



Canadian Museum of  
Immigration at Pier 21

Musée canadien de  
l'immigration du Quai 21

Corporate Plan  
and Operating and Capital Budgets  
2012-2013 to 2016-2017

**SUMMARY**

Canada

Canadian Museum of Immigration at Pier 21  
Head Office:  
1055 Marginal Road, Suite 101  
Halifax, Nova Scotia  
B3H 4P6



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## PREAMBLE

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*The Canadian Museum of Immigration at Pier 21—Canada’s newest National Museum—faces an enviable future. Many museums are forced to deal primarily with the somewhat daunting task of making the past relevant to current generations. As those who lived through particular events pass away, these events inevitably become more remote and abstract to those left behind. In almost all instances, the number of people intimately linked to a particular event or movement will decline as time passes.*

*With its broad mandate to reflect the centuries of immigration that define our country and to shed light on the experiences and contributions of immigrants since the first contact with the New World, the Canadian Museum of Immigration at Pier 21 will most certainly face the challenge of bringing to life this rich history of all those who came before us.*

*At the same time, Canada welcomes almost one quarter million immigrants a year. The Museum aims to be a touchstone that not only illuminates the history of Canadian immigration, but also reflects the 21<sup>st</sup> century realities by conveying the ongoing story of immigration to Canada. Their stories and languages have changed, but what they want is very much the same. They want a place to tell*

*their stories, to educate their children, to learn about those that arrived both before and after them, and to reflect on and record their experiences. They want a place that says, “I’m here.”*

*It is the goal of the Board of Trustees, management, staff and volunteers of the Canadian Museum of Immigration at Pier 21 to send a powerful and much-needed message of inclusion and national identity to all Canadians through a mix of interactive exhibits, multimedia presentations and activities drawn in large part from actual stories and oral histories. We envision a Canada in which all citizens understand and appreciate that, aside from the Aboriginal People who first resided on this land, we are all either newcomers or descended from immigrants.*

*It is also our goal to do this on a national scale: to establish a significant national presence and to have a voice across the country that is known for its truthful and sensitive accounting of the experience and contribution of immigrants throughout our history. We want all Canadians to know who we are and why we are here. And we want to shape their opinions—not on current immigration policies—but on the threads that unite us as a nation built on immigration.*

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## 1. INTRODUCTION

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This five-year Corporate Plan reflects extensive deliberations on the part of the Board of Trustees and management of the Canadian Museum of Immigration at Pier 21 (the Museum). It presents:

- The Board’s long-term vision and a statement of core values;
- An overview of the environment in which the Museum expects to be operating;
- The strategic priorities for the five-year planning period;
- An summary of the key activities the Museum will undertake to address these priorities, both over the five years and in the first year of the plan;
- An initial Performance Measurement Framework, on which the Museum will continue to build in the coming year; and
- Operating and capital budgets aligned with the Museum’s program activities and strategic priorities.

## 2. HISTORY AND BACKGROUND

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Pier 21 is a National Historic Site at the Halifax seaport which was the gateway to Canada for one million immigrants between 1928 and 1971. It also served as the departure point for 500,000 Canadian Military personnel during the Second World War. Today, Pier 21 hosts the Canadian Museum of Immigration at Pier 21, only the second National Museum to be established in a generation, and the second to be established outside of the National Capital Region.

Prior to the Museum’s creation as a Crown corporation, another museum—one focused on honouring the people who passed through Pier 21—was operated by the Pier 21 Society (the Society) in the historic immigration shed. Opened on Canada Day, 1999, this museum had been made possible through the vision and tireless efforts of the Society, government support of \$4.5 million and a highly successful national fundraising campaign lead by the Pier 21 Society that matched the public funding. In 2002 the Pier 21 Foundation (“the Foundation”) was formed; it went on to raise an endowment of \$7 million.

The Pier 21 Society’s museum was an extremely popular attraction, known for its compelling, thought-provoking and emotionally stirring exhibitions and programming, for the quality and dedication of its staff and for its partnerships with and leadership role in the community. One of the museum’s most innovative programs, developed in partnership with numerous community groups, was the *Welcome Home to Canada* Program—launched in 2004—which mirrors the historic role of volunteers at Pier 21 in welcoming new arrivals.

The museum had extensive collections of oral histories, stories, images and archival material—largely focused on the Pier 21 story—which were the backbone of much of its programming and are now under the stewardship of the Canadian Museum of Immigration at Pier 21.

With the Prime Minister’s announcement in June, 2009 that it would create a new National Museum at the site to explore the broader themes of Canadian immigration—regardless of timeframe or point of entry—a new chapter began for the Pier. The federal government, the Society, the Foundation and the Halifax

Port Authority—which administers the Halifax Seaport—entered into an agreement under which the government would amend the *Museums Act*, the assets of the Society and the Foundation would be transferred to the new corporation, and the new Museum would offer employment to the Society’s employees. The details of a 40-year lease with the Halifax Port Authority were included in the agreement.

On June 7, 2010, the federal government introduced Bill C-34, an *Act to Amend the Museums Act*; the Bill received Royal Assent on June 29, 2010. The Museum’s first Board of Trustees was appointed on November 25, 2010 when the legislation came into force and, by February 3, 2011, the closing transactions provided for in the Definitive Agreement were complete. The Museum held an event to welcome the new staff of the corporation and mark the launch of the new Museum’s operations on February 7, 2011.

### 3. CORPORATE PROFILE

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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. However, as a member of

the Canadian Heritage Portfolio, the Museum contributes to the achievement of the Federal Government’s broad policy objectives.

As a Crown corporation, the Museum is also governed by the control and accountability regime established under Part X of the *Financial Administration Act*. This means that, among other requirements, it must develop and submit annually to the government a Corporate Plan, a Summary of the Corporate Plan (which is tabled in Parliament) and an Annual Report. Its financial statements are audited by the Office of the Auditor General (OAG) and, once every ten years, the corporation is subject to a Special Examination—an independent and objective assessment of the corporation’s management systems and practices.

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

The Museum’s mandate and public policy role are established in the *Museums Act*. During its first year of operations, the Board of Trustees has articulated its vision for the future, along with a set of core values to govern the Museum’s programming and working environment. These are presented on the following page.

## MANDATE

***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.***

## PUBLIC POLICY ROLE

*To play 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*

*To be a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both Official Languages, a service that is essential to Canadian culture and available to all.*

## VISION AND CORE VALUES

***We envision a Canada in which all citizens understand and appreciate that, aside from the Aboriginal People who first resided on this land, the common thread that unites us all is our shared history as newcomers or descendants of immigrants.***

We will contribute to the realization of this vision through compelling, experiential programming that explores the common themes of the immigrant experience and legacy as well as the exceptional contributions of so many who have made Canada their home. We will engage Canadians in telling our collective story as a nation built on immigration and will reach and have relevance to Canadians across the country. We will do this with a heavy emphasis on gathering, preserving and sharing oral histories and stories that capture the memories and perceptions of individual Canadians. We will be brave when making content choices and will not shy away from sensitive, challenging topics.

Our programming and work environment will reflect the following core values:

- Respect
- Inclusiveness
- Fairness
- Objectivity
- Intellectual and Professional Integrity
- Courage
- Leadership and Engagement



## **CORPORATE GOVERNANCE**

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 and Official Languages (the Minister). The *Museums Act* provides for an eleven-member Board of Trustees that is appointed by the Minister with the approval of the Governor-in-Council.

The Board of Trustees is independent from management; its role is to provide strategic direction and oversight. It has adopted a Governance Policy that reflects the Crown corporation governance and accountability regime, describes the Board's fiduciary duties and establishes the following as the Board's key responsibilities:

- To establish strategic direction;
- To safeguard resources;
- To monitor and report on performance;
- To oversee stakeholder strategies and communications;
- To oversee succession planning for the Board and key management positions; and
- To periodically assess the relevance of the mandate.

Among others, the Museum has also adopted a number of other key instruments of sound governance:

- A planning and budget process that aligns resources with overall priorities; the key objectives and appraisal process for the Director/CEO and all staff in the organization are tied directly to corporate objectives;
- A delegation instrument that delineates the signing authorities of the CEO and other Museum staff;
- A competency profile describing the requirements of the Board as a whole and of individual Trustees to support

succession planning and an assessment of training and orientation needs; and

- An annual self-assessment tool to assess the performance of the Board, its committees and individual Trustees; this tool also provides for an assessment of the adequacy of information provided to the Board by Management.

To support it to carry out a number of its key responsibilities, the Board 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 assess the Director/CEO's performance;
- **An Audit Committee**, to carry out the duties prescribed under section 148 of the *Financial Administration Act*, among others;
- **A Human Resources, Governance and Nominating Committee**, to provide direction and oversight to the Museum's human resources and to provide a focus on governance issues; and
- **A Development Committee**, to provide strategic direction and oversight to the Museum's fundraising and development efforts.

