation and programming. In Budget 2023, \$2.2 million was allocated to the Museum to address facilities operations and maintenance in 2023-24 and 2024-25. An additional \$1.075 million was allocated in 2025-26.

Unrestricted Net Assets

From 2026-27 to the end of the planning period, the unrestricted net assets are adequate to cover the net planned deficits totalling \$3.680 million.

Compounding Financial Pressures

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

Cost of compliance with the *Accessible Canada Act*

Compliance with the *Accessible Canada Act* poses new financial pressures for the Museum. In addition to physical improvements to the physical site, the Museum will require new technology, hardware and software upgrades to deliver digital content for a fully accessible and inclusive experience. Ensuring that content meets accessibility standards requires more human resources. The Museum engaged the Rick Hansen Foundation to produce a report about on-site accessibility and received the designation of “Rick Hansen Foundation Accessibility Certified”. The report, as well as the Museum’s Accessibility Plan, include actions to further enhance accessibility. When projects are undertaken, accessibility requirements are included in both costing and timing.

Partnerships are a strength

As a relatively small organization, partnering is the default position with every exhibition, event and program. From organization-wide, formal, multi-year partnerships to one-time events, the team embraces the value of working alongside others with common goals.

The Museum values and seeks partners who share common goals and who motivate and inspire the Museum to evolve. Key anniversaries and milestones offer opportunities for joint commemoration with other organizations. Shared authority through partnerships continues to be the cornerstone of exhibit development. A recent example is a partnership with the Black Cultural Centre for Nova Scotia for the new exhibition *A History Exposed: The Enslavement of Black People in Canada*, developed with guest curator Dr. Afua Cooper.

In 2028, the Museum will celebrate the 100th anniversary of the opening of the Pier 21 immigration shed. Preparation for this milestone will commence in the latter part of this planning period and will provide another significant opportunity for partnerships, including those beyond Canada’s borders.

AUDITS AND REVIEWS

The Office of the Auditor General of Canada conducts an annual attestation audit, as well as a special examination at least once every 10 years, as mandated by the *Financial Administration Act* (FAA). The first special examination, conducted in March of 2020, reviewed the Museum’s systems and practices in the areas of governance; strategic and operational planning; collection management, exhibitions and public programs. It made eight recommendations in the areas of collection development and management; risk management; operational planning; governance and board training. The Museum accepted these recommendations and has addressed them all.

The Museum also conducts annual internal audits, using an outside accounting firm, presently Doane Grant Thornton. The most recent internal audit, which concluded on March 31, 2024, included a table-top exercise dealing with the Museum's incident response program. No major risks were identified, and recommendations are currently being implemented.

3. OBJECTIVES, ACTIVITIES, RISKS, EXPECTED RESULTS, AND PERFORMANCE INDICATORS

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, expected results and performance indicators below are high-level. Details on activities, specific targets and key milestones are in Appendix 2. Targets are established by Management. The activities below are existing multi-year strategic initiatives.

CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Objective 1: Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.

Key Activities

- Actively collect and share oral histories, stories, digital images, archival materials and artifacts that reflect the Museum's mandate, and strive, over time, to reflect Canada's multicultural mosaic and its linguistic duality.
- Catalogue and make a selection of the Collection available to Canadians onsite and online.

Expected Results and Performance Indicators

- Canadians can access and experience much of the Collection from anywhere.
- An expanded and fiscally-sustainable Collection increasingly represents the diversity of Canada.

Objective 2: The Museum enjoys increased public awareness, support and visitation.

Key Activities

- The Museum's second temporary and travelling exhibition, *Refuge Canada*, travels to sites across Canada through to its planned retirement in January 2026.
- Prepare to launch *eat make share: a taste of immigration*, the Museum's third temporary and travelling exhibition.
- Programming continues to engage local and national audiences by partnering with individuals, community groups and institutions.
- A comprehensive marketing and communications strategy builds awareness, drives visitation and leverages revenue generation opportunities.

- Invest in digital strategies to build targeted online engagement with local, national and international audiences that is interactive and experiential.
- Undertake targeted marketing and communications activities and messaging to enhance understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.

Expected Results and Performance Indicators

- *eat make share: a taste of immigration* opens in 2025-26 and launches as a travelling exhibition in 2026-27.
- In-person, digital and hybrid programming ensures community engagement without geographic limitations, expanding national reach.
- Research findings inform communications, marketing, exhibition design and digital product design.
- Increased awareness, visitation and self-generated revenue targets are met.
- Online visitation and engagement targets are met.

Objective 3: The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action.

Key Activities

- Continue to seek collaboration with Indigenous partners and creators and evolve best practices for collaboration.
- Seek targeted partnerships to add to national understanding and discourse on all aspects of immigration and develop new audiences across Canada.

Expected Results and Performance Indicators

- Exhibitions, programming and communications reflect Indigenous expertise.
- Targets met on the number of significant partnerships.

CORE RESPONSIBILITY 2: ACCOMMODATION

Objective 4: The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all and are maintained in a cost-effective manner with a focus on greening the organization

Key Activities

- Capital improvements optimize the use of the space, improve accessibility, are managed prudently and respect the historic nature of the site. Decisions are made with climate change and the *Accessible Canada Act* at top of mind.

Expected Results and Performance Indicators

- Key capital projects completed on time, on budget, and meet the above-noted requirements.

CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

Objective 5: The organization and its resources are aligned in a way that enables the Museum to achieve its mandate

Key Activities

- Continue successful strategies to meet fundraising and total self-generated targets.

Expected Results and Performance Indicators

- Engaged and loyal donors.
- Return rental clients.
- Committed stakeholders.
- Financial stability.

INTERNAL SERVICES

Objective 6: 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

Key Activities

- Ensure that employees have performance agreements that are linked to the Corporate Plan.
- All employees participate in learning and development opportunities, including (but not exclusive to) training in language, accessibility, anti-racism and inherent bias.
- Volunteers and WHTC participants play an important role in the Museum's culture, diversity and success.
- Recruitment and advancement, exhibitions and programming will reflect Canada's diversity.

Expected Results and Performance Indicators

- Employees meet performance commitments.
- Engaged, empowered employees.
- A diverse, healthy and respectful work environment.

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 their likelihood and impact, and appropriate mitigation strategies are generated.

At present, there are two risk areas rated as high: damage to facilities and/or the Collection from hurricane or other weather events; and the risk of non-compliance with the *Accessible Canada Act* due to potential failure of a malfunctioning elevator.

The first risk reflects the Museum's physical location on the Halifax waterfront and the increased risk of impacts from climate change and extreme weather events. The second risk results from aging infrastructure in a historic building.

In addition, the Corporation is closely monitoring risks related to Board fundraising capacity, and financial sustainability.

