



Canadian Museum of
Immigration at Pier 21

Musée canadien de
l'immigration du Quai 21

Corporate Plan
and Operating and Capital Budgets
for 2011-2012 to 2015-2016

SUMMARY

Canada

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

CORPORATE PLAN
AND OPERATING AND CAPITAL BUDGETS
FOR 2011-2012 TO 2015-2016

Summary

Canada^{ca}

Canadian Museum of Immigration at Pier 21

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THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21:
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PREAMBLE

The Government of Canada approved the first Corporate Plan of the Canadian Museum of Immigration at Pier 21 (the Museum) on December 7, 2010. Through that inaugural Plan, the Museum's first Board of Trustees established the broad directions for the first five years of the Museum's operations, with a focus on the first 18 months ending March 31, 2012. On February 7, 2011, Canada's sixth national museum—only the second to be established outside of the National Capital Region—held an event to officially launch its operations following the completion of the transfer of the assets from the Pier 21 Society and its Foundation and the execution of a forty-year lease with the Halifax Port Authority.

While updated to reflect progress made during the start-up phase and to add an additional year of budget projections, this Corporate Plan reinforces the priorities, objectives and strategies presented in the inaugural plan. Once the Museum's first Director/CEO has been appointed, the Board will work with management to further shape and refine its longer-term vision and to develop a performance monitoring and reporting strategy.

The Board of Trustees of the Canadian Museum of Immigration at Pier 21 wishes to express its continuing gratitude to the founders of the Pier 21 Society and its Board, staff, volunteers and patrons. The Board also wishes to thank the Minister of Canadian Heritage and his department for their support, which has made it possible for Canada to launch a national museum dedicated to exploring Canadian immigration and its impact on Canada.

Above all, the Museum wishes to express its deep gratitude to the millions of immigrants who have chosen Canada as their home. Canada is undeniably stronger and richer because of them. The Board and staff of the Canadian Museum for Immigration at Pier 21 pledges to explore and interpret faithfully their experiences and the challenges they faced and to celebrate the innumerable contributions they have made to Canada's culture, economy and way of life.

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1. HISTORY AND BACKGROUND

On June 25, 2009, the Prime Minister of Canada announced the federal Government's intention to create a new national museum dedicated to celebrating the history of immigration and the role and contribution of immigrants throughout Canada's history. The announcement underlined the government's commitment to recognizing and celebrating the important role that immigration has played throughout Canada's history.

The museum would be established as a Crown corporation and would be only the second national museum to be located outside of the National Capital Region. It would be located in the historic Shed 21 on the Halifax waterfront, which welcomed hundreds of thousands of immigrants who sought adventure, employment and opportunity, between 1928 and 1971. They included refugees from war-torn Europe and from Hungary following the Revolution, war brides and displaced children. Pier 21 played another key role during the Second World War, providing a lifeline of supplies and personnel to Britain. Overall, approximately 1.5 million immigrants and Canadian military service personnel passed through Pier 21 between 1928 and 1971. At the same time, while one in five Canadians can trace some relationship to Pier 21, millions of immigrants have arrived through other entry points.

With the decline in the number of immigrants arriving by sea in the 1960s, the immigration terminal at the Port of Halifax could no longer be justified, but its history would live on through the vision and dedication of the Pier 21 Society (the Society). The dream of the Society's founders was to transform the immigration shed into a world-class museum that would honour the people who passed through its doors, the importance of immigration throughout Canada's history, our country's contribution to the Second World War and the role of Pier 21 during a significant period in Canada's development as a nation. This dream became a reality when the Federal Government announced, in 1995, that the legacy of Halifax (the host city) for that year's G-7 Summit would be a pledge of \$4 million towards the museum, contingent on the Society raising an equivalent amount. By November, 1998, a highly successful national fundraising campaign had raised the required funds; the museum opened on Canada Day, 1999 in the historic building administered by the Halifax Port Authority.

With the support of the Pier 21 Foundation (the Foundation)—established in 2002 to raise an endowment fund to support public programming—the Society managed to create an extremely popular attraction that welcomed 46,172 visitors in 2008-2009, many of them “alumni” of Pier 21. It also had a large, engaged and loyal volunteer base (7,460 volunteer hours in the same year). The Society developed a permanent exhibition—focused on the Pier 21

experience— hosted several travelling exhibitions and implemented an impressive education and public program.

With the Prime Minister’s announcement in 2009, the Federal Government signed a Statement of Intentions with the Society, the Foundation and the Port Authority to create a new cultural Crown corporation through amendments to the *Museums Act*. The Museum’s purpose would be to explore Canadian immigration—regardless of point of entry—including both historical and more recent trends. Building on the Statement of Intentions, the four parties entered into a Definitive Agreement on April 30, 2010, which was a legally binding document that detailed their respective roles, responsibilities and obligations. These included provisions for, among others:

- **The Pier 21 Society** to transfer most of its financial and other assets to the new corporation;
- **The Foundation** to transfer a substantial endowment fund (cash and pledges) to the new corporation, conditional on the capital being kept intact indefinitely and the revenues being used solely for the purpose of public programming;
- **The Halifax Port Authority** to lease space to the corporation, including the existing footprint and space for an expansion; the terms of the lease formed part of the Definitive Agreement; and

- **The Federal Government** to introduce legislation to amend the *Museums Act* and to provide capital and on-going operating funds to the new Museum.

The Definitive Agreement also established contractual obligations for the new Museum, including:

- Accepting assets from the Society and the Foundation;
- Administering the Endowment Account in a way that preserves the capital;
- Recognizing donors (the form, manner and content to be determined by the Museum); and
- Making offers of employment for a term of two years to permanent, full-time staff of the Pier 21 museum, with the potential for them to be appointed to permanent positions at any time within the two years.

On June 7, 2010, the Government tabled amendments to the *Museums Act* (Bill C-34). With the support of all Parties, the legislation received Royal Assent on June 29, 2010. The Legislation came into force on November 25, 2010, and the Governor in Council appointed the Museum’s inaugural Board of Trustees on the same day. Two additional Trustees were appointed on December 9, 2010. Under the *Museums Act*, the Government will appoint the first Director/CEO; the Museum is supporting the Government in the recruitment

process, which should be complete early in the planning period.

The Board held its inaugural meeting in December 6-7, 2010. At that time, the Board exercised a number of its key responsibilities associated with the start-up of the new Crown corporation, including recommending that the Government approve the corporation's first Corporate Plan and its operating budgets for the four months ending March 31, 2011. On February 3, 2011, the "Closing" transactions required to fulfill the obligations under the Definitive agreement were completed. The new Museum welcomed its first employees on February 4th and officially launched its operations on February 7th. During the period leading up to Closing when the Museum had no staff, a small Implementation Team was in place to support the Board to establish the new corporation and oversee operations.

This Corporate Plan updates the Inaugural Plan approved by the Government in December, 2010. Once a Director/CEO is in place, and once the Board and management team have had time for the appropriate level of reflection and deliberation, the Museum will be in a better position to further refine its overall strategic direction, including to develop a longer-term vision statement, and to develop performance measures and a performance measurement strategy. These will be reflected in subsequent Corporate Plans submitted to the Government.

2. GOVERNING LEGISLATION

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. As a Crown corporation and a member of the Canadian Heritage Portfolio, the Museum contributes to the achievement of the Federal Government's broad policy objectives.

The Museum is also governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act* and 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*; the *Expenditure Restraint Act* and the *Canada Labour Code*, among others.

3. MANDATE AND POWERS

The *Museums Act* establishes the mandate of the Canadian Museum of Immigration at Pier 21 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.