While the Board is accountable for results and the business activities of the Museum, the legislation provides for a Director/Chief Executive Officer who has day-to-day control and supervision of the Museum's work and staff. Bill C-34 provided for the first Director to be appointed by Governor in Council, on the recommendation of the Minister. On October 20, 2011, the Government appointed the Museum's first Director/Chief Executive Officer.

### **PROGRAM ACTIVITY ARCHITECTURE**

To provide the government and Parliament with integrated financial and non-financial program performance information, the Museum has established a Program Activity Architecture (PAA), which groups all activities in a way that illustrates their relationship to each other and to the strategic outcomes to which they contribute. The overall strategic outcome to which all of the Museum's activities are directed is derived from its legislated mandate:

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

Key themes to be explored include:

- 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 Museum's PAA is comprised of three Program Activities:

### **VISITOR EXPERIENCE AND CONNECTIONS**

**Strategic 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.*

**Description:** 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 creative tools including: permanent and temporary exhibitions; onsite and outreach programs; travelling exhibitions; publications; virtual exhibitions; and other web and social media tools. 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.

## ACCOMMODATIONS

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**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.*

**Description:** The Accommodation Program Activity provides secure and functional facilities that meet all safety and building code requirements including a renovated Museum facility that furthers the vision and mandate of the Museum. 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 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.

## INTERNAL SERVICES

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

**Description:** 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; Procurement 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. The Museum includes its development and fundraising activities within this Program Activity.

## FINANCIAL AND HUMAN RESOURCES

This section provides an overview of the Museum's financial and human resources. Further detail accompanies the financial statements.

The federal government gave the Museum access of up to \$59.3 million in appropriations for capital and operations over a five year period ending in 2014-2015. When the initial budgets were prepared for the first Corporate Plan, it was anticipated that the Museum would be operational in the fall of 2010. However, a delay of several months resulted in the deferral of some expenses from one year to the next. It is expected that this lag will be mostly resolved by the end of 2012-2013.

## CAPITAL FUNDS

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The Museum has approval for a total of \$24.9 million for capital over the initial five year period. Table 1 (below) summarizes the initial projections for the capital expenditures and the revised totals based on more detailed cost and timing estimates. The total of \$24.448 million (compared to \$24.9 million) reflects the fact that \$452,000 of the initial capital allocation was allocated to operations to comply with accounting standards.

Adjustments to the annual budget allocations reflect the fact that the capital projects that were to have been completed in the 2011-2012 fiscal year are now expected to be completed by June, 2012, due to the timing of the Museum's creation and to some changes to the scope of the first phase of renovations and construction, which will ultimately diminish operational interruptions and generate cost-savings.

## OPERATING FUNDS

Total funding approved for the Museum to cover its operating costs are \$34.4 million over the first 5-years, followed by an ongoing base level of operating funding of \$7.7 million. This will be augmented by self-generated revenues, including admissions, sponsorships, donations, retail and food activities and facility rentals. In 2011-2012, the Museum expects to have raised \$1.289 million in self-generated revenues which represents an additional 20% over its operating appropriations. Combined, these represent the annual operating budget.

The total appropriations for operations shown in Table 2 reflect the transfer of \$452,000 from capital to operating and a decrease in the first fiscal year, due to the delay of the Museum becoming operational.

## HUMAN RESOURCES

The former employees of the Pier 21 Society have now been staffed in permanent positions and are enrolled in the Government of Canada's Superannuation Plan. The Museum has applied to have them included in the benefit plan available to Crown

employees and, in the interim, has put in place a comparable benefit plan. The Museum continues to develop its organizational structure and is recruiting additional employees to fill key positions. The Museum had 38 full-time permanent positions staffed by the end of March, 2012; based on current estimates, up to 5 additional staff could be hired by the end of the planning period. Where appropriate, the Museum is meeting some of its shorter-term requirements through professional services contracts.

In addition to the highly-committed and dedicated staff of the museum operated by the Pier 21 Society, the Canadian Museum of Immigration at Pier 21 continues to benefit from an extensive network of loyal volunteers who served the Pier 21 museum with distinction over its 12-year history. In 2010-2011, these volunteers contributed 7,540 hours and had a significant impact on the quality of the visitor experience. A key priority for management is to ensure that the volunteers continue to play a significant role, one that is integrated with that of the visitor services staff to optimize the visitor experience.

*Table 1: Annual Capital Budget (\$millions)*

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	TOTAL
<b>Planned</b>	1.723	7.525	2.250	10.750	2.200	TBD	TBD	<b>24.448</b>
<b>Revised</b>	0.723	8.525	2.250	10.750	2.200	TBD	TBD	<b>24.448</b>

*Table 2: Annual Operating Budget (\$millions)*

	2010-11 (Actuals)	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Appropriations</b>	2.854	6.300	7.700	7.700	7.700	7.700	7.700
<b>Unrestricted net assets</b>	-	0.600	1.000	0.049	-	-	-
<b>Revenues</b>	0.271	1.289	1.390	1.400	1.950	1.985	1.985
<b>TOTAL</b>	<b>3.125</b>	<b>8.189</b>	<b>10.090</b>	<b>9.149</b>	<b>9.650</b>	<b>9.685</b>	<b>9.685</b>

## 4. OPERATING ENVIRONMENT

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As they developed their strategic priorities and short-term goals, the Board and management considered a range of factors in the internal and external environment and the Museum's progress against the plans established in its Corporate Plans covering the period between the launch of operations and the end of December, 2011. Highlights are summarized below.

### ***EXTERNAL ECONOMIC AND BUSINESS ENVIRONMENT***

#### OUTLOOK FOR TOURISM AND THE ECONOMY

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The Museum attracts 80% of its visitors from Canada, 10% from the US and 10% from overseas. Its attendance is highly dependent on the tourism market, which is expected to see only modest growth in the near future (1.5% for Canada and 1.1% for Nova Scotia). Key factors include: the lingering effects of the recession; an unstable global economy, particularly in Europe and the US; relatively high gas prices; the strong Canadian dollar (which put Canada at a competitive disadvantage with the US) and changing requirements for travel documents. These have curtailed travel, particularly by Americans to Canada, and have also reduced spending by those who do travel.

The Canadian economy has been one of the better performers; however it is struggling to maintain the momentum after the recovery in 2010. The lingering effects of the recession have had a direct impact on Canadians' travel intentions and, among those who are planning to travel, many have concluded that it is more affordable to travel outside of the country (65% according to a Conference Board of Canada survey).

Economic growth is expected to improve slightly in 2012, fueling modest increases in

employment and disposable income. Projections are for only minor shifts in exchange rates and oil prices, and global economic and financial concerns will curtail a quick rebound in consumer confidence. All this is expected to result in only small growth in the tourism market

In 2010-2011, 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 online presence will draw a significantly increased number of visitors, including those from other parts of the country.

#### THE HALIFAX SEAPORT

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Despite the broader economic environment, Pier 21 is well-located at the heart of the Halifax Seaport and Halifax itself is a major economic centre for the East Coast, with an international airport and a projected population of 450,000 by 2020. The Halifax Port Authority administers the Seaport, an area that is a growing hub of retail and cultural activity and is home to cruise operations at the Port of Halifax. In addition to the Canadian Museum of Immigration at Pier 21, it consists of dedicated Cruise Pavilions, public spaces, cafes, office and retail space. With ongoing increases in the number of festivals and events, the Seaport has become a significant destination for local residents, tourists and cruise passengers. Annually, it hosts in excess of 550,000 visitors, including cruise passengers and crew; over 200,000 cruise ship passengers disembarked at the Halifax Seaport in 2011. During peak season, this can mean as many as 10,000 passengers per day.

Over the past 5 years, significant private and public funds have been invested in the Seaport infrastructure, as the Port Authority began implementing a major redevelopment project between Piers 19 and 23. The redevelopment plan is expected to continue to expand the number of visitors to the Port.

#### UPCOMING OPPORTUNITIES

Thanks to the Museum's strong partnerships with Destination Halifax and Nova Scotia Tourism, there are significant opportunities to leverage major local and national events. Key among them are:

- The 200<sup>th</sup> anniversary of the War of 1812 in October 2012;
- Her Majesty the Queen's Diamond Jubilee in 2012; and

- Canada's 150<sup>th</sup> birthday in 2017; leading up to this event, the circulation across Canada of the first travelling exhibition (between 2014 and 2017) will present a major opportunity to showcase the Museum across the country and to engage the public in sharing their stories and oral histories.

Each of these offers opportunities to develop programming that is thematically tied-in and to cross-promote with community partners. Other opportunities include the fact that the Disney Cruise Line will be calling at the Port of Halifax nine times in 2012, and that Halifax will be one of only a few new cruise itineraries from New York City.