COMMON PERFORMANCE MEASURES

Canada's national museums are working to standardize certain performance indicators to help measure the museums' collective impact. The Canadian Museum of Immigration at Pier 21 has adopted two of the common measures - the number of website visits and the number of outreach programs offered in provinces and territories across Canada.

4. FINANCIAL OVERVIEW

The Canadian Museum of Immigration at Pier 21 has an operating budget of \$12.484 million (excluding amortization) and a capital budget of \$780,000 for 2025-26. The Museum has been allocated base appropriations of \$8.799 million per year for the planning period by the Government of Canada. Supplementary funding of \$975,000 in 2023-24 and \$1.225 million in 2024-25 was allocated in Budget 2023 for facilities operations and maintenance. An additional \$1.075 million is allocated in 2025-26, pending parliamentary approval.

For the remainder of the planning period, the operating budget ranges from \$12.951 million to \$13.629 million and the capital budget ranges from \$35,000 to \$155,000 per year, as only small capital expenditures can be accommodated in budgets and unrestricted net assets. The Museum can cover the projected deficits in the remaining years of the plan with its unrestricted net assets of \$8.136 million at March 31, 2024. This will present risk in the latter years of the planning period.

In Budget 2023, the Government indicated that it would work with Crown corporations to ensure they achieve spending reductions, comparable to those required of government departments, starting in 2024-25. Although exempt from this cost-reduction measure due to the relatively small size of its budget, the Museum continues to exercise sound fiscal management in alignment with this exercise.

REVENUE GENERATION

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

Self-generated revenue typically generated \$3 million per year prior to the pandemic. As detailed in Appendix 3, the forecast for 2024-25 is \$3.482 million and approximately \$3.6 million in 2025-26 and beyond. The revenue mix is different than many of the other

museums. A large portion of the Museum's self-generated revenue is major gift philanthropy, predicted to be \$1.1 million per year starting in 2025-26.

The Museum's earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue are typically in the range from \$1.5 million to \$1.7 million. Contributed revenues from donations, interest and earnings from the endowment fund typically range from \$1.5 million to \$1.8 million. Donations, particularly major gifts, are a key priority for the Museum and are crucial for ongoing financial success. The annual major gifts target of \$1.1 million is ambitious, but is an important priority.

Before becoming a Crown corporation, the Museum operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation created an endowment fund with pledges of \$7 million. These endowment funds were transferred to the Museum, whereby the capital is protected in perpetuity and the funds are invested in accordance with an Investment Policy approved by the Board of Trustees. The Museum can only draw upon the endowment earnings to fund educational and public programming, national outreach, travelling exhibitions, exhibition development and other similar priorities. The value of the endowment as of September 30, 2024, was \$11.512 million.

Management and the Board oversee the endowment. 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. To manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. The current Investment Policy, reviewed every three years and last approved by the Board in October 2022, has permissible ranges of 0-10 percent cash and short-term investments, 20-60 percent fixed income, 30-65 percent global equity and 0-40 percent alternative assets. The financial instrument note in the annual audited financial statements contains further details.

OPERATING BUDGET

The Museum's 2024-25 operations are forecast to be \$12.468 million at year-end, budgeted to be \$12.484 million for 2025-26 and reach \$13.629 million by the end of the planning period in 2029-30.

The operating budget increase in 2025-26 is mainly due to the costs for two key projects: The implementation of a new exhibition content management system (which may extend into 2025-26) and the development of the Museum's third travelling exhibition. The travelling exhibition is a key tool for national engagement and outreach, as demonstrated by the success of the Museum's first two exhibitions, *Canada: Day 1* and *Refuge Canada*. The Museum has determined that it can produce a new travelling exhibition every five years based on existing resources (human and financial); exhibition development expenses decrease when the five-year cycle commences again. The content management system stores, manages and runs the digital content in exhibitions. The current content management system is beyond its service life and will be replaced at the end of 2024-25.

The two most significant operating expenses for the Museum are building operations (excluding amortization) and personnel costs. Building operation costs are budgeted at \$2.847 million in 2025-26, growing to \$3.157 million at the end of the planning period, mainly due to contractual increases built into the lease agreement with the Halifax Port Authority. Personnel costs are budgeted at \$7.180 million in 2025-26, growing to \$8.061 million at the end of the planning period due to salary, cost-of-living and benefit cost increases. These two areas, combined, exceed the Museum's base appropriations by 13.9 percent in 2025-26 and 27.5 percent by the end of the planning period. This means that all funds for programming and all other operating expenses must come from self-generated revenues, in addition to covering the shortfall for building operations and personnel costs.

CAPITAL BUDGET

Capital spending in the next five years ranges from \$35,000 to \$780,000. There is one significant capital expenditure in 2025-26, namely the replacement of an elevator, budgeted at \$700,000 with a further \$100,000 budgeted for 2026-27 to manage possible supply chain challenges, product or vendor availability, or construction delays. Apart from the elevator replacement, capital costs include minimal maintenance and updates that can be accommodated in the current budget. Capital spending includes all items that, because of their cost or nature, are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations. This includes equipment over \$5,000 (including information technology) and leasehold improvements projects over \$20,000.

It should be noted that the Museum is a tenant of the Halifax Port Authority and, as such, does not have many of the same capital responsibilities and requirements as the other national museums. The Museum pays payments in lieu of taxes (PILT) through its lessor the Halifax Port Authority. It should also be noted that the maintenance and replacement of the heating, ventilation and air conditioning (HVAC) systems and the elevators are the responsibility of the Museum. The HVAC system is a significant, but necessary, cost as international museological standards for artifact protection must be maintained.

FINANCIAL SUSTAINABILITY

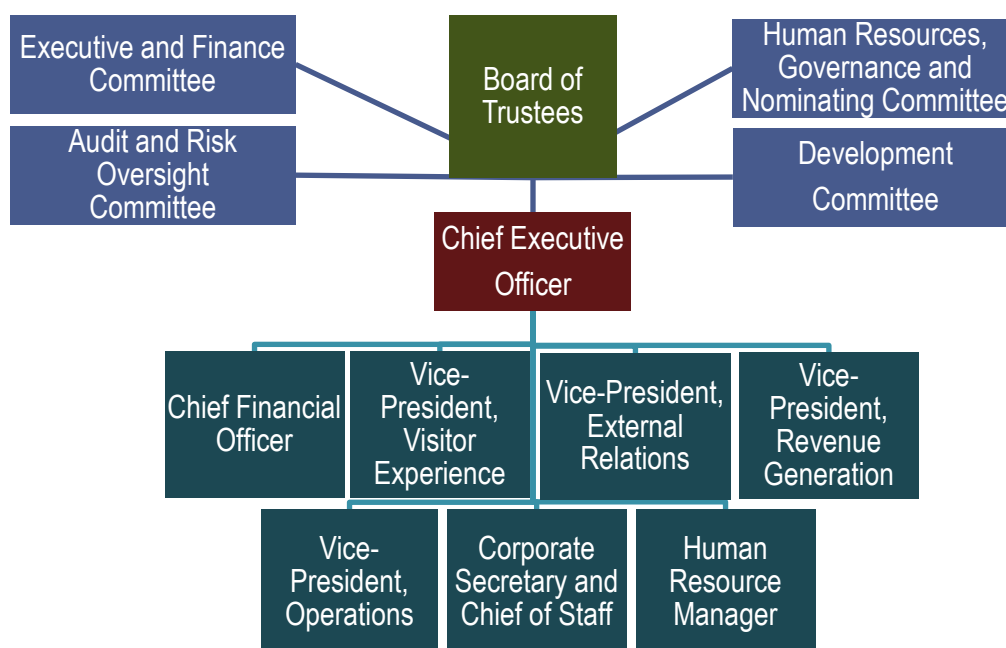
In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance. An additional \$1.075 million is allocated in 2025-26, pending parliamentary approval. This additional funding strengthens the Museum's ability to manage deficits over the planning period.