The Museum's public policy role is articulated in the preamble of the *Museums Act*, which states that, "Each [national museum]:

- 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
- 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."

The *Museums Act* also defines the capacities and powers that the Museum may exercise in carrying out its mission. These include activities such as the care of the Museum's collection, exhibitions and other public programming, research, training and business activities

4. VISION

While the *Museums Act* establishes the Museum's mandate, a key priority for the Board of Trustees and the Museum's first Director/CEO prior to the submission of the next Corporate Plan will be to begin work on establishing a collective, compelling Vision Statement that articulates the leadership's aspirations for the unique role that the Museum will play in fulfilling its purpose over a longer planning period. Such a statement will be inspired by the Museum's mandate and core values and will provide a tangible and attainable image of its destination, while preserving the necessary flexibility to respond to a changing environment. It will provide a clear sense of direction in support of which the Museum can align a coherent set of programmatic and organizational strategies.

5. GOVERNANCE STRUCTURE

The *Museums Act* provides for an eleven-member Board of Trustees that is appointed by the Minister of Canadian Heritage with the approval of the Governor-in-Council. The Museum's Board of Trustees serves as its governing body and is accountable to Parliament for results and the stewardship of the Museum through the Minister.

The role of Board of Trustees is independent from that of management; it provides strategic direction and oversight, while the Director/CEO has day-to-day control and supervision of the Museum's work and staff. The Board has adopted By-laws and a Governance Policy that reflect the Crown corporation governance and accountability regime. To support it to perform the appropriate due diligence in carrying out a number of its key responsibilities, has established the following committees:

- **An Executive and Finance Committee**, to make decisions between Board meetings, provide oversight to financial planning and performance, capital projects and investment and to assess the Director/CEO's performance;
- **An Audit Committee**, primarily to carry out the duties prescribed under section 148 of the *Financial Administration Act*;
- **A Human Resources, Governance and Nominating**

Committee; to provide strategic direction and oversight to the management of the Museum's human resources and to provide a focus on governance issues including corporate policies, Board nominations and Board self-assessment; and

- **A Development Committee**, to provide strategic direction and oversight to the Museum's fundraising and development efforts.

The *Museums Act* provides for the first Director of the Museum to be appointed by Governor in Council, on the recommendation of the Minister. The Minister has asked the Board to assist in the recruitment process, which is now under way. The Board has established a delegation instrument to put in place interim signing authorities in the meantime.

6. PROGRAM ACTIVITY ARCHITECTURE

The Canadian Museum of Immigration at Pier 21 has developed an initial Program Activity Architecture (PAA), designed to align its activities to achieve the following **Strategic Outcome**, derived from its legislated mandate:

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

Key themes that the Museum will explore as it explores the many centuries of immigration to Canada will be:

- The vital role immigration has played in the building of Canada;
- The experience of immigrants as they arrive in Canada; and
- The on-going contributions of immigrants to Canada's culture, economy and way of life.

The following section describes each Program Activity and includes the expected outcome for each.

PROGRAM ACTIVITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Expected Outcome: Canadians have access to—and are engaged in building—museum content and programming that reflects the diverse experiences and contributions of immigrants throughout Canada's history.

The Visitor Experience and Connections Program Activity aims to give the Museum's audience access to rich content and programming that reflects 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: permanent and adaptable exhibitions; on-site and outreach programs; travelling exhibitions; publications; virtual exhibitions; and other web and social media tools.

The Museum's Oral History Collection—recorded with the facilitation of an oral historian—and the Image Collection are used by researchers, writers, filmmakers, school children preparing heritage projects and families searching a connection with their past. To facilitate access to these

collections, the employees in the Research Centre offer reference services to anyone who visits, e-mails, calls or writes. They conduct oral history interviews, scan materials, collect stories, deliver educational workshops and work with countless partners on book, film and research projects.

Visitor Experience and Connections includes: Research and Content Development; Interpretation and Connections (including Public Programming and Exhibits); National Outreach and Partnerships; and Visitor Services and Amenities (including volunteers' activities).

PROGRAM ACTIVITY 2: ACCOMMODATIONS

Expected Outcome: 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.

The Accommodation Program Activity provides secure and functional facilities that meet all safety and building code requirements. It ensures that the Museum's leased facilities: support the realization of the Museum's mandate; contribute to a rich, welcoming and engaging visitor experience; and are safe, secure and accessible. Capital

improvements to the facilities further the vision and mandate of the Museum, optimize the use of the space for public programming, are managed prudently and respect the historic nature of the site. Accommodation includes: Leasehold Improvements and Building Operations, including Security.

PROGRAM ACTIVITY 3: INTERNAL SERVICES

Expected Outcome: Sound governance practices are in place and resources are effectively managed to support the achievement of the Museum's mandate.

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of the organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

7. FINANCIAL RESOURCES

The Government provided the Museum with access to up to \$59.3 million in appropriations over an initial five-year period ending in 2014-2015. This was comprised of up to \$24.9 million for capital and \$34.4 million for operations. It will be augmented by self-generated revenues, including those from admissions, sponsorships, donations, retail and food activities, facility rentals and income from the endowment fund (which is restricted to programming purpose only). Section 12 and the *pro forma* financial statements provide detail on the preliminary operating and capital budgets for the planning period.

8. HUMAN RESOURCES AND CORPORATE CULTURE

At the time the Definitive Agreement was signed, the Society had 22 permanent full-time employees and a number of part-time and seasonal staff. In order to create a clear legal division between the Society and the new Museum, the Society issued a notice of termination on December 8, 2010, eight weeks prior to the Closing date of February 3, 2011 (eight weeks are required under Nova Scotia law). The new corporation immediately offered all permanent, full-time employees a determinate, term position—beginning February 4, 2011, for a period of two

years—during which time permanent positions will be created and staffed. The new corporation also put in place interim compensation and benefits plans that complied with the obligations set out in the Definitive Agreement.

It is expected that the corporation could hire up to 37 additional staff over the first five years of operations, with an expected 15 to be retained (in addition to resources retained contracts and/or temporary assignments) in the period ending March 31, 2012. In particular, a number of key positions will need to be filled to give the Museum the capacity to develop additional content and programming consistent with its national mandate and to meet the accountability requirements of a Crown corporation. The Board and management of the new Museum will need time to assess their human resource requirements and design an organizational structure that reflects the Museum's mandate, corporate culture, accountabilities and priorities. Therefore staff numbers and personnel costs reflected in this Corporate Plan and the accompanying budget **should be considered as estimates for planning purposes only.**

One of the greatest strengths of the museum operated by the Pier 21 Society was a strong, value-based corporate culture that embodied a passion for research, innovation, creativity and service to the public, and for telling the story of the approximately 1.5 million immigrants, war brides,

displaced children and Canadian military troops who passed through the Pier while it was one of Canada's primary ports of entry. These values will be an important inspiration to the Canadian Museum of Immigration at Pier 21 as it implements its broader mandate. The Board of Trustees is firmly committed to preserving and building on the former museum's commitment to these values as the new organization is established.

The Board of Trustees is also hopeful that it will be able to count on the large and loyal base of committed volunteers who served the Pier 21 museum so well. That museum benefitted from 7,460 volunteer hours in 2008-2009.

9. ENVIRONMENTAL SCAN

The Museum has conducted an assessment of the environment in which it expects to be operating, including a summary of results to date. This environmental scan forms the basis on which the Museum has defined its key results, strategies and activities for the planning period. Key challenges and opportunities include:

CREATING A NEW CROWN CORPORATION

There are many challenges inherent in establishing a new Crown corporation. In the case of the Canadian Museum of Immigration at Pier 21, the process has been even more

complex in that it has involved the transfer of assets from a separate not-for-profit organization which is a separate legal entity. An Implementation Team—including independent legal counsel—was established to assist the Board during this time when the Museum had no staff of its own.