#### *Attendance Targets<sup>1</sup>*

2010-2011 Actual <sup>2</sup>	2011-2012 Projection	2012-2013 Planned	2013-2014 Planned	2014-2015 Planned	2015-2016 Planned	2016-2017 Planned
46,000	47,200	48,000	48,500	49,000	49,500	50,000

<sup>1</sup> These targets reflect paid visitors only; future Corporate Plans will reflect a more robust methodology for projecting and counting all visitors to the Museum.

<sup>2</sup> Includes Pier 21 Society museum

## **INTERNAL ENVIRONMENT**

The Canadian Museum of Immigration at Pier 21 is able to benefit from a strong legacy built by the Pier 21 Society. The calibre of staff, inclusive and enabling work environment, and positive reputation, combined with the quality and depth of the collection, the rich content available on the website and the Society's ability to create a compelling visitor experience and to develop strong partnerships are tremendous assets. Equally valuable are the Museum's location and the historic significance of the facilities that house it.

## **HUMAN RESOURCES AND SOCIAL CAPITAL**

One of the Museum's most significant assets is the social capital that it assumed when it became operational in February, 2011. This includes the staff and volunteers and the Pier 21 Society's reputation; the Society's museum earned a strong reputation for its commitment to providing a welcoming, engaging and unforgettable experience for visitors to the museum, whether they were visiting the exhibitions, partaking in tours and special programming, or renting space for public and private functions.

The Pier 21 Society also built a reputation over 12 years as a highly values-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 horizontality; while formal structures exist, work is organized in a cross-functional way that reflects the deeply-held belief that staff and volunteers have a significant contribution to make in determining the museum's plans and activities, regardless of level, seniority or functional unit.

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.

## **A STRONG AND GROWING COLLECTION**

The Museum has a large and growing collection of research and documentary materials. In addition to the thriving and popular Scotiabank Research Center's over 1,700 books and 300 films, the Museum's collections contain over: 2,250 written stories; 650 oral histories; and 28,000 digital images, which include scans of photographs, newspaper clippings, immigration-related documents and ship memorabilia on immigration and the Second World War.

This material has tremendous emotional depth, tied as closely as it is with the individual stories that Canadians have shared. Additional information on the topics of migration, nautical history, waves of immigration to Canada, ethnic groups and genealogy is also available in the Research Centre.

Images and first-hand accounts of immigrants, veterans and former staff and volunteers of Pier 21 breathe life into the Museum's research holdings. Both the 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 research staff 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. Although it places less emphasis on collecting objects, the Museum also has approximately 900 artefacts, memorabilia and didactic items.

Developing the capacity to build collections with a broader scope will be particularly important as the Canadian Museum of Immigration at Pier 21 reaches beyond Pier 21 itself and tells the stories of all immigration to Canada. In anticipation of it becoming a National Museum, the Pier 21 Society initiated work to collect stories representing the broader history of immigrants to Canada, from the first contact to the present. Examples of such recent work include:

- Pre-Pier 21 stories written by the descendants and families of those arriving in the 18<sup>th</sup> and 19<sup>th</sup> 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 virtual, onsite and travelling exhibits that explore the broader themes of immigration to Canada, in keeping with the mandate of the new Museum.

#### RICH WEB CONTENT

The Museum also has vast amounts of material on its website, including 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*. The Museum is moving as quickly as possible to make detailed content available in both Official Languages; while this is a high priority, given

the depth of the primarily English materials produced by the Society it will take some time to complete the required translations. It is expected that the vast majority of the materials will be translated by the end of 2013.

#### CAPACITY TO CREATE UNIQUE EXPERIENCES

The Canadian Museum of Immigration at Pier 21 also benefits from—and will be able to build on—the success that the Pier 21 Society had in developing public programs and exhibits that interpret the content, engage the public and evoke emotional responses and personal connections. For many, a trip to Pier 21 is a pilgrimage to the place that welcomed them to the country. 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 narrative of Pier 21.

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 and can welcome visitors in many other languages. A programming highlight at the Society's museum is the popular 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.



## STRONG PARTNERSHIPS AND COMMUNITY OUTREACH

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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 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 other museums, 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 Museum is also leveraging the Society's success in outreach and partnerships 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. Examples 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 outstanding example of the innovative ways in which the Society worked with the 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.

The program has helped more than 100 newcomers, from over 40 countries, gain significant Canadian work experience and enhance their employment opportunities. The Society provided a 6-month work term, external work placement opportunities, mentorship, professional development and network building. Over 70% of *WHTC* participants have obtained meaningful employment or were able to further their education after completing the program. The Board of Trustees is firmly committed to maintaining and strengthening this program, which the TD Bank Financial Group has agreed to support for two additional years.

## HISTORICALLY SIGNIFICANT FACILITIES

In view of its symbolic importance, the space within the National Historic Site occupied by the Canadian Museum of Immigration at Pier 21 is a tremendous asset. The lease with the Halifax Port Authority includes the 50,263 square feet spread over two floors in Shed 21 that were previously leased to the Society. It also includes close to 5,500 square feet on the main level that had been used by the Port Authority as part of the cruise ship operations. The capital projects required to re-configure the space are now complete, as are a number of modifications required to meet accessibility and health and safety requirements.

The 40-year lease also includes two stories of space in the Immigration Annex (approximately 17,000 square feet) and the potential for an additional 18,000 square feet to become available on the second floor of Shed 22 once the Halifax Port Authority has found other tenants and undertaken a retrofit of the building. (See Illustration 1 below for an image of the space). Should the space not be delivered by March 31, 2013, the lease allows the Museum to opt out of that space.

The renovations to the Immigration Annex are underway and will provide much-needed space for offices and to accommodate the research and collection functions. Should the space in Shed 22 become available, it could be connected to public programming space in the existing footprint and would be suitable for exhibitions or other public programming activities and would bring the total space available to the Museum to approximately 90,000 square feet. Should it not become available, however, the Museum will face challenges to the development and implementation of the Master Interpretation Plan.

The Halifax Port Authority is responsible for capital maintenance of the building envelope,

while the Museum is responsible for fitting-up the interior spaces. The Board is fully accountable for overseeing all aspects of the capital improvements and expansion projects, however, plans affecting the building must be approved by the Port Authority. The Museum is responsible for building operations and maintenance (including a proportional share of common area maintenance costs at the Port site), for security and for reimbursing the Halifax Port Authority for Payments in Lieu of Taxes (PILT) incurred in relation to the space occupied by the Museum.