The Museum can cover planned deficits from 2026-27 to the end of the planning period with its unrestricted net assets of \$8.136 million at March 31, 2024.

The Museum will face financial pressures in the longer term. As noted above, the \$8.799 million in base appropriations the Museum receives does not cover the building operation expenses and personnel costs. This means that all costs for programming, all other operating expenses and capital requirements must be covered by self-generated revenues. Revenue generation from ticket sales and gift shop has been impacted by

slow tourism and economic recovery and the increased cost of living. Fund development and rentals have offset the revenue shortfalls in these areas. Audience research was undertaken to understand and address the downturn in visitation to the extent possible, given the Museum's location in a relatively small-market urban area.

APPENDIX 1: CORPORATE GOVERNANCE STRUCTURE



The Museum is governed by the Crown Corporation control and accountability regime established under Part X of the FAA and the *Museums Act*. Among other requirements, it must develop and submit a Corporate Plan and operating and capital budgets for Treasury Board approval each year. A summary of the Corporate Plan and an annual report are submitted to the Minister of Canadian Heritage, who tables them in Parliament annually. The Museum is an agent of the Crown.

Board of Trustees	Residence	Appointment Date	Term Expiry
Cynthia Price Verreault, Chairperson	Montréal, Quebec	2024-03-03	2028-03-02
Vivek Sood, Vice-Chairperson	Halifax, Nova Scotia	2024-03-04	2028-03-03
Sarah Crawford	Toronto, Ontario	2023-05-31	2027-05-30
Salima Ebrahim	Edmonton, Alberta	2018-06-01	2025-09-28
Omar Farouk	Brampton, Ontario	2019-07-01	2025-09-14
David Goldbloom	Toronto, Ontario	2024-02-02	2028-02-01
Sara Hradecky	Victoria, British Columbia	2023-10-06	2027-10-05
Mona Kumar	Mississauga, Ontario	2018-06-01	2025-09-28
Alison Murawsky	Saskatoon, Saskatchewan	2024-08-28	2028-08-27
Catherine Woodman	Halifax, Nova Scotia	2023-05-04	2027-05-03
Vacancies (1)			

The Museum's Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage. The Museums Act provides for an 11-member Board of Trustees, including

the Chairperson and Vice-Chairperson, who are appointed by the Minister with the approval of the Governor in Council. An open, transparent and merit-based selection process was undertaken to identify highly qualified individuals to fill vacancies. The term of a Trustee is part-time and may not exceed four years. Trustees continue in office until reappointed (a maximum of three consecutive terms) or until a successor is appointed.

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 duties of care and due diligence; to act honestly, in good faith and in the best interests of the Museum; and to disclose conflicts of interest. It establishes the following as the Board's key responsibilities:

- establishing the Museum's strategic direction;
- safeguarding the Museum's resources;
- monitoring the Museum's performance and reporting;
- developing stakeholder strategies and communications; and
- succession planning for the Board and key management positions.

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

APPENDIX 2: PLANNED RESULTS

STRATEGIC PRIORITY 1: LEAD AN **OUTSTANDING AND RELEVANT MUSEUM** WITH PAN-CANADIAN REACH, SHARING DIVERSE AND MEANINGFUL COLLECTIONS AND PROGRAMS.

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

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Visitors are satisfied or very satisfied with their overall experience. (short term/ongoing)	Indicator: Percentage visitor satisfaction each year. <u>2025-26 to 2029-30</u> 90%	Baseline: 97% in 2023-24 (Note: target is below baseline. 90%+ is an exceptional rating.) Summer survey satisfaction rating.
Canadians engage with new digital immigration history timeline. (short term)	Indicator: Page views. <u>2025-26</u> 100,000 views	Baseline: N/A; new metric Data analytics.
Canadians are inspired and educated by the Museum's podcasts (one in each official language) (short term)	Indicator: Number of downloads. <u>2025-26</u> Launch Season Six. 40,000 downloads. <u>2026-27 to 2029-30</u> Targets not yet set.	Baseline: In 2023-24, 44,216 downloads
The Collection, over time, represents the diversity of Canadian immigrants and immigrant experiences. (long term)	Indicator: Collections Development Plan (CDP) priorities addressed <u>2025-26 to 2029-30</u> New acquisitions reflect the priorities of the CDP.	Baseline: N/A Qualitative reports on how new acquisitions meet priorities. Quarterly progress report.
Collection is catalogued. (short term/ongoing)	Indicator: Cataloguing rate <u>2025-26 to 2029-30</u> Cataloguing keeps pace with acquisitions.	Baseline: 102 acquisitions catalogued in 2023-24. Quarterly progress report.

STRATEGIC PRIORITY 2: **FACILITATE ENHANCED ACCESS FOR ALL** ON SITE, ON THE ROAD AND DIGITALLY.

Objective: The Museum enjoys increased public awareness, support and visitation

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Visitation targets are met in all categories. (short term/ ongoing)	Indicator: Number of onsite paid visitors, number of virtual field trip attendees, and website visits Paid onsite visitation: 2025-26: 62,000 (including 4,500 paid students) 2026-27: 62,000 2027-28: 64,500 2028-29: 64,500 2029-30: 65,000 Premises Visitation: 221,000 Virtual Field Trips: 2025-26: 1,110 paid students. Targets beyond not yet set. *Web visits: 2025-26: 655,000 Targets beyond not yet set	Baseline: In 2023-24, Paid visitation: 53,917 (excluding paid students) Onsite paid students: 4,811 Premises visitation: 215,788 Virtual Field Trips attended by 480 students Web visits: 764,000 Visitation measured weekly, reported on quarterly.
Visitors (onsite and online) utilize the Scotiabank Family History Centre for immigration-focused genealogical research. (short term)	Indicator: Daily stats for onsite and online genealogy questions. 2025-26: 24,000 visitors and 39,500 (onsite and online) research requests. Targets beyond not yet set.	Baseline: In 2023-24, 24,428 visitors and 43,027 (onsite and online) requests. Quarterly progress report.