The Museum has already made progress in developing the foundational tools and structures required of a Crown corporation. In addition to carrying out its Closing obligations under the Definitive Agreement, the Board has:

- Adopted its first By-law and submitted it to the Minister of Canadian Heritage and the President of the Treasury Board, as required under the *Financial Administration Act*;
- Approved a Governance Policy;
- Approved two Delegation Instruments, one to govern financial transactions during the period leading up to Closing, and one to delegate signing authorities to Museum staff after Closing;
- Established a committee structure and developed terms of reference for each of its four committees;
- Received orientation on the role of the Office of the Auditor General; ;
- Made plans for full orientation of Trustees by the School of the Public Service;

- Began working with the Government to recruit the first Director/CEO; and
- Established business and investment bank accounts and implemented a new financial system to support the Museum.

Key future challenges and opportunities include:

- To continue to build the capacity to adopt best practices in corporate governance and administration to provide for sound and rigorous stewardship of its resources and value for money for the public and private funds invested in the corporation;
- To establish the appropriate human resources infrastructure to recruit and support the additional talent necessary to allow it to attain its goals;
- To put in place the appropriate structure, systems, processes, policies, practices and tools—particularly in the areas of financial, human and information management—to allow it to excel in the delivery of its mandate, achieve results effectively and efficiently, be accountable to Canadians for results, and comply with applicable legislation and Government policy; and
- To produce a performance measurement strategy to monitor and report on results.

CONTENT DEVELOPMENT

Developing the capacity to build content with a broader scope will be particularly important as the Museum reaches beyond Pier 21 itself and tells the stories of all immigration to Canada. The new Museum is able to leverage a large and growing collection of research and documentary materials, artifacts, memorabilia and didactic objects developed by the Society—along with considerable expertise. Images and first-hand accounts of immigrants, veterans and former staff and volunteers of Pier 21 breathe life into Pier 21’s research holdings. This material has tremendous emotional depth, tied as closely as it is with the individual stories that Canadians have shared with the Society. Additional information on the topics of migration, nautical history, waves of immigration to Canada, ethnic groups and genealogy was also produced in the Research Centre. A key challenge will be to ensure that the appropriate policies, standards and systems are in place for the acquisition, registration, storage and preservation of these invaluable materials.

The Museum has already taken steps to include the broader history of newcomers to Canada, from the first contact to the present, from which the new corporation will substantially benefit. Examples of recent work to collect stories about all immigration to Canada include:

- Pre-Pier 21 stories written by the descendants and families of those arriving in the 18th and 19th centuries;
- Memoirs from those who arrived at any of Canada's ports and borders; and
- Post-Pier 21 stories from immigrants and refugees between 1971 and today.

These stories will be among the raw materials used to create future exhibits that explore the broader themes of immigration to Canada, in keeping with the mandate of the new Museum.

THE CAPACITY TO CREATE UNIQUE EXPERIENCES

The Canadian Museum of Immigration at Pier 21 is also able to build on the success that the Pier 21 Society had in developing public programs and exhibits that engage the public and evoke emotional responses and personal connections. Visitors receive a warm welcome and enjoy a unique experience; the exhibits and programs are moving and simply being in the space offers a strong emotional impact that goes beyond the story of Pier 21. For many, a trip to Pier 21 is a pilgrimage to the place that welcomed them to the country.

Visitors explore stories of Canadian immigration and nation-building throughout the facility through a mix of interactive

exhibits, multimedia presentations and activities for all ages, including Family Fun Days, camps during the summer and March break, multicultural fairs and public lectures. Volunteers and staff also offer guided tours and workshops, in both Official Languages, tailored to suit the needs of individual groups of visitors. A programming highlight at the Society's museum is the breathtaking multimedia presentation *Oceans of Hope*, which tells the history of Pier 21 from the late 1920s, through the depression, Second World War and post-War years.

There is therefore a strong foundation on which to develop content, programming and visitor connections. The challenge for the new corporation will be to leverage the Society's legacy—and to not lose the story of Pier 21 as a key part of the overall story-line—while building a much broader content and reaching out to a wider audience. In developing its Exhibition Master Plan, the new Museum is also able to benefit from a set of recommendations that were developed by the Pier 21 Exhibitions, Research and Education Committee (EREC), comprised of former Pier 21 Society staff, Board members and community representatives.

WEB CONTENT AND VIRTUAL EXPERIENCE

The Society also presented vast amounts of material on its website, all of which was transferred to the new Museum. It

includes rich content, original material and exhibits produced by the Society in addition to numerous links to other related websites, including Library and Archives Canada, Citizenship and Immigration Canada, the Virtual Museum of Canada and Parks Canada's *Women in History*. One of the Society's primary commitments was to ensure its web presence created a user-centered, compelling and accessible 'virtual visitor experience.' The Board of Trustees for the New Museum is committed to ensuring that the corporation's website is equally compelling and considered a destination in and of itself.

A key priority is to continue developing and implement a strategy to make content in both Official Languages. While the Museum has moved as quickly as possible to begin translating the primarily English content on the Society's website, the depth of the content will require some time to produce in French. As this work proceeds, the Museum has launched a bilingual website and has in place a transitional strategy to communicate as much information as possible bilingually.

LEVERAGING HUMAN RESOURCES AND SOCIAL CAPITAL

One of the Museum's most significant assets is the social capital that was transferred to it by the Pier 21 Society at Closing, particularly its staff, volunteers and reputation; the Society's museum earned a strong reputation for its

commitment to providing an engaging and unforgettable experience for visitors, whether they were visiting the exhibitions, partaking in tours and special programming, or renting space for public and private functions (there were over 200 events hosted at this important national historic site per year).

The Pier 21 Society also built a reputation as a highly value-based organization; its staff and volunteers are extremely knowledgeable and share a strong commitment to public service, to giving back to the community and to volunteerism. There is a strong sense of team and, while formal structures exist, work is organized in a cross-functional way that reflects the deeply-held belief that staff and volunteers contribute to determining the museum's plans and activities, regardless of level, seniority or functional unit. In the face of limited resources, the staff of the Pier 21 museum also demonstrated a keen ability to "do more with less," coming up with innovative—and frugal—ways of delivering their program, providing exceptional service to their visitors and establishing strong links with the local community. Through the Society's highly successful development efforts, and those of the Foundation to build the endowment fund, the Society was also extremely successful—across the country—in generating enthusiasm and funding for the Pier 21 Society museum.

To date, the former full-time employees of the Pier 21 museum were offered two-year term appointments; the Museum has also retained several seasonal and part-time employees of the Pier 21 Society under similar arrangements to those with the Society. Employees are now enrolled in the Government of Canada's Superannuation Plan and the Museum has applied to have them included in the benefit plan available to Crown employees. In the interim, the Museum has put in place a comparable benefit plan.

Over the next five years, staff numbers could as much as triple; in the short-term, challenges and opportunities will be:

- To quickly develop the staff and systems capacity to meet the governance and accountability requirements of a Crown corporation and to develop the content and programming reflective of the corporation's mandate;
- To reflect in the new corporation the values that made the Society such an extraordinary organization;
- To take advantage of the opportunity offered by the fact that the former employees of the Pier 21 Museum now form the nucleus of the corporation's staff; and
- To ensure the ongoing commitment of the dedicated Pier 21 volunteers.