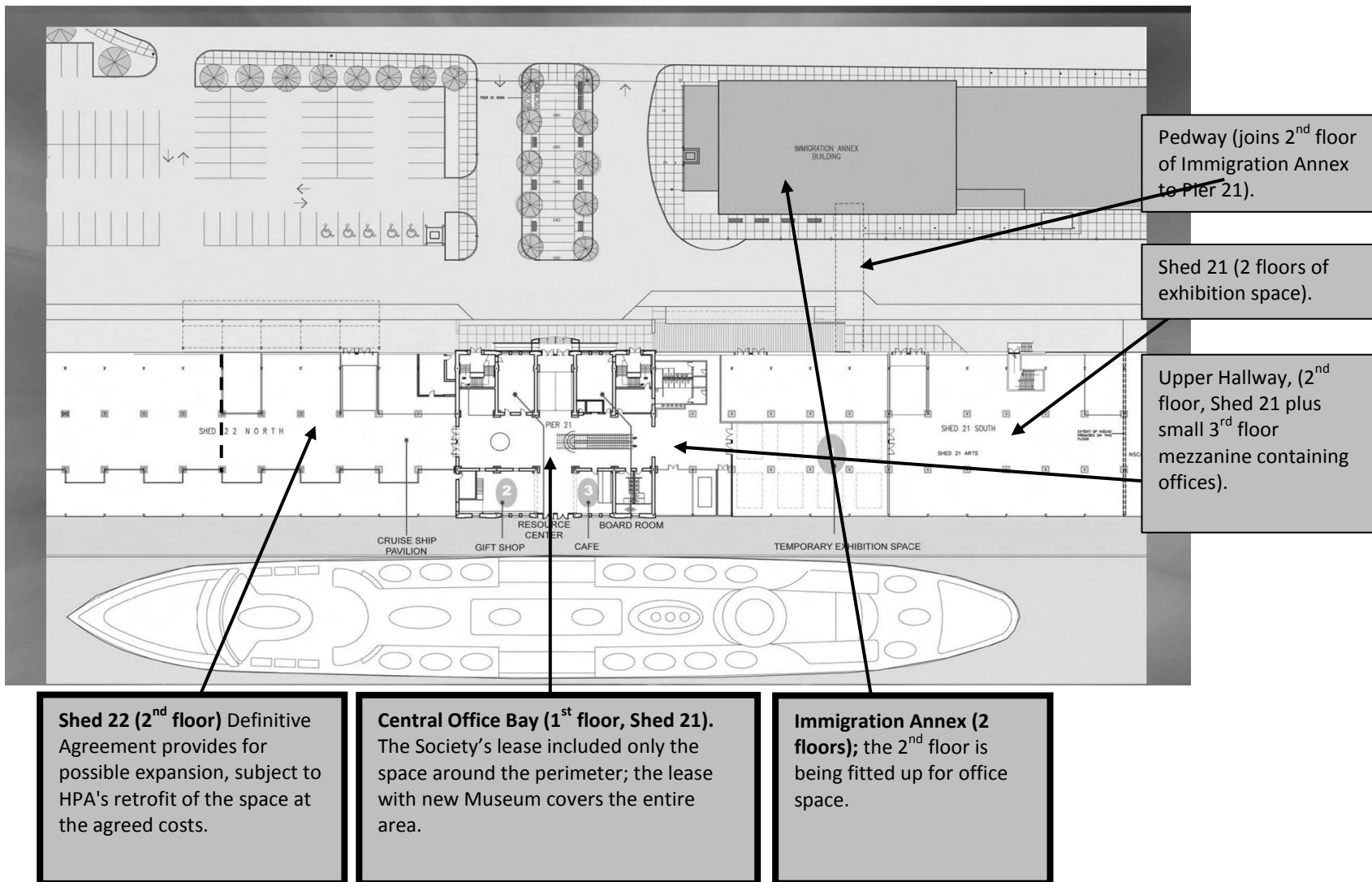
## CAPACITY TO GENERATE REVENUES

The Board of Trustees is firmly committed to augmenting the proportion of its budget generated by self-generated revenues. The Society's development efforts were extremely fruitful, and the Foundation had tremendous success in raising a \$7 million endowment fund in 8 years. Fundraising activities include: Major Gifts, Special Events and Annual Giving.

Since 2005-2006, the Society and Foundation generated a steady growth in fundraising revenues, and the Canadian Museum of Immigration at Pier 21 is in a good position to leverage the support the Foundation generated across the country. On the other hand, fundraising for federal corporations tends to be a bigger challenge, as potential donors question whether their contributions will have the same level of impact.

A major review of current fundraising approaches is underway; this will inform a new strategy for Planned Giving. The Museum also expects to capitalize on new opportunities to increase revenues through ticket sales, the gift shop and the Scotiabank Research Center. With its national mandate, the Museum is developing a suite of branded products for its gift shop and has allocated more resources for marketing than was possible for the Pier 21 Society.

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



### **RESULTS TO DATE**

The Museum's first Corporate Plan—developed on behalf of the Board prior to the creation of the Museum—established the priorities for the first months following the corporation's creation to the end of March 31, 2011. The Board approved the inaugural plan and subsequently submitted a second Corporate Plan for the first full fiscal year of operations, 2011-2012. The Board and management are proud of the considerable progress that has been made in a short time frame. Among other accomplishments, by December 31, 2011, the Museum had:

- Completed its contractual obligations under the Definitive Agreement, including making offers of employment to former employees of the Pier 21 Society;
- Developed an organizational structure, adopted a gender-neutral job classification system, described a large number of key positions and, in addition to staffing the former employees of the Pier 21 Society in indeterminate positions, has begun hiring additional staff;
- Enrolled all employees in the Superannuation Plan and an interim benefit plan;
- Held a strategic planning session, which provided direction to management to issue a Request for Proposals for the Master Interpretive Plan (the contract was issued in January, 2012); this will form the basis on which the Museum will design and produce content for exhibitions and public programming;
- Began implementing a strategy to broaden the collection and the information available to the public; work is underway to start cataloguing the collection and a contract is in place to transcribe digital video and audio interviews;
- Developed plans to create a specific space dedicated to oral history collection and preservation/storage of museum materials;
- Began work to expand onsite and virtual content to cover the broad themes of immigration to Canada;
- Developed a distinctive visual identity and branding strategy that was launched in time for the official opening on February 7, 2011;
- Began implementing strategies to provide visitors, both onsite and virtual, unique and innovative content and experiences in both Official Languages, including creating a bilingual website;
- Exceeded attendance targets for the period, benefitting in large part from the Canada Winter Games. The Museum worked with the organizing committee to ensure participants and their families were aware of the Museum. During that period, the Museum welcomed visitors from coast to coast;
- Completed the first phase of the expansion project—the interior demolition and abatement of the Immigration Annex—on schedule and within budget—and launched the construction project to fit-up the space; a range of other upgrades to Shed 21 have also been completed;
- Adopted a wide range of key governance instruments and put in place the infrastructure to support the effective operation of the new corporation, including a performance management framework to track and report on results; and
- Aligned its budget and internal planning processes with its Program Activity Architecture; work is progressing well to develop and/or document key stewardship policies and practices.

## 5. STRATEGIC PRIORITIES FOR THE PLANNING PERIOD

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In light of the Museum's mandate, the Board's vision for the future and its environmental scan, the Board and management have established four strategic priorities for the planning period. These form the basis on which the five-year objectives and priorities for the first year have been developed, along with a preliminary performance measurement framework:

### ***TO BE AN OUTSTANDING, NATIONALLY-RELEVANT MUSEUM***

To be an **Outstanding Museum with National Relevance** that is engaging, reflects the diverse experiences and contributions of all immigrants throughout Canada's history, is respected for its curatorial integrity and has relevance to Canadians across the country. Key components include:

#### BREADTH OF CONTENT

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The Museum will develop content that explores Canadian immigration from first contact to today, regardless of point of entry, with a key theme being the impact that immigration has had on Canadian nation-building. Programming will be innovative and thought-provoking, and will tell the immigration story through a wide variety of tools that feature the Museum's oral history and digital media collections and its original research. These will include the written word, audio-visual presentations and hands-on/interactive programming.

The first priority will be to develop a Master Interpretive Plan as the basis on which exhibitions and public program will be designed and content will be created. In developing this Plan, the Museum will build

on a broad 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. The Committee's report calls for an approach that focuses on overarching themes that embrace the entire immigrant experience, rather than a chronological approach or one that focuses on individual immigrant groups. Frequent rotation of content will provide an opportunity to feature a wide variety of topics, groups and periods within these themes.

The Museum's collecting activity will focus on oral histories, stories and images, with significantly less emphasis on artefacts. A comprehensive plan will be put in place to continue to gather oral histories from all Canadians who wish to contribute. These, in addition to targeted original research, will reflect Canada's multicultural mosaic and enrich the collection immeasurably.

#### NATIONAL PRESENCE

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While the Museum aims to expand its onsite visitation as a result of its broader mandate, a key focus will be to create a presence across the country. An early priority will be to develop a major travelling exhibition program, to be launched in 2013, which will be an ambassador for the Museum in a wide range of communities across the country. It will also provide an opportunity to build the oral history collection and to engage audiences through host sites and virtual applications, including social media. Museum content will be indexed and available to the public online and will be available in both Official Languages. The Museum will also explore every avenue to partner with museums, groups and associations across the country and will launch national development and fundraising initiatives.

## ENGAGING VISITOR EXPERIENCES, ONSITE AND VIRTUAL

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The Museum aims to create an experience that is informative, interactive, engaging for audiences of all ages and background and immersive; one that evokes the feeling of walking in the immigrant's shoes. Strategies will be developed to provide a seamless experience for visitors to the Museum from the moment they think of visiting to the moment they leave the site. This approach will integrate a wide range of aspects, including marketing, the website, services, amenities and programming. Accessibility to people of all ages and physical ability will be a priority.

Travelling programming will also be developed in a way that places the visitor experience at its core. The Museum is equally committed to ensuring that its web presence offers a compelling 'virtual visitor experience,' one that is user-centered, accessible and considered a destination in and of itself. A high priority, regardless of whether visitors access the Museum online, onsite, or through travelling exhibitions, will be to ensure that all materials are available in both Official Languages.

As part of the broader Halifax Port site, there is a huge opportunity for audience development. The challenge will be to tap into the potential 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.

## SOUND STEWARDSHIP OF MUSEUM MATERIALS

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The Museum has a large and valuable collection, primarily made up of oral histories, digital images, archival material and stories, supplemented by artefacts and didactic materials. Effective stewardship of such materials entails ensuring appropriate policies, standards and systems are in place for their acquisition, registration, storage and preservation. Early priorities will be to document the collection on the new collection database and to prepare for and move the physical collection to a new purpose-built collection storage space.

### ***TO BE AN OUTSTANDING EMPLOYER:***

To be an **Outstanding Employer** that builds 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.

Over the next five years, staff numbers will increase; in the short-term, key priorities 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.

A major emphasis will be to reflect in the new corporation the values that made the Pier 21 Society such an extraordinary organization and to take advantage of the opportunity offered by the fact that staff previously employed by the Pier 21 museum now form the nucleus of the corporation's staff. They and the network of dedicated volunteers bring with them the essence of a vital corporate culture. The Board of Trustees is firmly committed to preserving and building on this culture and the values that underlay it.

**TO BE AN OUTSTANDING CROWN CORPORATION:**

To be an **Outstanding Crown corporation** that is fiscally responsible, well-managed, compliant with applicable laws, policies and guidelines, and fully accountable to Canadians for results.