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Social media content is educational, relevant and engaging, amplifying online reach across Canada. (short term/ ongoing)	Indicator: Increase of total Facebook and Instagram followers <u>2025-26</u> 5% increase <u>2026-27 to 2029-30</u> Targets not yet set.	Baseline: In 2023-24, Facebook grew by 16.5% and Instagram 19.4%. In 2023-24, social media engagements were 410,956. Quarterly progress report.
Collection records are accessible online. (long term)	Indicator: Records publicly available via Museum website. <u>2025-26 to 2029-30</u> An additional 100 records will be added each year.	Baseline: At the end of 2023-24, 11,138 records online. Quarterly progress report.
People across Canada can interact with the Museum through outreach products and programs (Short term/ ongoing)	Indicator: *Number of outreach products or programs in provinces and territories across Canada Target: 52 (12 travelling exhibition openings, 37 virtual field trips, 3 programs offered online)	Baseline: 42 (14 travelling exhibition openings, 24 virtual field trips, 4 programs offered online) Quarterly progress report.

Objective: The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all; are maintained in a cost-effective manner with a focus on greening the organization.

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Capital projects improve accessibility, optimize use of space and resources, and respect the historic nature of the site (medium and long term).	Indicator: Capital projects are delivered on time and on budget 2025-26: <i>eat make share: a taste of immigration</i> exhibition delivered. 2026-27: Elevator replaced. Targets beyond not yet set	Baseline: N/A Project management reporting.

STRATEGIC PRIORITY 3: **BUILD AND NURTURE EXCEPTIONAL PARTNERSHIPS** ENGAGING WITH OTHERS TO AMPLIFY OUR COMPLEMENTARY MISSIONS.

Objective: The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes, and aims to inspire positive action.

Outcome	Result Indicator and Targets	Baseline and Data Strategy
The Museum continues to be a leader in growing and strengthening its strategic partnership network. (short term/ ongoing)	Indicator: Number of significant partnerships <u>2025-26 to 2029-30</u> Eight significant partnerships per year.	Baseline: Nine partnerships in 2023-24. Quarterly progress report.
Programming engages local and national audiences by partnering with individuals, community groups and institutions to deliver onsite, virtual and hybrid programs on a wide range of themes. (short term/ ongoing)	Indicator: Numbers of public program events and attendees. <u>2025-26 to 2029-30</u> 30 Public programs with 12,000 attendees, including 4,000 attendees for Canada Day.	Baseline: In 2023-24, 49 Public programs with 12,910 attendees. Quarterly progress report.
As tourism industry continues to recover, outreach and opportunities to cultivate relationships with travel media will return. (short term)	Indicator: Number of media/ bloggers reached, and number of media mentions. <u>2025-26</u> 18 Travel media/bloggers reached. 2,000 Media mentions.	Baseline: In 2023-24, 2,182 media mentions. Quarterly progress report.

STRATEGIC PRIORITY 4: CHAMPION AN INCLUSIVE TEAM THAT IS AGILE, RESPONSIVE AND COLLABORATIVE.

Objective: 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.

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Recruitment and advancement, exhibitions and programming reflect the diversity of the country. (short term/ ongoing)	Indicator: Diversity of the workforce. <u>2025-2026 to 2029-30</u> Ongoing training, maintain higher than local average (2021 census data) for visible minorities in the workforce.	Baseline: 21% of permanent workforce visible minority at Q2 2024-25 (16% census figure for Halifax, 2021).
Learning and development opportunities contribute to a workplace where employees are engaged and empowered. (short term/ ongoing)	Indicator: Percentage of employees participating in learning and development, including (but not limited to) training in language, accessibility, anti-racism and inherent bias. <u>2025-26 to 2029-30</u> 90%	Baseline: In 2023-24, 100% employee participation in professional development and education. Quarterly progress report.
An integrated performance management program recognizes results and the Museum's core values. (short term/ ongoing)	Indicator: Corporate Plan commitments included in performance agreements. <u>2025-26 to 2029-30</u> All employees have Corporate Plan commitments in performance agreements.	Baseline: N/A Results measured via annual performance management program.

STRATEGIC PRIORITY 5: **SERVE AS A MODEL CROWN CORPORATION**, FINANCIALLY RESPONSIBLE, SUSTAINABLE AND FULLY ACCOUNTABLE TO CANADIANS.

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

Outcome	Result Indicator and Targets	Baseline and Data Strategy
Budget targets are met. (short term/ ongoing)	Indicator: Budget Targets met <u>2025-26 to 2029-30</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved. (short term/ ongoing)	Indicator: Self-generated revenue targets are achieved. Development: <u>2025-26</u> \$1,416,150 <u>2026-27 to 2029-30</u> \$1,418,100 per year Total self-generated revenues are achieved: 2025-26: \$3,615,120 2026-27: \$3,541,520 2027-28: \$3,553,620 2028-29: \$3,550,250 2029-30: \$3,565,000	Baseline: Development: 2024-25 forecast \$1,374,200 Self-generated revenues: 2024-25 forecast \$3,481,700 Quarterly financial statements.

*Standardized performance indicator adopted by the other national museums.

MONITORING AND ASSESSMENT

The Museum measures and reports on progress against the Corporate Plan each quarter. Managers prepare a quarterly report and dashboard which is compiled and reviewed in detail by the senior leadership team. A summary, along with the quarterly financial statements, is presented to the Board of Trustees for review and approval. Any course correction, if required, is done on a quarterly basis. Annual results are reviewed by the Board of Trustees and presented to government in the Museum's annual report, which can be found at pier21.ca/governance-corporate-reports/annual-reports-and-quarterly-financial-reports.

I, Marie Chapman, as Director and CEO of the Canadian Museum of Immigration at Pier 21, am accountable to the Board of Trustees of the Canadian Museum of Immigration at Pier 21 for the implementation of the results described in this Corporate Plan and outlined in this Appendix. I confirm that this commitment is supported by the balanced use of all available and relevant performance measurement and evaluation information.



Marie Chapman
CEO
Canadian Museum of Immigration at Pier 21
January 29, 2025

APPENDIX 3: FINANCIAL STATEMENTS AND BUDGETS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2025-26 and estimates for the remaining years of the plan. They are also based on the Museum's estimates for self-generated revenues.