PARTNERSHIPS AND NATIONAL OUTREACH

It was in large part through its extensive network of partnerships that the Society was able to acquire documents, images and data bases. For example, the images in the Society's collection are compiled from sources such as the Sisters of Service, Citizenship and Immigration Canada, Canadian National Railway, the Halifax Port Authority and the Allan S. Tanner Collection (images that show Canadian service personnel returning to Pier 21 in 1945). Also included are thousands of scanned newspaper clippings, immigration-related documents, and ship memorabilia. The majority of the original and digital images in the collection have been donated by individual alumni and their families. Partnerships with government departments, universities, and private foundations have led to the development of databases of ship profiles and immigration records, research papers, articles, and conference presentations.

The new Museum will also be able to leverage the Society's great success in outreach and partnerships with other organizations to develop and present special programming to visitors—including workshops for school-age children and incoming travelling exhibits on a range of topics that have had significance to Canada's immigration story and/or celebrate our cultural heritage and diversity. Other examples of innovative partnerships and outreach include:

- The *Community Presents program*, which encourages cultural groups to create their own exhibitions and tell their own stories while celebrating themes related to immigration, cultural diversity, cultural heritage and identity. It provides an opportunity for community groups to showcase their unique traditions and culture, allowing the public to better understand Canada's collective and distinct cultural heritages; and
- The *Diversity Spotlight program*, which encourages cultural groups to screen films that tell their story and explore the themes of immigration, diversity, cultural heritage and identity.

One of the most inventive programs that the Society established is the *Welcome Home to Canada Program (WHTC)*, developed jointly with a wide range of community and corporate partners, including the Atlantic Canada Opportunities Agency, the Centre for Entrepreneurship, Education and Development, the Greater Halifax Partnership, the Nova Scotia Office of Immigration, the Immigration Settlement & Immigration Services and the TD Bank Financial Group among others.

The WHTC is an example of the innovative ways in which the Society worked with the local community to develop opportunities for mutual benefit, fully consistent with and supportive of the site's history and mandate. It reflects the historic role of Pier 21 in welcoming immigrants to their

newly-adopted home and symbolizes the theme to which the Canadian Museum of Immigration at Pier 21 is dedicated.

Between 2004 and 2010, the program helped more than 100 newcomers, from 40 countries, gain significant Canadian work experience and enhance their employment opportunities. The Pier 21 Society provided a 6-month work term at Pier 21, external work placement opportunities, mentorship and professional development and network building. Over 70% of all WHTC participants in this period obtained meaningful employment or were able to further their education after completing the program.

The new Museum will need to nurture and leverage these relationships while at the same time that it builds a broader base of connections to enable it to fulfil its national mandate. A key opportunity will be to establish partnerships with non-traditional venues and remote parts of the country; a vast range of the materials that will make up the Museum's exhibits and programs will not have the same rigid environmental requirements as those of many of the other national museums.

FACILITIES

In view of its symbolic importance, the space within the National Historic Site now occupied by the Canadian Museum of Immigration at Pier 21 is a tremendous asset.

The Society was very prudent during the time it leased space in Shed 21 and the Central Office Bay, expanding the footprint only as resources became available. The footprint was made up of 12 discrete, often disconnected, spaces totalling 50,263 square feet spread over two floors in Shed 21, with minimal programming on the first floor.

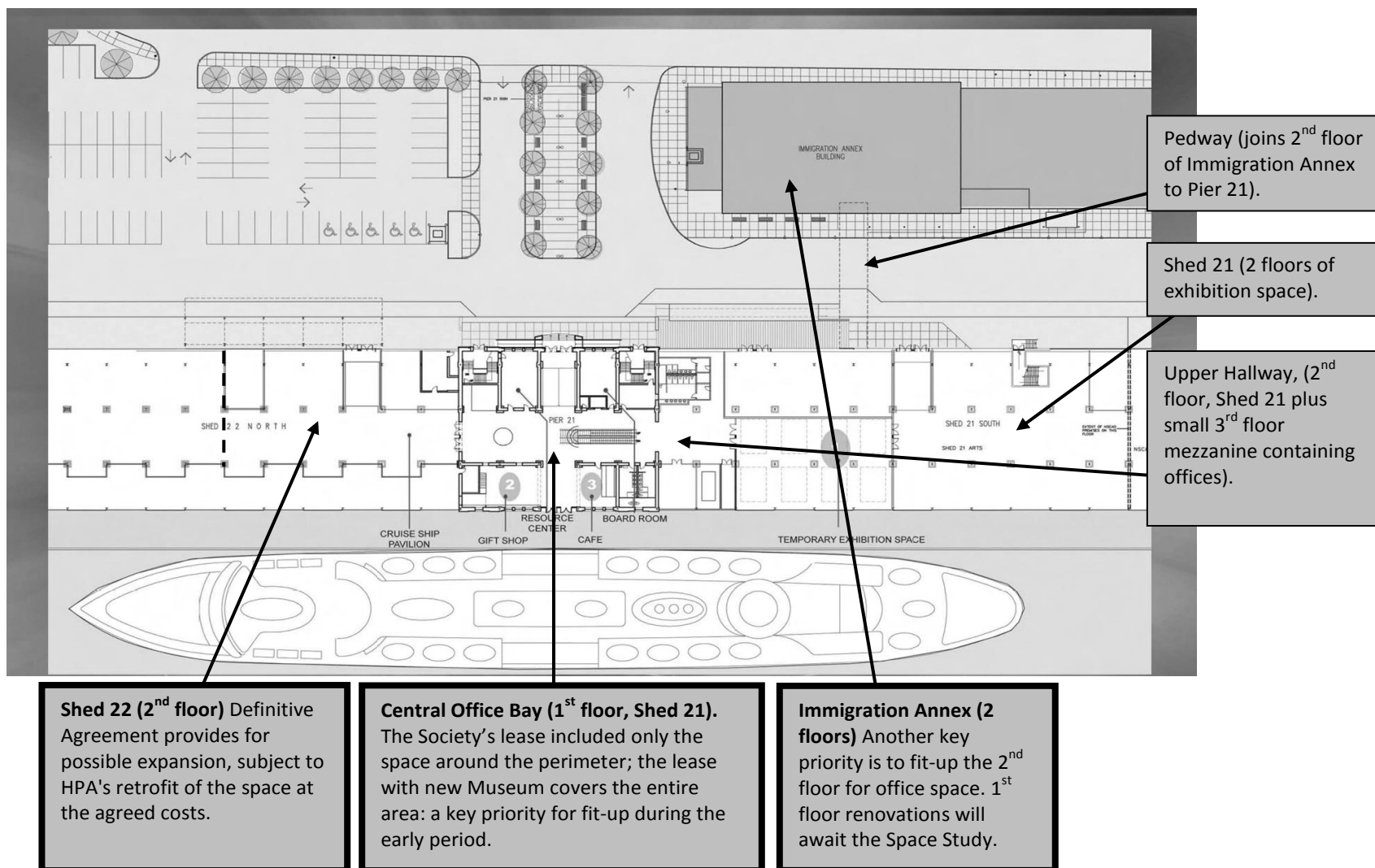
This was primarily due to the fact that a large space (close to 5,500 square feet) on the main level was used by the Port Authority to provide access to washroom facilities for cruise ship passengers. This arrangement posed obvious challenges in terms of security, and is not acceptable to a national museum; the configuration also produced a physical disconnect between the Harbourside Gallery and the rest of the museum. The lease with the Halifax Port Authority includes not only the space occupied by the Society, but also the “gap” on the first floor of the Shed (see illustration 1 at the end of this section for site plan).