A key priority for the Museum continues to be to adopt best practices for governance and management excellence. The Board will be emphasizing the adoption of the appropriate governance structure and tools to enable it to be true to the Museum's mission and to provide the oversight and stewardship necessary to create a nationally relevant and compelling Museum. The Museum will live within its means, be a prudent manager of financial and human resources and will complete key projects on time.

A major focus on self-generated revenues, both commercial and philanthropic, will result in an increase in the proportion of the budget funded internally.

In conducting its renovation and construction projects, the Museum will be mindful of the importance of adopting sound conservation practices that preserve and highlight the evocative architecture of the former immigration shed. Once the renovation of the Immigration Annex is complete, it will be fit-up to house additional staff. The Museum's leadership will then turn its attention to how best to use the remaining space that could be dedicated to public programming, including the potential for additional space in Shed 22, adjacent to the existing facility.

**TO BE A LEADER AND AN OUTSTANDING PARTNER**

To be a **Leader and an Outstanding Partner** in order to develop content and programming, leverage opportunities to showcase the Museum across the country and to support sister institutions in the Canadian Heritage Portfolio to deliver their mandate to more Canadians.

The Pier 21 Society established a strong network of community, national and international partners. The Canadian Museum of Immigration at Pier 21 is committed to nurturing and leveraging these relationships while at the same time building a broader base of connections across Canada to enable it to fulfil its national mandate. A key opportunity will be to establish partnerships with a range of groups representing immigrants to Canada and with non-traditional venues and remote parts of the country; unlike museums whose collections are object-based, a vast range of the materials that will make up the Museum's exhibits and programs will not have rigid environmental requirements so will be highly accessible.

The Museum will also continue its commitment to be a good neighbour in the local community, including through the *Community Presents* and the *Diversity Spotlights* and *Welcome Home to Canada* programs. It will be an active participant in immigrant settlement initiatives and, as a major attraction in the Halifax Regional Municipality, will continue to participate in tourism initiatives designed to attract more visitors to the Province and the region.

## 6. PERFORMANCE MEASUREMENT FRAMEWORK

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During its first year of operations, the Museum began developing a Performance Management Framework for monitoring and reporting on its performance, and for course-correction as required. Further work to refine the details in terms of monitoring and evaluation approaches, baseline data requirements, data sources and the frequency of collection of data will be a priority in the coming year. The approach developed by the National Museums' Working Group on Performance Measurement will be an important resource in this process.

The Framework includes twelve key indicators, based on the Museum's strategic priorities; specific performance targets are contained in the next section *Objectives, Key Activities and Targets*, aligned with the Program Activity Architecture:

### TO BE AN OUTSTANDING, NATIONALLY RELEVANT MUSEUM:

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1. The extent to which content reflects the breadth of the mandate and to which Canadians contribute to telling the story of Canadian immigration.
2. The extent of sound stewardship of the collection.
3. The extent to which exhibitions and public programming are engaging, that visitors are enriched by their experience and that they deepen the understanding and appreciation of the immigrant experience and contribution.

4. The extent to which Canadians in all regions of the country have greater access to the Museum's collection, expertise and programs and to which the Museum has a national profile and recognition across the country.

### TO BE AN OUTSTANDING EMPLOYER:

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5. The extent of Employee Engagement.
6. The extent to which the Museum is able to attract talent.

### TO BE AN OUTSTANDING CORPORATION:

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7. The extent of sound governance and resource management practices.
8. The extent of self-generated revenues.
9. The extent to which accommodations are readily accessible, safe and secure for employees, volunteers and the public.

### TO BE A LEADER AND AN OUTSTANDING PARTNER:

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10. The quality and number of partnerships with sister National Museums.
11. The quality and number of partnerships with other key stakeholders:
12. The extent to which the Museum is viewed as a positive partner in supporting and strengthening the language duality in the region and as a positive addition to the regional tourism landscape.



## 7. OBJECTIVES, KEY ACTIVITIES AND TARGETS

### PROGRAM ACTIVITY 1: VISITOR EXPERIENCE AND CONNECTIONS

**Strategic 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.

#### 1. RESEARCH AND CONTENT DEVELOPMENT

**Key Results:** Museum content explores the theme of Canadian immigration regardless of point of entry—and the contribution of all immigrants to Canada’s nation-building.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the oral history and story collections will be fully documented, indexed and available to the public onsite and online within the requirements of access to information and privacy legislation.</p> <p>A comprehensive approach to gathering oral histories from all Canadians who wish to contribute—in conjunction with a major traveling exhibition and other community outreach efforts—will produce a rich resource for all Canadians.</p>	<ul style="list-style-type: none"> <li>✓ To begin implementing the collection development strategy, developed in 2011-2012; in particular, the Museum will actively collect engaging oral histories and stories that reflect the Museum’s mandate, Canada’s multicultural mosaic and its linguistic duality; these, along with original research projects, will contribute to the development of the Museum’s first temporary exhibit developed in-house its first traveling exhibit and its web content;</li> <li>✓ To begin cataloguing the Museum’s collection on the newly-established collection database <i>CollectiveAccess</i> to enhance the Museum’s ability to manage and publish its materials; and</li> <li>✓ To prepare for and move the Museum’s physical collection to the new purpose-built collection storage space.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Collection is safely and appropriately stored by the end of June, 2012;</li> <li>✓ Policies and procedures for all aspects of collection development is developed and implemented by 2013; and</li> <li>✓ 30% of collection is accessible on <i>Collective-Access</i> by 2016.</li> </ul>

## 2. INTERPRETATION AND CONNECTIONS

**Key Results:** Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada; and visitors, both onsite and virtual, have access to unique and innovative content and experiences in both Official Languages.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the Museum's onsite content and programming will fully reflect the Museum's mandate to cover the broader story of immigration to Canada.</p> <p>The Museum's travelling exhibition will have reached a wide-range of communities across the country. Its content will reflect the diversity of the immigrant experience from confederation to present. It will also be used as a major tool for audience engagement and for building the collection through host sites and virtual applications including engaging parallel web pages and social media.</p> <p>Bilingual online content and activities will fully reflect the diverse immigrant experience and will engage audiences onsite and across the country. The Museum will be leveraging social media channels and multi-media experiences, in partnership with other institutions and community groups wherever possible.</p>	<ul style="list-style-type: none"> <li>✓ To complete the thematic Master Interpretive Plan—integrating objectives for public programming—which will be the foundation on which the Museum's exhibitions and programming will be developed;</li> <li>✓ To begin developing the detailed exhibition design and content;</li> <li>✓ To develop the Museum's first in-house temporary exhibit;</li> <li>✓ To begin developing the Museum's first traveling exhibit using a cross-cultural and multifaceted approach;</li> <li>✓ To increase online content by 20% and to expand content to more fully reflect the diversity of the immigration experience in Canada; and</li> <li>✓ To continue to showcase French language films and those that explore a wide range of cultures and historic themes through the "Diversity Spotlight" film series.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Opening of first in-house temporary exhibit: Summer, 2012;</li> <li>✓ Launch of first travelling exhibition: 2013;</li> <li>✓ Completion of Master Interpretive Plan: 2014;</li> <li>✓ Completion of Exhibition Design and Content Plan: 2014;</li> <li>✓ Official opening of the permanent exhibition reflecting the full scope of the national mandate: 2015;</li> <li>✓ 20% increase in online content by March 31, 2013 and in each of the next three years; and</li> <li>✓ 25% increase in unique visitors and a downward trend in bounce rate average (i.e., those who leave the site without continuing to view other pages within the same site).</li> </ul>

### 3. VISITOR SERVICES AND AMENITIES

**Key Results:** The visitor experience makes possible personal and emotional connections and builds audience loyalty and repeat attendance.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the visitor experience will be heightened by a robust family history centre, an active oral history and research group and the new technologies required to interact with visitors before, during and after their visit.</p>	<ul style="list-style-type: none"> <li>✓ To continue to ensure that planning processes place a high priority on providing a holistic visitor experience that emphasizes personal connections;</li> <li>✓ To further enhance the Museum's ability to provide a compelling visitor experience throughout all aspects of the visit by providing for full integration, cross-training and knowledge-sharing of the visitor services staff and volunteers;</li> <li>✓ To undertake a targeted collection of qualitative and quantitative visitor data to inform future training sessions and museum development; and</li> <li>✓ To enhance the visitor experience and broaden the range of visitors by expanding the monograph, microfilm and journal collections in the areas of genealogy and throughout all periods of immigration to Canada.</li> </ul>	<ul style="list-style-type: none"> <li>✓ All permanent Visitor Services staff will be able to offer a comprehensive visitor experience to Museum guests; the training program will be redeveloped for 2013 summer staff to reflect this all-encompassing approach;</li> <li>✓ 42,000 general visitors and 6,000 school children will visit in 2012-2013;</li> <li>✓ Establishment and implementation of meaningful management information reporting based on attendance metrics, both quantitative and qualitative; and</li> <li>✓ Expansion of the monograph and journal collections to reflect the breadth of the Canadian immigration experience.</li> </ul>