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

Summary of Operating and Capital Budgets For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
FUNDING REQUIRED							
Operating	11,337,900	12,468,070	12,484,490	12,950,890	13,112,990	13,329,620	13,629,370
Capital	63,000	463,000	780,000	155,000	35,000	35,000	65,000
TOTAL FUNDING REQUIRED	11,400,900	12,931,070	13,264,490	13,105,890	13,147,990	13,364,620	13,694,370
Net self-generated revenues	(2,995,006)	(3,481,700)	(3,615,120)	(3,541,520)	(3,553,620)	(3,550,250)	(3,565,000)
Net result of operations	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)
GOVERNMENT FUNDING COMMITTED	10,060,894	10,024,370	9,874,370¹	8,799,370	8,799,370	8,799,370	8,799,370

¹ Includes \$1.075 million pending parliamentary approval.

Pro forma Statements of Financial Position
For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
ASSETS							
Current assets							
Cash	8,103,000	8,821,000	8,946,000	8,056,000	7,236,000	6,221,000	4,891,000
Accounts receivable	201,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	119,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	253,000	175,000	175,000	200,000	200,000	200,000	200,000
Total current assets	8,676,000	9,346,000	9,471,000	8,606,000	7,811,000	6,796,000	5,466,000
Other Assets							
Endowment cash and investments	10,955,000	10,955,000	10,955,000	10,955,000	10,955,000	10,955,000	10,955,000
Capital assets	5,101,000	4,251,500	4,154,800	3,469,900	2,657,700	1,844,200	1,086,700
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total other assets	16,057,000	15,207,500	15,110,800	14,425,900	13,613,700	12,800,200	12,042,700
TOTAL ASSETS	24,733,000	24,553,500	24,581,800	23,031,900	21,424,700	19,596,200	17,508,700
LIABILITIES AND NET ASSETS							
Liabilities							
Accounts payable and accrued liabilities	541,000	700,000	600,000	500,000	500,000	500,000	500,000
Deferred revenues	264,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	5,101,000	4,251,500	4,154,800	3,469,900	2,657,700	1,844,200	1,086,700
Total liabilities	5,906,000	5,151,500	4,954,800	4,169,900	3,357,700	2,544,200	1,786,700
Net Assets							
Unrestricted	8,136,000	8,711,000	8,936,000	8,171,000	7,376,000	6,361,000	5,031,000
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	10,339,000	10,339,000	10,339,000	10,339,000	10,339,000	10,339,000	10,339,000
Total net assets	18,827,000	19,402,000	19,627,000	18,862,000	18,067,000	17,052,000	15,722,000
TOTAL LIABILITIES AND NET ASSETS	24,733,000	24,553,500	24,581,800	23,031,900	21,424,700	19,596,200	17,508,700

Pro Forma Statements of Operations
For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
GOVERNMENT FUNDING							
Base appropriations	8,111,694	8,799,370	8,799,370	8,799,370	8,799,370	8,799,370	8,799,370
Supplementary estimates	1,949,200	1,225,000	1,075,000 ²	-	-	-	-
Total appropriations	10,060,894	10,024,370	9,874,370	8,799,370	8,799,370	8,799,370	8,799,370
Amount used to purchase depreciable assets	(63,000)	(463,000)	(780,000)	(155,000)	(35,000)	(35,000)	(65,000)
Amortization of deferred capital funding	1,255,400	1,312,500	876,700	839,900	847,200	848,500	822,500
TOTAL GOVERNMENT FUNDING	11,253,294	10,873,870	9,971,070	9,484,270	9,611,570	9,612,870	9,556,870
SELF-GENERATED REVENUES (NET)							
Ticket sales	577,600	640,000	800,940	800,000	830,000	830,000	840,000
Programming	103,000	87,200	148,350	117,800	120,300	120,300	110,300
Scotiabank Family History Centre	77,300	72,800	98,500	96,000	105,600	105,600	115,600
Gift shop	125,700	129,500	147,220	149,620	154,370	156,750	161,500
Hall rental	627,400	664,500	553,960	560,000	550,250	569,500	569,500
Donations	1,020,900	1,374,200	1,416,150	1,418,100	1,418,100	1,418,100	1,418,100
Endowment	91,100	96,700	200,000	200,000	200,000	200,000	200,000
Interest and other	372,006	416,800	250,000	200,000	175,000	150,000	150,000
TOTAL SELF-GENERATED REVENUES (NET)	2,995,006	3,481,700	3,615,120	3,541,520	3,553,620	3,550,250	3,565,000
EXPENSES							
Visitor experience and connections	5,015,700	5,765,200	5,417,400	5,639,840	5,608,610	5,727,490	5,858,210
Accommodation	4,083,200	4,269,800	3,905,680	4,026,870	4,095,330	4,158,650	4,196,340
Fundraising and commercial activities	1,142,700	1,206,500	1,335,970	1,371,140	1,438,180	1,408,890	1,439,210
Internal services	2,351,700	2,539,070	2,702,140	2,752,940	2,818,070	2,883,090	2,958,110
TOTAL EXPENSES	12,593,300	13,780,570	13,361,190	13,790,790	13,960,190	14,178,120	14,451,870
NET RESULT OF OPERATIONS	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)

² Pending parliamentary approval.

Pro Forma Statements of Cash Flows
For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
OPERATING ACTIVITIES							
Appropriations received	9,997,894	9,561,370	9,094,370 ³	8,644,370	8,764,370	8,764,370	8,734,370
Cash received from clients and donors	3,363,106	3,418,700	3,415,120	3,341,520	3,353,620	3,350,250	3,365,000
Cash paid to suppliers	(5,303,000)	(5,846,770)	(5,642,000)	(5,772,480)	(5,675,550)	(5,713,650)	(5,827,610)
Payments related to salary and benefits	(6,535,000)	(6,415,300)	(6,942,490)	(7,303,410)	(7,462,440)	(7,615,970)	(7,801,760)
Endowment allocation received	-	-	200,000	200,000	200,000	200,000	200,000
TOTAL OPERATING ACTIVITIES	1,523,000	718,000	125,000	(890,000)	(820,000)	(1,015,000)	(1,330,000)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(52,000)	(463,000)	(780,000)	(155,000)	(35,000)	(35,000)	(65,000)
TOTAL CAPITAL ACTIVITIES	(52,000)	(463,000)	(780,000)	(155,000)	(35,000)	(35,000)	(65,000)
INVESTING ACTIVITIES							
Net increase in endowment cash and investments	(108,000)	-	-	-	-	-	-
TOTAL INVESTING ACTIVITIES	(108,000)	-	-	-	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	63,000	463,000	780,000 ⁴	155,000	35,000	35,000	65,000
Contributions received for the acquisition of capital assets	-	-	-	-	-	-	-
Contributions to endowment	6,000	-	-	-	-	-	-
TOTAL FINANCING ACTIVITIES	69,000	463,000	780,000	155,000	35,000	35,000	65,000
INCREASE (DECREASE) IN CASH	1,432,000	718,000	125,000	(890,000)	(820,000)	(1,015,000)	(1,330,000)
CASH, BEGINNING OF YEAR	6,671,000	8,103,000	8,821,000	8,946,000	8,056,000	7,236,000	6,221,000
CASH, END OF YEAR	8,103,000	8,821,000	8,946,000	8,056,000	7,236,000	6,221,000	4,891,000

³ Includes \$0.975 million pending parliamentary approval.