While certain modifications were required to adapt the space occupied by the Pier 21 Society for the new Museum’s purposes and to meet accessibility and health and safety requirements, most of the footprint was already accessible by wheelchair. In addition, wheelchairs are available on request and there are listening stations in the *Oceans of Hope* movie theatre for persons in wheelchairs. Subtitles are provided for the multimedia presentation and guide dogs are welcome.

The lease also includes two stories of space in the Immigration Annex (approximately 17,000 square feet) that became available for fit-up on February 4, 2011. It also offers the potential for an additional 18,000 square feet to become available in Shed 22 once the Halifax Port Authority has undertaken a retrofit of the building. The initial stages of renovations to the Immigration Annex are underway; the Museum awarded a contract through a competitive process to demolish the interior of the second floor of the Immigration Annex, as a first step towards making it suitable for much-needed space for offices and to accommodate the research and collection functions. The next step will be to develop detailed cost estimates for its fit-up to house additional staff, starting in 2011.

The space in Shed 22, assuming it comes available, could be connected to public programming space in the existing footprint and would be suitable for exhibitions or other public programming activities. These two spaces, together with the additional 5000 square feet within Pier 21, will bring the total space available to the Museum to approximately 90,000 square feet. A key priority for the Museum’s leadership will be to determine how best to use the remaining space on the first floor of the Annex, and then to the development of the potential of additional space for public programming in Shed 22.

**ILLUSTRATION 1: SITE PLAN: EXISTING AND EXPANSION SPACE (SECOND FLOOR VIEW)
(BOLDED TEXT BOXES ACROSS BOTTOM OF ILLUSTRATION INDICATE EXPANSION SPACE)**



AUDIENCE DEVELOPMENT

The Society's museum claimed a connection to one in five Canadians. In 2008-2009, although the largest proportion of the over 46,000 visitors to the museum originated from Ontario (30.8%) and Nova Scotia (10.5%), 16.5 % of museum visitors were from Alberta and British Columbia. It is expected that a national museum, with a broader mandate, a larger space, more comprehensive exhibitions, an enhanced travelling exhibit program and a significant on-line presence will draw a significantly larger audience.

The Halifax Seaport has become a significant destination for local residents, tourists and cruise passengers. In addition to the Pier 21 museum, the Seaport consists of dedicated Cruise Pavilions, public spaces, cafes, office and retail space. The Halifax Seaport annually hosts in excess of 550,000 visitors.

Over the past 5 years, significant private and public funds have been invested in its infrastructure, as the Port Authority began implementing a major redevelopment project between Piers 19 and 23. The project is expected to continue to expand the number of visitors to the Port. This provides a significant opportunity for the Canadian Museum of Immigration at Pier 21 to tap into an expanding local and tourist market. The challenge will be to tap into this growing

local market, while also ensuring access for all Canadians to the Museum's public programming through outreach, travelling exhibitions, the website and other virtual tools. Developing a compelling and unique brand and marketing strategy will need to be key priorities.

It is recognized among museum professionals that the key to repeat attendance, successful fundraising, and building audience loyalty is a holistic approach to the museum experience—from the moment a person thinks of visiting to the moment they leave the site. This holistic approach requires an integrated set of strategies covering a wide range of aspects, including marketing, services, amenities, rentals, community engagement, fundraising and sponsorship development. The Canadian Museum of Immigration at Pier 21 will be leveraging the Society's past achievements in this area while exploring additional means of creating unique and engaging experiences.

REVENUE GENERATION

Focusing on the visitor experience will also help the Museum to meet the Government's expectations that its national museums build the capacity to generate revenues. These objectives will be pursued with vigour by the Museum, building on the previous success of the Society and the Foundation. The Board of Trustees is firmly

committed to augmenting its resource base beyond its government appropriations. The Society's development efforts have been extremely fruitful, and the Pier 21 Foundation had tremendous success in raising a \$7 million endowment fund in 8 years; the new Museum will be in a good position to leverage the support and enthusiasm the Foundation generated across the country. A key priority for the Museum will be to determine the most effective strategy and mechanism(s) to support it in its fund-raising efforts.

The Museum also hopes to capitalize on new opportunities to generate revenues. As a private organization, the Society had significant success attracting donors. However, fundraising for federal corporations tends to be a bigger challenge, as potential donors question whether their contributions will have the same level of impact. It will also be important to manage relationships with previous donors, many of whom were given naming rights. The Museum will need to develop a progressive approach to donor recognition while retaining good-will with previous donors.

MANAGING EXPECTATIONS

One of the key challenges that the new corporation will face will be to manage public expectations. While the public may expect the programming to immediately reflect the full story of Canadian immigration, it will take time for the

Board and staff to develop a master interpretation plan and to align resources with the new mandate. Communication plans have been developed to convey the message that the new Museum is up and running, but that it will be a "work in progress."

10. STRATEGIC PRIORITIES

In light of this environmental scan, the Museum has determined that there is one primary strategic priority that is at the core of the plans it is developing for its start-up period, one that will require careful attention to developing a change-management strategy that respects both the legacy established by the Society and the mandate established by Parliament:

To manage the establishment of a federal cultural Crown corporation in a way that leverages the extraordinary social capital and other assets developed by the Pier 21 Society.

Within this context, the Museum has articulated a number 'sub priorities' for each Program Activity, which are described on the following pages, along with a set of longer-term results and the key activities for the first year of the planning period.

11. KEY RESULTS AND ACTIVITIES

The following tables present key results, strategic priorities and key planned activities to the end of the fiscal year 2011-2012, according to the Program Activity Architecture. These plans remain preliminary, given that the Board was only appointed at the end of 2010, and that the process is still underway to appoint the first Director/CEO. Management and the Board will require further time to determine with greater certainty their priorities and plans for the longer-term. It will also take time to develop meaningful performance measures and strategies both to monitor and report on results, and to adjust course if required.

PROGRAM ACTIVITY 1: VISITOR EXPERIENCE AND CONNECTIONS

EXPECTED OUTCOME: *CANADIANS HAVE ACCESS TO—AND ARE ENGAGED IN BUILDING—MUSEUM CONTENT AND PROGRAMMING THAT REFLECTS THE DIVERSE EXPERIENCES AND CONTRIBUTIONS OF IMMIGRANTS THROUGHOUT CANADA’S HISTORY*

RESEARCH AND CONTENT DEVELOPMENT:

KEY RESULT	STRATEGIC PRIORITY	KEY ACTIVITIES TO MARCH 2012
Museum content explores the theme of Canadian immigration regardless of point of entry—and the contribution that immigrants to Canada have made to our nation-building.	To develop content that reflects the national mandate of the Museum while leveraging the intellectual assets developed by the Society.	Develop and begin implementing a collection development strategy; and Adopt policies and systems for effective stewardship of the collection.

*PROGRAM ACTIVITY 1: VISITOR EXPERIENCE AND CONNECTIONS (CONTINUED)****INTERPRETATION AND CONNECTIONS***

<i>KEY RESULTS</i>	<i>STRATEGIC PRIORITY</i>	<i>KEY ACTIVITIES TO MARCH 2012</i>
Exhibitions and programming are innovative, compelling, thought-provoking and reflective of the diversity of the immigrant experience within Canada; and Visitors, both on-site and virtual, have access to unique and innovative content and experiences in both Official Languages.	To develop innovative, compelling and thought-provoking programming that reflects the diversity of the immigrant experience within Canada and to make content and programming available — both on-site and through the internet— in both Official Languages.	Develop and begin implementing a Master Exhibition Plan, integrating plans for public programming; Expand the transitional web-site; Make content on the broad themes of Canadian immigration available on-line as soon as possible; and Explore options for the further use of innovative technologies.