#### 4. NATIONAL OUTREACH AND PARTNERSHIPS

**Key Results:** The Museum reaches and establishes connections with Canadians in all parts of the country, regardless of origin; and the Museum leverages—and goes beyond—the Society’s network of national and community partnerships to generate content, programming, audiences and revenues.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the Museum will have a network of partners from coast to coast who assist in the development of emerging immigration themes, identify key stakeholders in their communities and leverage the unique experience offered by the Museum.</p> <p>The inaugural traveling exhibit will be an important tangible part of a two-way dialogue with these partners and the communities they serve.</p>	<ul style="list-style-type: none"> <li>✓ To develop and begin implementing strategies to nurture strong networks and partnerships across the country;</li> <li>✓ To form new partnerships for research and oral history collection to support the development of the first traveling exhibit and online content</li> <li>✓ To build on the connections established in 2011-2012 with the other National Museums in the Canadian Heritage portfolio in an effort to partner on traveling exhibit development and the sharing of resources and learning.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Added depth and authenticity of programming, both onsite and online as a result of partnerships; and</li> <li>✓ Expanded diversity of content resulting from an increase in quality partnerships with key stakeholders.</li> </ul>

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PROGRAM ACTIVITY 2: ACCOMMODATIONS

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**Strategic 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

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1. LEASEHOLD IMPROVEMENTS

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**Key Results:** The Museum's facilities are upgraded and/or expanded as appropriate to provide suitable and accessible space for visitors, staff, volunteers and exhibits/programming; and construction projects are governed by an effective project management regime, including robust risk management strategies and respect the heritage aspects of the site.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the Museum will have completed all planned upgrade and expansion projects on-time and within budget.</p> <p>The primary focus during the next three years will be to refit the existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and to renovate and refit Shed 22 for exhibition space.</p>	<ul style="list-style-type: none"> <li>✓ To complete all planned renovations to the Shed 21 mezzanine and the Immigration Annex, including a purpose-built collection storage space that will enable the proper collection, cataloguing and storage of the artefact and archival collections;</li> <li>✓ To undertake all infrastructure improvements in a way that takes into account the potential expansion into upper Shed 22; and</li> <li>✓ To continue to manage contract(s) in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk-management practices throughout.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Renovations to Immigration Annex and Shed 21 mezzanine (including storage space) completed within budget by March 31, 2013;</li> <li>✓ By March 31, 2013, a decision will be made about the availability of Upper Shed 22 as part of the expansion of the Museum; and</li> <li>✓ The new permanent exhibition will be complete and open to visitors by March 31, 2015.</li> </ul>

## 2. BUILDING OPERATIONS AND SECURITY

**Key Results:** The Museum's facilities are safe, accessible and maintained in a cost-effective manner.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>By the end of the planning period, the entire space available for public purposes will be open to the public and will be accessible, welcoming, safe and stimulating for all visitors. Visitors will be greeted in the Official Language of their choice, and in many other languages reflecting the diverse nature of Canada's population.</p> <p>More advances will have been made to make all exhibits easily interpreted by the visually and hearing impaired as well as those with mobility challenges.</p>	<ul style="list-style-type: none"> <li>✓ To ensure the appropriate measures are in place to provide for the ongoing safety and security of staff, volunteers, visitors and museum materials; and for full accessibility to all; and</li> <li>✓ To continue to implement operating efficiencies embedded in the renovation and expansion (i.e. the move to natural gas for the HVAC system) and to benefit from operational efficiencies and cost savings due to the fully operational HVAC, electrical and communications systems completed in 2011-2012.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Zero accidents; and</li> <li>✓ All visitors have full access to all public areas of the Museum facility, regardless of physical challenge, and are able to fully engage in the onsite Museum experience.</li> </ul>

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**PROGRAM ACTIVITY 3: INTERNAL SERVICES**


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

### 1. SOUND GOVERNANCE

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**Key Results:** The corporation meets or exceeds recognized standards for Corporate Governance and has in place the instruments that are conducive to sound management and accountability including:

- Clarity of objectives and expectations;
- Clear lines of accountability;
- Transparency in the application of and compliance with rules; and
- A culture based on a solid foundation of ethics and values.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>The Museum will meet or exceed recognized standards for corporate governance, including a robust performance management regime and integrated risk management.</p>	<ul style="list-style-type: none"> <li>✓ To continue to develop and improve the instruments, policies, processes and systems required to support the sound governance and effective operation of the corporation;</li> <li>✓ To continue to utilize and review mechanisms for ongoing performance monitoring, reporting and improvement; and</li> <li>✓ To hold the Museum's first Annual Public Meeting, which all Crown corporations are required to hold as a good governance practice, in May, 2012.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Positive reports from the OAG will confirm the high quality of corporate governance; and</li> <li>✓ Continuing positive results from the Board of Director's annual governance self-assessments.</li> </ul>

## 2. SOUND MANAGEMENT OF RESOURCES

### Key Results:

- The organization and its resources are aligned in a way that enables the Museum to achieve its mandate and to adopt sound and efficient governance and stewardship practices, while building a strong corporate culture;
- The corporation has in place the policies, procedures and systems that are conducive to sound and management and accountability;
- The corporation attracts and recruits the talent and expertise necessary both for the transition and the longer-term; and
- 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.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>The corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and dynamic employees and volunteers who are respectful of the Museum's mission and mandate.</p>	<ul style="list-style-type: none"> <li>✓ To continue recruitment to support the organizational structure and the national mandate;</li> <li>✓ To continue to recruit, engage and develop volunteers in a way that reflects the new mandate;</li> <li>✓ To further the development and implementation of the management frameworks, policies, systems, structures and procedures necessary to support sound resource management and a positive, values-based workplace; and</li> <li>✓ To implement a performance management program across the corporation that recognizes results and the Museum's core values.</li> </ul>	<ul style="list-style-type: none"> <li>✓ To meet recruitment targets—and reflect the diversity in the workforce—throughout the planning period;</li> <li>✓ Employees will continue to actively seek professional development and educational opportunities;</li> <li>✓ 80% of staff to participate in language training;</li> <li>✓ To achieve objectives within available funds and budgets; and</li> <li>✓ OAG recognition for sound financial controls and risk management.</li> </ul>



### 3. DEVELOPMENT AND PUBLIC RELATIONS

**Key Results:** The Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies; and it establishes the capacity to generate ongoing private-sector funds, both through commercial activities and fundraising/sponsorships.

Five-Year Objectives	Key Activities to March 31, 2013	Key Performance Targets
<p>A comprehensive communications plan will be in place to raise awareness and public support across the country and online exhibits and social media initiatives will be enhancing public programming and driving virtual and onsite attendance.</p> <p>In particular, the Museum will have implemented comprehensive strategies to increase revenue-generation and public awareness in connection to Canada's 150th anniversary celebrations.</p> <p>A major gifts program will have proceeded in tandem with the expansion project to maximize revenues and to increase the endowment fund. This work will continue after the expansion through ongoing, robust major gifts and planned giving programs.</p>	<ul style="list-style-type: none"> <li>✓ To continue to develop and implement a robust communications strategy for the early years of the Museum's evolution;</li> <li>✓ To continue to develop and implement the corporate brand/image strategy;</li> <li>✓ To develop and implement a communications strategy to support oral history collection and outreach;</li> <li>✓ To leverage opportunities for revenue generation and public awareness in conjunction with:               <ul style="list-style-type: none"> <li>○ the first traveling exhibition; and</li> <li>○ Canada's 150<sup>th</sup> anniversary celebrations.</li> </ul> </li> <li>✓ To continue to nurture relations with donors to the Museum while implementing policies for donor recognition appropriate to a national institution; and</li> <li>✓ To implement recommendations on annual and planned giving programs from an external expert's report produced during 2011-2012.</li> </ul>	<ul style="list-style-type: none"> <li>✓ To increase the percentage of the Museum's self-generated revenues expressed as a percentage of its operating appropriation to 26% by 2016; and</li> <li>✓ To garner positive national niche media coverage that reflects the key messages of the national mandate.</li> </ul>

## 8. FINANCIAL STATEMENTS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2012-2013 and forecasts for the remaining four years of the Plan. They are also based on the Museum's forecasts for self-generated revenues.

The Museum prepares its financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations. It began producing and making public its 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 4 summarizes the projected annual capital budgets. Further refinements of these projections will be made in subsequent Corporate Plans when additional cost details become available. The \$24.448 million reflects the transfer of

\$452,000 from capital to operations in 2009-2010 to comply with accounting standards. It also assumes the anticipated delivery date of Shed 22 by March 31, 2013. The Museum is actively pursuing this scenario and is also identifying other potential options for expansion.