⁴ Includes \$0.1 million pending parliamentary approval.

Pro Forma Statements of Changes in Net Assets
For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
NET ASSETS, BEGINNING OF PERIOD	16,097,000	18,827,000	19,402,000	19,627,000	18,862,000	18,067,000	17,052,000
Net result of operations	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)
Net changes in remeasurement gains (losses)	1,069,000	-	-	-	-	-	-
Contributions to endowment	6,000	-	-	-	-	-	-
NET ASSETS, END OF PERIOD	18,827,000	19,402,000	19,627,000	18,862,000	18,067,000	17,052,000	15,722,000

Pro Forma Statements of Changes in Unrestricted Net Assets
For the years ending March 31, 2024 to March 31, 2030

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	6,572,000	8,136,000	8,711,000	8,936,000	8,171,000	7,376,000	6,361,000
Net result of operations	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)
Endowment recapitalization	(91,000)	-	-	-	-	-	-
UNRESTRICTED NET ASSETS, END OF PERIOD	8,136,000	8,711,000	8,936,000	8,171,000	7,376,000	6,361,000	5,031,000

FINANCIAL OVERVIEW

The table below outlines the Museum's projections for the five-year period from 2025-26 to 2029-30. The Museum has an operating budget of \$12.484 million (excluding amortization) and a capital budget of \$780,000 for 2025-26.

The Museum can cover the projected deficits to the end of the planning period with its unrestricted net assets of \$8.136 million at March 31, 2024.

Table 1: Funding Required

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
FUNDING REQUIRED							
Operating	11,337,900	12,468,070	12,484,490	12,950,890	13,112,990	13,329,620	13,629,370
Capital	63,000	463,000	780,000	155,000	35,000	35,000	65,000
TOTAL FUNDING REQUIRED	11,400,900	12,931,070	13,264,490	13,105,890	13,147,990	13,364,620	13,694,370
Net self-generated revenues	(2,995,006)	(3,481,700)	(3,615,120)	(3,541,520)	(3,553,620)	(3,550,250)	(3,565,000)
Net result of operations	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)
GOVERNMENT FUNDING COMMITTED	10,060,894	10,024,370	9,874,370⁵	8,799,370	8,799,370	8,799,370	8,799,370

Table 2: Utilization of Unrestricted Net Assets

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Unrestricted net assets, beginning of period	6,572,000	8,136,000	8,711,000	8,936,000	8,171,000	7,376,000	6,361,000
Net results of operations	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)
Endowment recapitalization	(91,000)	-	-	-	-	-	-
Unrestricted net assets, end of period	8,136,000	8,711,000	8,936,000	8,171,000	7,376,000	6,361,000	5,031,000

FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

Parliamentary Appropriations

The Museum receives \$8.799 million per year in base appropriations. In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance. An additional \$1.075 million is allocated in 2025-26, pending parliamentary approval.

⁵ Includes \$1.075 million pending parliamentary approval.

Self-Generated Revenues

Table 3: Self-Generated Revenues (net)

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Ticket sales	180,400	687,500	577,600	804,680	640,000	800,940	800,000	830,000	830,000	840,000
Programming	60,600	78,200	103,000	100,920	87,200	148,350	117,800	120,300	120,300	110,300
Family history centre	27,600	81,400	77,300	98,500	72,800	98,500	96,000	105,600	105,600	115,600
Gift shop	36,700	133,100	125,700	157,600	129,500	147,220	149,620	154,370	156,750	161,500
Hall rental	74,600	507,100	627,400	509,680	664,500	553,960	560,000	550,250	569,500	569,500
Total Earned Revenues (net)	379,900	1,487,300	1,511,000	1,671,380	1,594,000	1,748,970	1,723,420	1,760,520	1,782,150	1,796,900
Donations	855,200	505,500	1,020,900	1,391,050	1,374,200	1,416,150	1,418,100	1,418,100	1,418,100	1,418,100
Endowment	95,800	(185,000)	91,100	200,000	96,700	200,000	200,000	200,000	200,000	200,000
Interest and other	33,606	206,106	372,006	240,000	416,800	250,000	200,000	175,000	150,000	150,000
Total Contributed Revenues (net)	984,606	526,606	1,484,006	1,831,050	1,887,700	1,866,150	1,818,100	1,793,100	1,768,100	1,768,100
Total Self- Generated Revenues (net)	1,364,506	2,013,906	2,995,006	3,502,430	3,481,700	3,615,120	3,541,520	3,553,620	3,550,250	3,565,000

Table 4: Number of Paid Visitors

	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Visitor attendance	17,500	64,400	53,900	67,500	53,000	62,000	62,000	64,500	64,500	65,000

Self-generated revenues from all sources were approximately \$3 million per year before the pandemic, representing approximately 38 percent of base appropriations at that time. The self-generated revenues projected at approximately \$3.6 million per year represent approximately 41 percent of the current base appropriations.

The Museum's earned revenue sources are from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and hall rental revenues. Growth in earned revenue sources continues but is reaching a ceiling in the remaining three years of the plan even with the price increases and higher visitor attendance. Ticket revenues for 2025-26, which includes ticket sales and \$56,050 under programming, are based on a target of 62,000 paid visitors and students at an average ticket price of \$13.82.

Contributed revenue sources are donations, realized earnings from the endowment funds and interest and other. Donation revenue, primarily through major gift fundraising, is a key priority for the Museum and has been severely impacted by the pandemic. The overall fund development budget for 2025-26 is \$1,416,150 with major gift donations budgeted to be \$1.1 million per year starting in 2025-26. Donations also include special event fundraising, annual and planned giving, commemorative plaques and the Pier 21 Club – a mid-level donor program. From time to time, donations may be received in the form of donated shares. With the rules and regulations of Part X of the FAA applicable to the Museum, whereas the FAA does not allow Crown corporations to have direct ownership in equities, the Museum would sell the shares received as soon as possible.

Endowment income represents net earnings on the endowment fund. In accordance with the *Endowment Spending Policy*, the capital must be maintained in perpetuity and earnings utilized for Museum programming. The Museum plans to draw on the endowment fund earnings starting in 2025-26.