VISITOR SERVICES AND AMENITIES

<i>KEY RESULT</i>	<i>STRATEGIC PRIORITY</i>	<i>KEY ACTIVITIES TO MARCH 2012</i>
The visitor experience makes possible personal and emotional connections and builds audience loyalty and repeat attendance.	To offer experiences and services that create personal and emotional connections, leveraging the success of the Society's museum.	Ensure planning processes place a high priority on providing a holistic visitor experience that emphasizes personal connections.

*PROGRAM ACTIVITY 1: VISITOR EXPERIENCE AND CONNECTIONS (CONTINUED)****NATIONAL OUTREACH AND PARTNERSHIPS***

<i>KEY RESULTS</i>	<i>STRATEGIC PRIORITY</i>	<i>KEY ACTIVITIES TO MARCH 2012</i>
<p>The Museum reaches and establishes connections with Canadians in all parts of the country, regardless of origin; and</p> <p>The Museum leverages—and goes beyond—the Society’s network of national and community partnerships to generate content, programming, audiences and revenues.</p>	<p>To build on the Society’s network of national and community partnerships in order to:</p> <ul style="list-style-type: none"> • develop content and programming; • produce travelling exhibitions and other outreach programming; • develop strong, loyal audiences; • develop a national presence; and • generate revenues. 	<p>Develop and begin implementing strategies to nurture strong networks and partnerships across the country.</p>

PROGRAM ACTIVITY 2: ACCOMMODATIONS

EXPECTED OUTCOME: *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. RENOVATIONS TO THE LEASED FACILITY RESPECT THE HERITAGE ASPECTS OF THE SITE.*

LEASEHOLD IMPROVEMENTS (CAPITAL PROJECTS)

KEY RESULTS	STRATEGIC PRIORITY	KEY ACTIVITIES TO MARCH 2012
<p>The facilities are upgraded and/or expanded as appropriate to provide suitable and accessible space for visitors, staff, volunteers and exhibits/programming; and</p> <p>Capital projects respect the heritage status of the site and are governed by an effective project management regime, including robust risk management strategies.</p>	<p>To expand the Museum's footprint to provide suitable and accessible space for visitors, staff, volunteers and programming.</p>	<p>Complete the renovation of the second floor of the Immigration Annex and the upgrades to Shed 21 and the Central Office Bay, adopting appropriate governance and project management practices; and</p> <p>Undertake a space study to develop options for exhibition space.</p>

BUILDING OPERATIONS AND SECURITY

KEY RESULT	STRATEGIC PRIORITIES	KEY ACTIVITIES TO MARCH 2012
<p>The Museum's facilities are safe, secure and maintained in a cost-effective manner.</p>	<p>To ensure facilities are safe and secure; and</p> <p>To leverage the Society's experience to minimize building operations and maintenance costs.</p>	<p>Implement plans to provide appropriate security for staff, volunteers, visitors and museum materials.</p>

PROGRAM ACTIVITY 3: INTERNAL SERVICES

EXPECTED OUTCOME: *SOUND GOVERNANCE PRACTICES ARE IN PLACE AND RESOURCES ARE EFFECTIVELY MANAGED TO SUPPORT THE ACHIEVEMENT OF THE MUSEUM'S MANDATE*

GOVERNANCE

KEY RESULT	STRATEGIC PRIORITIES	KEY ACTIVITIES TO MARCH 2012
The corporation meets or exceeds recognized standards for corporate governance.	To effectively launch the new corporation; and To meet or exceed recognized standards for corporate governance by establishing a sound governance framework in compliance with the regime governing federal Crown corporations.	Adopt the instruments, policies, processes and systems required to support the sound governance and effective operation of the corporation.

*PROGRAM ACTIVITY 3: INTERNAL SERVICES (CONTINUED)***RESOURCE MANAGEMENT**

KEY RESULTS	STRATEGIC PRIORITY	KEY ACTIVITIES TO MARCH 2012
<p>The organization and its resources are aligned in a way that enables the Museum to achieve its mandate and to adopt sound and efficient management practices, while building a strong corporate culture;</p> <p>The corporation has in place the policies, procedures and systems that are conducive to sound and management and accountability;</p> <p>The corporation attracts and recruits the talent and expertise necessary both for the transition and the longer-term; and</p> <p>The corporation has a workplace that is fair, enabling, healthy and safe and a workforce that is productive, principled, sustainable, adaptive and representative of the diversity inherent in Canadian society.</p>	<p>To align the organization and its resources to enable it to achieve its mandate and to adopt sound and efficient governance and stewardship practices, anchored in strong corporate values.</p>	<p>Support the federal government in recruitment of the first Director/CEO;</p> <p>Develop and begin implementing an organizational structure; begin recruitment;</p> <p>Develop and implement an approach to engaging volunteers; and</p> <p>Further the development and implementation of the management frameworks, policies, systems, structures and procedures necessary to support sound resource management and a positive, value-based workplace.</p>

*PROGRAM ACTIVITY 3: INTERNAL SERVICES (CONTINUED)****DEVELOPMENT AND PUBLIC RELATIONS***

<i>KEY RESULTS</i>	<i>STRATEGIC PRIORITIES</i>	<i>KEY ACTIVITIES TO MARCH 2012</i>
<p>The Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies; and</p> <p>The corporation establishes the capacity to generate revenues, both through commercial activities and fundraising/sponsorships.</p>	<p>To develop a strong public awareness of the Museum, that reflects the fact that it is a new and distinct entity with a broad, national mandate; and</p> <p>To optimize self-generated revenues.</p>	<p>Develop a pro-active communications strategy for the early years following the Museum's launch;</p> <p>Continue developing and implementing a corporate brand/image strategy;</p> <p>Nurture relations with donors to the Society's museum while establishing policies for donor recognition appropriate to a national institution; and</p> <p>Develop a framework for revenue-generation, including an appropriate structure and strategies for fundraising and investment of the Endowment Fund.</p>

12. FINANCIAL STATEMENTS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2011-2012 and forecasts for the remaining four years of the Plan. They also reflect the revenues that the Museum hopes to generate through commercial and fundraising activities.

The Canadian Museum of Immigration at Pier 21 has engaged the services of an external accounting firm and is working with other national museums on the adoption of new financial reporting standards for 2011-12. Until these new standards are finalized, financial reporting will continue under the General Accounting and Auditing Standards currently in place. The Museum will also be preparing and making public quarterly financial statements starting April 1, 2011, in compliance with the Treasury Board *Standard on Quarterly Financial Reports for Crown corporations*.

CAPITAL BUDGET

The Museum received approval for total appropriations of up to \$24.9 million for capital over the initial five years to consolidate and expand the new Museum into the two-floor Immigration Annex and the second floor of Shed 22. Table 1 summarizes the projected annual capital budgets, subject to more detailed cost estimates and further refinement in

subsequent Corporate Plans. The total of \$24.448 million shown in the table reflects the fact that \$452,000 of the \$24.9 million has been allocated to operations. It also assumes the anticipated delivery date of Shed 22.

The expansion of the Canadian Museum of Immigration at Pier 21 will be done progressively. With the signing of the lease with the Halifax Port Authority, the Museum acquired more than 20,000 additional square feet. This is allowing for the consolidation of the previously-disconnected spaces to create a full building footprint with a secure perimeter and add the two-floor Annex building, joined to Shed 21 by a pedway. By March 31, 2013, an additional 18,000 square feet on the second floor of Shed 22 is expected to become available. The lease agreement binds the HPA and the new Museum to terms for the lease of this space, provided that it is delivered by March 31, 2013. If the HPA is unable to deliver the space by that date, the new Museum will be released from its obligation.