The expansion of the Canadian Museum of Immigration at Pier 21 is being 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, interior finishings).

Table 4: Annual Capital Budget (\$millions)

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	TOTAL
<b>Planned</b>	1.723	7.525	2.250	10.750	2.200	TBD	TBD	<b>24.448</b>
<b>Revised</b>	0.723	8.525	2.250	10.750	2.200	TBD	TBD	<b>24.448</b>

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. The Museum allocated \$11,465,000 over three years (to March 31, 2013) to complete the following work:

- To replace the Heating, Ventilation and Air Conditioning system (HVAC) throughout the entire facility:
  - An HVAC study undertaken in 2011, coupled with the expansion of the natural gas distribution system to the Halifax Seaport, enabled the Museum to switch to this significantly more energy efficient natural method for heating and cooling the entire facility;
  - The main housing for the system will be constructed on the roof of the Annex, allowing for unfettered access all year and removing key mechanical workings from the roof of Shed 21, which is directly exposed to the ocean and the sometimes severe weather which shorten the life of the exposed equipment;
  - The work is extensive, involving removal of the existing system—including roof units, piping and air handling units throughout the facility—building a rooftop steam boiler on the Annex, refitting piping and units throughout the facility; and
  - Structural testing was undertaken to confirm that the structure could withstand the increased load, and it was found structurally sound.
- To renovate Shed 21 by:
  - Replacing the exterior cladding and windows on the upper level of the west side of the building;
  - Providing solutions to persistent leaks at exterior windows and related work to the building envelope on both the west and east sides;
  - Moving (as a condition of the lease) the electrical and communications room from the Halifax Port Authority facility to Museum-leased space, including an upgrade of the IT and telecom infrastructure; this is a major undertaking that involves rerouting the entire systems to the new control room;
  - Renovating and fitting up the Mezzanine to accommodate office and archival space; and
  - Other minor upgrades of the existing facility to comply with federal fire, accessibility and official language standards.
- To renovate the interior of the pedway connecting Shed 21 and the Immigration Annex:
  - Work required includes interior finishes, electrical, HVAC and solutions to address grade changes; power, lighting and cabling would allow for this space to be used for potential installation of multimedia exhibits.
- To renovate and fit-up the first and second floors of the Immigration Annex; the second floor will provide much-needed office space, while the lower level will include archival and artefact storage, oral history interviewing room(s) and an

editing suite, and an unfitted area for use yet to be determined:

- 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 been removed in order to properly wire and insulate the space and to install the HVAC system; and
- The construction project underway at the beginning of 2012 includes plumbing, HVAC, electrical, communications, interior finishes, furnishings, equipment and possibly replacement of exterior windows.

Taking into account estimates by Hanscomb Ltd. (retained on contract by the Museum to provide cost planning and control services) and the final bids, the total costs are now determined to be \$11,176,497. While the individual project costs vary, in total, the overall costs are within the original capital budget.

The decision to renovate and fit-up the upper and lower Annex in the same project will save money and minimize disruption. Completing the move of the electrical and communications systems while the HVAC is being upgraded will achieve the same results. It is through these efficiencies that the project budgets will be met. The tender for the bulk of the work was awarded on December 5<sup>th</sup>, 2011, with an expectation that the work will be complete by June 2012, before the busy tourist season.

*Table 5: Annual Capital Spending (\$millions)*

<b>2010-2011</b>	
Demolish the interior of the Immigration Annex, perform minor upgrades of the existing Pier 21 facility and purchase equipment.	<b>0.043</b>
<b>2011-2012</b>	
Fit-up preparations of the first and second floors of the Immigration Annex.	1.400
Replace the HVAC system throughout the entire facility; renovate and fit-up of the first and second floors of the Immigration Annex and of the Mezzanine; move the electrical and communications room, including an upgrade of the IT and telecom infrastructure.	5.010
Project management and design fees; HVAC study; structural testing; interior finishes, furnishings and equipment; and contingency.	2.115
	<b>8.525</b>
<b>2012-2013</b>	
Completion of the HVAC, Immigration Annex, Mezzanine and the electrical and communication room construction projects.	<b>2.930</b>
<b>2013-2014</b>	
Refit of existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and renovate and refit Shed 22 for exhibition and rental spaces (pending on Master Interpretive Plan results and availability of Shed 22).	<b>10.750</b>
<b>2014-2015</b>	
Completion of existing exhibition spaces and Shed 22 refit projects.	<b>2.200</b>
<b>Total</b>	<b>24.448</b>

Table 6: Annual Operating Budget (\$millions)

	2010-2011 (Actuals)	2011- 2012	2012- 2013	2013- 2014	2014- 2015	2015- 2016	2016- 2017
<b>Appropriations</b>	2.854	6.300	7.700	7.700	7.700	7.700	7.700
<b>Unrestricted net assets</b>	-	0.600	1.000	0.049	-	-	
<b>Revenues</b>	0.271	1.289	1.390	1.400	1.950	1.985	1.985
<b>TOTAL</b>	<b>3.125</b>	<b>8.189</b>	<b>10.090</b>	<b>9.149</b>	<b>9.650</b>	<b>9.685</b>	<b>9.685</b>

## OPERATING BUDGET

Total 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 admissions, sponsorships, donations, retail and food activities, facility rentals and income from the endowment fund (which is restricted to programming purpose only). Onsite revenues, which the Museum anticipates will increase over time, are projected to drop in 2013-2014 due to the anticipated major construction project to expand the footprint into Shed 22.

Personnel costs for the Canadian Museum of Immigration at Pier 21 were initially calculated based on projected human resource requirements for the purposes of the Museum's inaugural Corporate Plan and first operating budget. These assumed that up to sixty staff could ultimately be required to meet the new Museum's federal accountability requirements and expanded mandate. The initial projections also assumed that the Museum would rely heavily on contracted consulting services in the early years, both to meet specialized start-up requirements and to give the first CEO an opportunity to design an organizational structure that reflects the corporate culture, accountabilities and priorities of the corporation. The Museum emphasized that

its initial projections should be considered an estimate for planning purposes only.

During 2011-2012, the Museum established a preliminary organizational structure and created a number of key positions, allowing it to make offers of permanent positions to the former staff of the Pier 21 Society museum and to fill a number of gaps. Given that the Museum's first CEO, appointed on October 20, 2011, has a long history with the Museum and is highly familiar with its operations and objectives, it was possible to accelerate the hiring schedule for additional staff in those cases where it was deemed to be more practical and cost-effective than hiring external consultants. The permanent staff complement reached 38 by March 31, 2012, with an expectation of 5 more full time appointments by 2016-2017. Over the course of the coming year, the Museum will be confirming its staffing requirements for the longer-term. The Museum also continues 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 is subject to the *Public Service Superannuation Act (PSSA)*; its employees 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 it is anticipated to be completed in 2012. 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 Museum had unrestricted net assets of \$1.649 million at March 31, 2011. This was generated as a result of many expenses being deferred due to the delayed start of the Museum. The fact that the CEO was only appointed on October 20, 2011 further increased the challenge of spending according to the budget timetable, as it was not deemed appropriate to move forward with expenditures affecting the future of the Museum until after the appointment. It is anticipated that the majority of these unrestricted net assets will be used by March 31, 2013.

#### GOVERNMENT APPROPRIATIONS

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 not to exceed \$15 million. These funds—available for both operating and capital expenditures— enabled the Museum to operate until its appropriations

have been granted by Parliament through the regular appropriations cycle.

This was done 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 to the new Museum.

The statutory appropriation enabled the Museum to take the necessary steps to complete its inauguration as quickly as possible. The new museum was able to begin to draw down these funds as soon as its Corporate Plan and operating and capital budgets were approved and made its final draw on October 29, 2011. Statutory appropriations amounted to \$4.576 million in 2010-2011 and \$3.850 million in 2011-2012.

Parliamentary appropriation was granted on June 27, 2011. The remainder of 2011-12 and future years will be funded by parliamentary appropriations.