OPERATING BUDGET

Table 5: Expenses by Core Responsibility

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Visitor Experience and Connections	3,872,100	4,610,900	5,015,700	6,251,260	5,765,200	5,417,400	5,639,840	5,608,610	5,727,490	5,858,210
Accommodation	5,099,300	4,071,500	4,083,200	4,205,770	4,269,800	3,905,680	4,026,870	4,095,330	4,158,650	4,196,340
Fundraising and Commercial Activities	870,200	1,048,600	1,142,700	1,208,140	1,206,500	1,335,970	1,371,140	1,438,180	1,408,890	1,439,210
Internal Services	2,199,300	2,320,100	2,351,700	2,631,530	2,539,070	2,702,140	2,752,940	2,818,070	2,883,090	2,958,110
Total Expenses by Core Responsibility	12,040,900	12,051,100	12,593,300	14,296,700	13,780,570	13,361,190	13,790,790	13,960,190	14,178,120	14,451,870

In Budget 2023, the Government indicated that it would work with Crown Corporations to ensure they achieve spending reductions, comparable to departments, starting in 2024-25. Due to the size of its budget, the Museum is exempt from this cost-reduction measure.

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 research their own families' immigration stories. This area includes core and temporary exhibitions; programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix 2 of this Corporate Plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2024-25 was \$6.251 million with a forecast of \$5.765 million. The budget decreases to \$5.417 million in 2025-26 after the development of the Museum's third temporary and travelling exhibition and the implementation of the new exhibition content management system in 2024-25. The budget grows incrementally from \$5.640 to \$5.858 until the end of the planning period mainly due to economic increases.

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 2 of this Corporate Plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2024-25 was \$4.206 million with a forecast of \$4.270 million. The budget stays in the \$3.906 to \$4.106 million range for the remainder of the planning period reflecting the increase in rent and utilities offset by the decrease in amortization due to fully amortized leasehold improvements.

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

Appendix 2 of this Corporate Plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2024-25 was \$1.208 million with a forecast of \$1.207 million. The budget stays in the \$1.371 to \$1.439 million range for the remainder of the plan.

Finally, **Internal Services** includes activities and resources administered to support the needs of programs and other corporate obligations of the organization. Internal services include only those activities and resources that apply across an organization and not to those provided specifically to a program. Expenditures included in internal services include costs related to: the board and governance; management and oversight; some personnel costs (including all training and professional development); financial management; information technology; procurement; and travel and other administrative services.

Appendix 2 of this Corporate Plan summary outlines key strategies, activities and performance measures for this area. The budget for internal services in 2024-25 was \$2.632 million with a forecast of \$2.539 million. The budget for internal services for 2025-26 is \$2.702 million reflecting anticipated increases in personnel costs and other administration costs. The internal services budget is projected to remain in the range of \$2.753 to \$2.958 million level for the remainder of the planning period.

Table 6: Internal Services Expenses

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Office supplies and administration	165,900	213,100	166,400	284,850	256,670	268,620	276,960	284,240	291,560	299,270
Operating supplies and services	25,100	67,900	92,000	124,160	135,400	153,030	134,670	140,470	142,980	148,280
Personnel costs	1,715,900	1,679,500	1,825,500	1,882,230	1,885,100	1,937,040	1,988,430	2,035,750	2,080,200	2,136,850
Professional and special services	182,000	226,600	108,800	120,500	104,400	130,500	130,000	130,000	130,000	130,000
Repairs and maintenance - IT	82,800	100	400	4,000	3,000	4,000	4,200	4,400	4,600	4,800
Travel and hospitality expenses	4,400	104,000	129,800	179,790	123,800	172,950	180,880	183,520	192,080	195,160
Utilities (phone)	23,200	28,900	28,800	36,000	30,700	36,000	37,800	39,690	41,670	43,750
Total Internal Services Expenses	2,199,300	2,320,100	2,351,700	2,631,530	2,539,070	2,702,140	2,752,940	2,818,070	2,883,090	2,958,110

Building Operations

Table 7: Building Operation Expenses

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Rent	1,705,600	1,703,400	1,704,900	1,711,680	1,708,600	1,768,500	1,810,700	1,818,800	1,827,000	1,835,600
Repairs and maintenance and building operation	502,100	314,000	310,800	387,940	392,800	450,090	516,650	543,250	564,700	585,150
Utilities	300,300	390,000	352,500	408,000	420,000	408,000	428,400	449,790	472,270	495,850
Payments in lieu of taxes (PILT)	176,200	195,200	241,400	200,000	215,000	220,000	240,000	240,000	240,000	240,000
Total Building Operation Expenses	2,684,200	2,602,600	2,609,600	2,707,620	2,736,400	2,846,590	2,995,750	3,051,840	3,103,970	3,156,600
Amortization of capital assets	2,329,600	1,270,300	1,255,400	1,309,900	1,312,500	876,700	839,900	847,200	848,500	822,500
Total Building Operation Expenses Including Amortization	5,013,800	3,872,900	3,865,000	4,017,520	4,048,900	3,723,290	3,835,650	3,899,040	3,952,470	3,979,100

The Museum's building operation expenses (rent, repairs and maintenance, PILT, utilities and amortization) are approximately \$4 million per year. Building operation expenses have decreased from prior levels of approximately \$5 million per year due to the reduction in amortization as some assets are now fully amortized.

Building operation expenses excluding amortization are expected to total \$2.847 million in 2025-26, growing to \$3.157 million by the end of the planning period. This is a significant and growing financial pressure for the Museum, representing 21 percent of the Museum's total budgeted expenses in 2025-26 and 32 percent of base appropriations. By 2029-30, this grows to 22 percent of the total budgeted expenses and 36 percent of base appropriations. The pressure will be even greater in 2030-31 (outside of the planning period) when the next 5-year contractual increase happens.

Rent is budgeted at \$1.769 million in 2025-26. Contractual increases that impact rent occur every five years, with the next increase starting in 2025-26. It should be noted that the Museum is a tenant of the Halifax Port Authority; therefore, it does not directly incur costs for roads, grounds, property maintenance, etc. However, the Museum pays for common area costs as part of its rent. It is also responsible for the maintenance and replacement of all HVAC systems and elevators.

PILT, a non-discretionary fixed cost, 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. PILT is not a significant financial pressure for the Museum. It should be noted that PILT for the Museum (and other federal sites) is under review by the City of Halifax and could increase. The timing and amount of such an increase cannot be predicted.