All expansion spaces will be delivered by the Halifax Port Authority as empty shells. The new Museum will be responsible for the cost of all necessary interior renovations (e.g. walls) and fit up (e.g. specialized system requirements and interior finishes).

TABLE 1: ANNUAL CAPITAL BUDGET (\$MILLIONS)*

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	TOTAL
Planned	1.723	7.525	2.250	10.750	2.200	TBD	24.448
Revised	.723	8.525	2.250	10.750	2.200	TBD	24.448

*Funded through Parliamentary Appropriations

In the short term, the Board of Trustees has elected to proceed with some of the most pressing priorities in the consolidated space and the Immigration Annex. In fiscal year 2011-2012, projects are planned to:

- Complete the renovation and fit up of the second floor of the Immigration Annex to provide much needed office space. The second floor of the Annex has not been renovated for decades and must be upgraded in order to meet accessibility and health and safety standards. All interior walls have to be removed in order to properly wire and insulate the space and an HVAC system has to be installed;
- Conduct a needs analysis to determine the design and final fit up of the remaining expansion space. The analysis will also consider whether more effective use could be made of the consolidated space;
- Conduct an HVAC study to determine future requirements; and,
- Prepare signage, print and web translation to meet federal identity and official language requirements.

The total cost of the work required to renovate and fit up the second floor of the Immigration is estimated at \$2,500,000. The initial demolition and basic renovation (floors, HVAC, perimeter walls, wiring, insulation and ceilings) started in 2010-2011; the remaining work will be carried out in 2011-2012.

Other capital priorities during 2011-2012 include:

- Ongoing signage, print and web translation to meet federal identity and official language requirements;
- A study of HVAC requirements; and
- A space usage study.

The Board and management will require additional time to consider how best to use the remaining expansion space (Shed 22 and the first floor of the Annex). This work will be facilitated by the space usage study, which will identify the optimal design and final fit-up of the remaining expansion space. It will also consider whether more effective use could be made of the existing space. Precise estimates for the fit-up costs will be developed by the new Museum within the

approved budget and submitted for approval at a later date as part of the corporate planning process.

The following parameters are reflected in the capital budget:

- Base renovation costs for Shed 22 are calculated at \$180 per square foot;
- Exhibit design and fit up costs for Shed 22 are calculated at \$350 per square foot and are based on museum sector averages;
- Renovation costs for the Annex are calculated at \$225 per square foot, based on requirement for specialized collections storage areas, possible asbestos remediation, HVAC installation and possible construction of a front entrance; and
- Building renovation projections factor in an estimated 20% to provide a prudent “envelope” that reflects both inflation over the next two to three years and development of Class “B” estimates.

OPERATING BUDGET

Total operating funding approved for the Museum to cover its operating costs are \$34.4 million over the initial 5 year period, followed by a base level amount of \$7.7 million per

year thereafter. This will be augmented by self-generated revenues, including from admissions, sponsorships, donations, retail and food activities, facility rentals and income from the endowment fund (which is restricted to programming purpose only). On-site revenues, which the Museum anticipates will increase over time, are projected to drop in 2013-2014 due to the expectation that a major construction project is under way to expand the footprint into Shed 22. The total appropriations shown in Table 2 reflect the transfer of \$452,000 from capital to operating and a decrease in the first fiscal year, attributable to the fact that the Museum will only be incurring operating costs for a partial year.

A key factor that will affect the Museum’s operating budget is the fact that it will be required to reimburse the Halifax Port Authority for Payments in Lieu of Taxes (PILT) attributable to its facilities. It is difficult to accurately forecast PILT costs in advance of the renovation and fit up of the expansion space but, for the purposes of the operating budget, PILT has been estimated at \$300,000 annually. PILT will be paid by the Halifax Port Authority but charged back to the new museum.

TABLE 2: ANNUAL OPERATING BUDGET (\$MILLIONS)

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Appropriations	2.853	6.300	7.700	7.700	7.700	7.700
Revenues	0.311	1.515	1.590	1.570	2.180	2.235
TOTAL	3.164	7.815	9.290	9.270	9.880	9.935

Personnel costs have been calculated on projected human resource requirements for the purposes of the inaugural Corporate Plan and an initial operating budget. The Board and management of the new Museum will require time to assess its human resource requirements and to design an organizational structure that reflects the corporate culture, accountabilities and priorities of the corporation. **All personnel costs reflected in this Corporate Plan should therefore be considered an estimate for planning purposes.**

The Definitive Agreement commits the new Museum to ensure that the 22 permanent full-time employees of the Pier 21 Society are provided with net pay that is not lower than that received under the employ of the Society. Initial salary levels have been calculated to reflect this contractual requirement. It is estimated that full-time staff will increase by 15 people to 37 in 2011-2012 as the corporation hires a Chief Executive Officer and additional staff required to

expand the programming of the museum and meet federal accountability requirements.

The Society's museum also relied on a complement of 15-29 temporary, part-time and/or seasonal employees. Many of these positions were funded either completely, or in part, by government employment programs. As a federal Crown corporation, the new Museum will not have access to most of these programs and will have to absorb the salary and benefits for those employees it wishes to retain. The Museum also hopes to benefit from approximately 60 volunteers who donate their time on a daily basis.

As a Schedule III Crown corporation, the Canadian Museum of Immigration at Pier 21 will be subject to the *Public Service Superannuation Act (PSSA)*; its employees will contribute to the federal pension plan and will be eligible to participate in the Public Service group benefit plan. The process to access the federal group benefit plan is lengthy

and could take more than one year. An interim benefit plan has been developed to ensure that employees of the new corporation will have access to comparable benefits in the interim.

The new museum will rely heavily on the purchase of professional services during its first two years of operation in order to fulfill core accountability requirements and provide independent support to the Board. The corporation will also acquire interim legal and realty advice. Once the corporation has determined its long-term organizational requirements and structure, many of these activities will be performed by museum staff. While up to sixty staff could ultimately be required to meet the new Museum's federal accountability requirements and expanded mandate, it will take time for the Board and management of the new Museum to determine the most appropriate organizational structure. The details of the structure and the Museum's staffing requirements will be reflected in future Corporate Plans.

STATUTORY APPROPRIATION

Bill C-34 contained a transitional provision whereby, subject to the Government's approval of the Museum's Corporate Plan, Parliament approved a statutory appropriation—available for both operating and capital expenditures— not to exceed \$15 million. This provision was designed to bridge

the gap between the creation of the new corporation and the flow of normal appropriations, therefore mitigating the risk that the new corporation would be unable to operate during a period of up to ten months.

Given the Pier 21 Society's constrained budget, the Government knew that the new Museum could not expect significant funds to be available at the time of the asset transfer from the Society. Use of the revenues from the Endowment Fund to be obtained from the Foundation is also restricted to certain activities and would, in any case, be insufficient to cover the costs of the new Museum. The statutory appropriation has therefore enabled the Museum to take the necessary steps to complete its inauguration as quickly as possible. It is estimated that the Canadian Museum of Immigration at Pier 21 will have used \$4,576,531 in 2010-2011 and \$3,850,160 in 2011-2012 from the Statutory Appropriation.