Personnel

Table 8: Personnel by Core Responsibility

	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Visitor Experience and Connections	33	33	33	33	33	33	33	33	33	33
Accommodation	2	2	2	2	2	2	2	2	2	2
Fundraising and Commercial Activities	9	9	9	9	9	9	9	9	9	9
Internal Services	12	12	12	12	12	12	12	12	12	12
Number of FTEs	56	56	56	56	56	56	56	56	56	56

Table 9: Personnel Costs

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Salaried employees	4,328,100	4,553,900	4,725,400	5,020,000	4,661,900	4,975,000	5,255,000	5,370,000	5,480,000	5,610,000
Hourly employees	173,400	1,068,400	625,400	693,740	635,200	773,500	787,210	803,640	820,770	845,360
Employee Benefits Plan	931,800	512,200	1,105,100	1,204,850	1,118,200	1,193,990	1,261,200	1,288,800	1,315,200	1,346,400
Total Salaries	5,433,300	6,134,500	6,455,900	6,918,590	6,415,300	6,942,490	7,303,410	7,462,440	7,615,970	7,801,760
Professional development and training	109,300	123,400	95,200	141,500	143,600	144,500	155,000	154,000	160,000	166,000
Board remuneration	73,300	72,200	94,400	91,350	87,500	91,350	91,350	91,350	91,350	91,350
Other HR costs	6,400	3,400	11,200	1,500	2,500	1,500	1,800	2,000	2,250	2,300
Total Other Personnel Costs	189,000	199,000	200,800	234,350	233,600	237,350	248,150	247,350	253,600	259,650
Total Personnel Costs	5,622,300	6,333,500	6,656,700	7,152,940	6,648,900	7,179,840	7,551,560	7,709,790	7,869,570	8,061,410

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$7.180 million for 2025-26 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. The Museum has reached its permanent employee cap of 56

On April 28, 2022, the Museum signed its first collective bargaining agreement with the Service Employees International Union Local 2, Brewery, General and Professional Workers' Union. The agreement, effective from April 1, 2021 to March 31, 2024, covers full-time and part-time Museum staff, except for 17 employees who are managerial exclusions. Discussions are currently taking place on the renewal of the collective agreement, which is expected to be finalized in the coming months.

Travel, Hospitality and Conferences

Table 10: Travel, Hospitality and Conference Expenditures

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Travel	5,400	126,700	158,800	217,210	155,300	227,910	220,080	222,620	239,080	239,060
Hospitality	5,000	35,300	58,600	40,650	41,600	46,550	44,750	45,900	46,150	46,450
Conferences	5,800	16,100	22,000	53,700	33,100	56,200	56,600	59,320	62,050	64,550
Total Travel, Hospitality and Conferences Expenses	16,200	178,100	239,400	311,560	230,000	330,660	321,430	327,840	347,280	350,060

The Museum implemented the Directive on Travel, Hospitality, Conference and Event Expenditures and aligns the Museum's policies on travel, hospitality, conference and event expenditures with Treasury Board policies, directives and related instruments in this area in a manner consistent with its legal obligations. The summary of travel, hospitality and conference expenditures is disclosed in Table 11 per the requirements of the Directive.

Travel, hospitality and conference costs are primarily attributable to travel for fund development activities, the travelling exhibition, the oral history program, professional development and Board of Trustees meetings. The costs dropped significantly as a result of the COVID-19 pandemic, from previous levels exceeding \$250,000. Travel, hospitality and conference costs are expected to increase, with a budget of \$330,660 in 2025-26, reflecting the rise in price mainly of airfare and hotel costs.

Exhibitions and Programming

Table 11: Exhibition and Programming Expenses

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Exhibition and programming	182,900	272,300	383,200	1,211,100	1,228,500	420,680	370,650	254,900	263,850	325,150
Operating supplies and services	220,700	279,900	325,500	296,360	341,800	374,140	337,050	344,220	367,080	341,850
Total Exhibition and Programming Expenses	403,600	552,200	708,700	1,507,460	1,570,300	794,820	707,700	599,120	630,930	667,000

Exhibition and programming includes all programming done by visitor experience, public programming, the oral history program; all costs related to the core exhibition, the temporary and travelling exhibitions; as well as all collections-related costs. Prior to the pandemic, expenses for this area were in the range of \$500-\$600,000 per year including the development of the Museum's temporary

and travelling exhibition *Refuge Canada*. This dropped in 2020-21 and 2021-22 due to the impacts of the pandemic on onsite programming, offset by increased expenditures for the permanent exhibition due to the modifications necessary following COVID-19 restrictions. Expenses forecast are \$1.229 million in 2024-25 with the development of the Museum's next temporary and travelling exhibition and the implementation of the new exhibition content management system. The budget decreases in 2025-26 per the Museum's typical cycle of saving funds for three years to fund the development of the next temporary and travelling exhibition in a five-year cycle, as well as the completion of the exhibition content management system implementation.

The exhibition content management system stores, manages and runs the digital content in the Museum. This includes video projections, audio content, touchscreens, and other interactive displays. The existing system is a highly customized closed system that cannot be upgraded or extended. It is beyond its service life and needs to be replaced with enterprise software to improve ease of updating and meet accessibility standards. This is a multi-year cross-departmental project with an estimated total cost of \$1.0 million. An additional \$50,000 is projected in annual operating costs starting in 2025-26 once the system is in place.

The operating supplies and services budget reflects operating costs for programming activities. 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.

CAPITAL BUDGET

Table 12: Capital Budget

(dollars)	2021-22 Actuals	2022-23 Actuals	2023-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Leasehold improvements	262,160	5,200	23,000	70,000	185,000	750,000	100,000	-	-	-
Core exhibitions	31,080	-	23,000	-	-	-	-	-	-	-
Equipment	11,250	39,900	17,000	290,000	278,000	30,000	55,000	35,000	35,000	65,000
Total Capital Expenses	304,490	45,100	63,000	360,000	463,000	780,000	155,000	35,000	35,000	65,000

The capital budget can only accommodate minimal capital spending in the range of \$35,000 to \$780,000 per year. For the elevator project, \$100,000 is forecast in 2024-25, \$700,000 is budgeted in 2025-26 and \$100,000 in 2026-27. This estimated amount will be adjusted after the project tendering process is complete.

It should be noted that the Museum is a tenant of the Halifax Port Authority and, as such, does not have many of the same capital responsibilities and requirements as the other national museums. Capital pressures will become an issue in the longer term as there are no funds for capital projects beyond minimal maintenance of aging infrastructure. The maintenance and replacement of the HVAC systems and the elevators are the responsibility of the Museum.

NET RESULT

Table 13: Budget summary

(dollars)	2023-24 Actuals	2024-25 Forecast	2025-26 Budget	2026-27 Projections	2027-28 Projections	2028-29 Projections	2029-30 Projections
Operating budget	11,337,900	12,468,070	12,484,490	12,950,890	13,112,990	13,329,620	13,629,370
Capital budget	63,000	463,000	780,000	155,000	35,000	35,000	65,000
TOTAL BUDGET	11,400,900	12,931,070	13,264,490	13,105,890	13,147,990	13,364,620	13,694,370
ANTICIPATED NET RESULT OF OPERATIONS - SURPLUS (DEFICIT)	1,655,000	575,000	225,000	(765,000)	(795,000)	(1,015,000)	(1,330,000)

Deficits are projected from 2026-27 through to the end of the planning period to cover the costs of personnel costs and contractual rent increases. The planning period deficits can be covered by the unrestricted net assets, as outlined in the table above.