13. PRO FORMA FINANCIAL STATEMENTS

PRO FORMA BALANCE SHEET

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

	2010-2011 Forecast	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection
ASSETS						
Current Assets						
Cash and Cash Equivalents	1,425,000	430,000	165,000	365,000	0	25,000
Accounts Receivable	10,000	30,000	30,000	25,000	40,000	40,000
Inventories	50,000	150,000	165,000	170,000	170,000	170,000
Prepaid Expenses	10,000	15,000	15,000	15,000	15,000	15,000
	1,495,000	625,000	375,000	575,000	225,000	250,000
Other Assets						
Endowment Investments	4,000,000	4,000,000	4,600,000	5,200,000	5,800,000	6,400,000
Capital Assets	3,186,850	10,963,300	11,926,000	20,738,700	20,353,900	17,659,100
	7,186,850	14,963,300	16,526,000	25,938,700	26,153,900	24,059,100
TOTAL ASSETS	8,681,850	15,588,300	16,901,000	26,513,700	26,378,900	24,309,100
LIABILITIES AND EQUITY OF CANADA						
Accounts Payable and Accrued Liabilities	495,000	625,000	375,000	575,000	225,000	250,000
Endowment	4,000,000	4,000,000	4,600,000	5,200,000	5,800,000	6,400,000
Initial Capital Contribution from Pier 21	2,500,000	2,500,000	2,250,000	2,000,000	1,750,000	1,500,000
Deferred Appropriation	1,000,000	0	0	0	0	0
Deferred Capital Funding	686,850	8,463,300	9,676,000	18,738,700	18,603,900	16,159,100
Equity of Canada	8,681,850	15,588,300	16,901,000	26,513,700	26,378,900	24,309,100
Accumulated Other Comprehensive Income	0	0	0	0	0	0
Retained Earnings	0	0	0	0	0	0
TOTAL LIABILITIES AND EQUITY OF CANADA	0	0	0	0	0	0
EQUITY OF CANADA	8,681,850	15,588,300	16,901,000	26,513,700	26,378,900	24,309,100

PRO FORMA STATEMENT OF OPERATIONS

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

	2010-2011 Forecast	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection
Government Funding						
(Assumption: Net of Revenues)						
Parliamentary Appropriation	0	9,974,440	9,950,000	18,450,000	9,900,000	7,700,000
Statutory Appropriation	4,576,531	3,850,160	0	0	0	0
Appropriation Deferred/Recognized for Capital	(1,000,000)	1,000,000				
Amount used to Purchase Depreciable Assets	(723,000)	(8,525,000)	(2,250,000)	(10,750,000)	(2,200,000)	
Amortization of Deferred Capital Funding	36,150	748,550	1,287,300	1,937,300	2,584,800	2,694,800
	2,889,681	7,048,150	8,987,300	9,637,300	10,284,800	10,394,800
Revenue of the Corporation						
Admission & Programs	16,000	300,000	350,000	350,000	450,000	470,000
Gift Shop	15,000	180,000	200,000	210,000	225,000	230,000
Scotiabank Research Centre	4,500	60,000	70,000	70,000	80,000	85,000
Facility Rentals & Food Services	20,000	350,000	350,000	200,000	425,000	430,000
Donations/Grants/Sponsorships	230,000	515,000	450,000	550,000	750,000	750,000
Interest on Cash and Investments	5,000	20,000	20,000	20,000	20,000	20,000
Allocation from Foundation	20,000	90,000	150,000	170,000	230,000	250,000
	310,500	1,515,000	1,590,000	1,570,000	2,180,000	2,235,000
Expenses						
Visitor Experience and Connections	274,790	2,506,600	2,986,200	2,692,000	2,374,400	2,346,568
Internal Services	2,358,654	4,136,037	4,601,225	4,587,988	4,231,671	4,281,540
Accommodation	566,737	1,920,513	2,989,875	3,927,312	5,858,729	6,001,692
	3,200,181	8,563,150	10,577,300	11,207,300	12,464,800	12,629,800
Net Results of Operations	0	0	0	0	0	0
Other Comprehensive Income	0	0	0	0	0	0
Comprehensive Income	0	0	0	0	0	0

PRO FORMA STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

	2010-2011 Projection	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection
OPERATING ACTIVITIES						
Cash Receipts (Clients)	295,500	1,475,000	1,570,000	1,555,000	2,145,000	2,215,000
Cash Receipts (Parliamentary Appropriation)	2,889,681	7,048,150	8,987,300	9,637,300	10,284,800	10,394,800
Cash Paid (Employees and Suppliers)	(2,765,181)	(9,538,150)	(10,842,300)	(11,012,300)	(12,814,800)	(12,604,800)
Interest Received	5,000	20,000	20,000	20,000	20,000	20,000
Cash Flows from Operating Activities	425,000	(995,000)	(265,000)	200,000	(365,000)	25,000
INVESTING ACTIVITIES						
Leasehold Improvements	(723,000)	(8,525,000)	(2,250,000)	(10,750,000)	(2,200,000)	
Cash Flows used in Investing Activities	(723,000)	(8,525,000)	(2,250,000)	(10,750,000)	(2,200,000)	0
FINANCING ACTIVITIES						
Parliamentary Appropriation for the Acquisition of Assets	1,723,000	8,525,000	2,250,000	10,750,000	2,200,000	
Cash Flows from Financing Activities	1,723,000	8,525,000	2,250,000	10,750,000	2,200,000	0
Increase (Decrease) in Cash and Cash Equivalents	1,425,000	(995,000)	(265,000)	200,000	(365,000)	25,000
Balance at Beginning of Year	0	1,425,000	430,000	165,000	365,000	0
Balance at End of Year	1,425,000	430,000	165,000	365,000	0	25,000

OPERATING AND CAPITAL BUDGET BY ACTIVITY

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

	2010-2011 Forecast	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget
FUNDING						
Visitor Experience and Connections	4,290	1,541,600	1,966,200	1,552,000	864,400	791,568
Internal Services	2,318,654	3,586,037	4,031,225	4,157,988	3,561,671	3,601,540
Accommodation	2,253,587	8,696,963	3,952,575	12,740,012	5,473,929	3,306,892
Sub-total	4,576,531	13,824,600	9,950,000	18,450,000	9,900,000	7,700,000
Total Budget Requirement	4,576,531	13,824,600	9,950,000	18,450,000	9,900,000	7,700,000

Note: Prepared on a Cash Basis of Accounting with Netted Revenues

SUMMARY OF OPERATING AND CAPITAL BUDGET

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

	2010-2011 Forecast	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget
FUNDING						
Operating	3,164,531	7,814,600	9,290,000	9,270,000	9,880,000	9,935,000
Capital	1,723,000	7,525,000	2,250,000	10,750,000	2,200,000	TBD
Sub-total	4,887,531	15,339,600	11,540,000	20,020,000	12,080,000	9,935,000
Less Revenues	311,000	1,515,000	1,590,000	1,570,000	2,180,000	2,235,000
Government Funding Required	4,576,531	13,824,600	9,950,000	18,450,000	9,900,000	7,700,000

PROJECTED REVENUES FROM ON-SITE ACTIVITIES

FOR THE YEARS ENDING MARCH 31, 2011 TO MARCH 31, 2016

(in thousands of dollars)	2011-2012 Projection	2012-2013 Projection	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection
General Admission & Programs	300	350	350	450	470
Gift Shop Sales	180	200	210	225	230
Facility Rentals and Food Services	350	350	200	425	430
Walls of Service and Tribute sales	60	60	50	80	85
Scotiabank Research Centre sales	60	70	70	80	85
Total On-site Revenue	950	1,030	880	1,260	1,300
Attendance (in thousands)	75	77	55	85	87
Revenue per Visitor	\$12.67	\$13.38	\$16.00	\$14.82	\$14.94
% Change	11%	6%	20%	-7%	1%