## 9. PRO FORMA FINANCIAL STATEMENTS

### Pro Forma Statements of Financial Position

FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
	Forecast	Projection	Projection	Projection	Projection	Projection
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash and cash equivalents	2,369,400	374,400	520,400	185,400	185,400	185,400
Accounts receivable	30,000	30,000	30,000	40,000	40,000	40,000
Inventories	180,000	165,000	170,000	170,000	170,000	170,000
Prepaid expenses	15,000	15,000	15,000	15,000	15,000	15,000
	2,594,400	584,400	735,400	410,400	410,400	410,400
<b>Other Assets</b>						
Endowment investments	5,339,600	5,839,600	6,339,600	6,739,600	6,939,600	7,139,600
Capital assets	10,050,260	11,440,560	19,971,560	19,339,560	16,490,160	14,052,760
	15,389,860	17,280,160	26,311,160	26,079,160	23,429,760	21,192,360
<b>TOTAL ASSETS</b>	<b>17,984,260</b>	<b>17,864,560</b>	<b>27,046,560</b>	<b>26,489,560</b>	<b>23,840,160</b>	<b>21,602,760</b>
<b>LIABILITIES AND NET ASSETS</b>						
Accounts payable and accrued liabilities	705,000	375,000	575,000	250,000	250,000	250,000
Deferred contribution from Pier 21 Society	1,924,500	1,407,700	895,600	407,100	-	-
Deferred contributions related to capital assets	8,805,760	10,032,860	19,075,960	18,932,460	16,490,160	14,052,760
	11,435,260	11,815,560	20,546,560	19,589,560	16,740,160	14,302,760
<b>Net Assets</b>						
Accumulated remeasurement gains (losses)	-	-	-	-	-	-
Endowment	5,500,000	6,000,000	6,500,000	6,900,000	7,100,000	7,300,000
Unrestricted	1,049,000	49,000	-	-	-	-
	6,549,000	6,049,000	6,500,000	6,900,000	7,100,000	7,300,000
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>17,984,260</b>	<b>17,864,560</b>	<b>27,046,560</b>	<b>26,489,560</b>	<b>23,840,160</b>	<b>21,602,760</b>

## Pro Forma Statements of Operations

### FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

	2011-2012 Forecast	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget
<b>Government Funding</b>						
Parliamentary appropriations	9,974,440	9,950,000	18,450,000	9,900,000	7,700,000	7,700,000
Statutory appropriations	3,850,160	-	-	-	-	-
Appropriation deferred/recognized for capital	1,000,000	-	-	-	-	-
Amount used to purchase depreciable assets	(8,525,000)	(2,250,000)	(10,750,000)	(2,200,000)	-	-
Amortization of deferred capital funding	957,700	1,539,700	2,219,000	2,832,000	2,849,400	2,437,400
	<b>7,257,300</b>	<b>9,239,700</b>	<b>9,919,000</b>	<b>10,532,000</b>	<b>10,549,400</b>	<b>10,137,400</b>
<b>Other revenues<sup>3</sup></b>						
Exhibition hall ticket sales & programming	274,700	320,000	350,000	450,000	470,000	470,000
Gift shop	124,800	160,000	210,000	225,000	230,000	230,000
Research centre	69,000	70,000	70,000	80,000	85,000	85,000
Hall rental	265,700	300,500	200,000	425,000	430,000	430,000
Donations	455,000	445,000	500,000	670,000	665,000	665,000
Walls of service, honour and tribute	70,000	70,000	50,000	80,000	85,000	85,000
Investment	30,000	25,000	20,000	20,000	20,000	20,000
	<b>1,289,200</b>	<b>1,390,500</b>	<b>1,400,000</b>	<b>1,950,000</b>	<b>1,985,000</b>	<b>1,985,000</b>
Allocation from endowment	-	-	170,000	230,000	250,000	250,000
	<b>1,289,200</b>	<b>1,390,500</b>	<b>1,570,000</b>	<b>2,180,000</b>	<b>2,235,000</b>	<b>2,235,000</b>
<b>Expenses</b>						
Visitor experience and connections	2,808,000	3,690,100	2,741,000	2,374,400	2,346,600	2,346,600
Internal services	3,354,800	4,258,700	4,588,000	4,231,700	4,281,500	4,281,500
Accommodation	2,983,700	3,681,400	4,209,000	6,105,900	6,156,300	5,744,300
	<b>9,146,500</b>	<b>11,630,200</b>	<b>11,538,000</b>	<b>12,712,000</b>	<b>12,784,400</b>	<b>12,372,400</b>
<b>Excess (shortfall) of revenues over expenses<sup>4</sup></b>	<b>(600,000)</b>	<b>(1,000,000)</b>	<b>(49,000)</b>	-	-	-

<sup>3</sup> **Note:** Other revenues in the 2014-2015 budget are expected to increase following the major construction project to expand the Museum's footprint with new exhibition and rental spaces, the opening of the new permanent exhibition and increased activity in major gifts and planned giving programs.

<sup>4</sup> **Note:** Shortfalls in the 2011-2012, 2012-2013 and 2013-2014 budgets will be covered by the unrestricted net assets of \$1.649 million the Museum had at March 31, 2011, which were sourced from statutory funding.



## Pro Forma Statements of Cash Flows

FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

	2011-2012 Projection	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget
<b>OPERATING ACTIVITIES</b>						
Cash receipts (operations)	1,269,200	1,390,500	1,400,000	1,940,000	1,985,000	1,985,000
Cash receipts (Parliamentary appropriation)	6,299,600	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Cash paid (employees and suppliers)	(8,093,800)	(10,405,500)	(9,124,000)	(10,205,000)	(9,935,000)	(9,935,000)
Cash receipts (endowment)	-	-	170,000	230,000	250,000	250,000
<b>Cash flows from operating activities</b>	<b>(525,000)</b>	<b>(1,315,000)</b>	<b>146,000</b>	<b>(335,000)</b>	<b>-</b>	<b>-</b>
<b>CAPITAL ACTIVITIES</b>						
Acquisition of capital assets	(8,525,000)	(2,930,000)	(10,750,000)	(2,200,000)	-	-
<b>Cash flows used in capital activities</b>	<b>(8,525,000)</b>	<b>(2,930,000)</b>	<b>(10,750,000)</b>	<b>(2,200,000)</b>	<b>-</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>						
Increase in endowment cash and investments	(1,339,600)	(500,000)	(500,000)	(400,000)	(200,000)	(200,000)
<b>Cash flows used in investing activities</b>	<b>(1,339,600)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(400,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>
<b>FINANCING ACTIVITIES</b>						
Appropriation for the acquisition of capital assets	7,525,000	2,250,000	10,750,000	2,200,000	-	-
Restricted contributions	1,500,000	500,000	500,000	400,000	200,000	200,000
<b>Cash flows from financing activities</b>	<b>9,025,000</b>	<b>2,750,000</b>	<b>11,250,000</b>	<b>2,600,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Decrease in cash and cash equivalents</b>	<b>(1,364,600)</b>	<b>(1,995,000)</b>	<b>146,000</b>	<b>(335,000)</b>	<b>-</b>	<b>-</b>
<b>Cash, beginning of year</b>	<b>3,734,000</b>	<b>2,369,400</b>	<b>374,400</b>	<b>520,400</b>	<b>185,400</b>	<b>185,400</b>
<b>Cash, end of year</b>	<b>2,369,400</b>	<b>374,400</b>	<b>520,400</b>	<b>185,400</b>	<b>185,400</b>	<b>185,400</b>

## Summary of Operating and Capital Budgets

### FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

	2011-2012 Forecast	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget
<b>FUNDING</b>						
Operating	8,188,800	10,090,500	9,319,000	9,880,000	9,935,000	9,935,000
Capital	7,525,000	2,250,000	10,750,000	2,200,000	TBD	TBD
<b>Sub-total</b>	<b>15,713,800</b>	<b>12,340,500</b>	<b>20,069,000</b>	<b>12,080,000</b>	<b>9,935,000</b>	<b>9,935,000</b>
<b>Less:</b>						
2010-2011 Unspent operating funds	600,000	1,000,000	49,000	-	-	-
Revenues	1,289,200	1,390,500	1,570,000	2,180,000	2,235,000	2,235,000
	<b>1,889,200</b>	<b>2,390,500</b>	<b>1,619,000</b>	<b>2,180,000</b>	<b>2,235,000</b>	<b>2,235,000</b>
<b>Government Funding Required</b>	<b>13,824,600</b>	<b>9,950,000</b>	<b>18,450,000</b>	<b>9,900,000</b>	<b>7,700,000</b>	<b>7,700,000</b>

## Operating and Capital Budgets by Activity

### FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

	2011-2012 Forecast	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget
<b>FUNDING</b>						
Visitor Experience and Connections	1,864,300	2,300,100	2,272,000	1,844,400	1,791,600	1,791,600
Internal Services	2,409,300	3,258,200	3,438,000	2,581,700	2,601,500	2,601,500
Accommodation	9,551,000	4,391,700	12,740,000	5,473,900	3,306,900	3,306,900
<b>Total Budget Requirement</b>	<b>13,824,600</b>	<b>9,950,000</b>	<b>18,450,000</b>	<b>9,900,000</b>	<b>7,700,000</b>	<b>7,700,000</b>

*Note: Prepared on a cash basis of accounting with netted revenues*

## Projected Revenues from Onsite Activities

### FOR THE YEARS ENDING MARCH 31, 2012 TO MARCH 31, 2017

(in thousands of dollars)	2011-2012 Forecast	2012-2013 Projection	2013-2014 Projection	2014-2015 Projection	2015-2016 Projection	2016-2017 Projection
Exhibition hall ticket sales & programming	275	320	350	450	470	470
Gift shop	125	160	210	225	230	230
Hall rental	265	300	200	425	430	430
Walls of service, honour and tribute	70	70	50	80	85	85
Research centre	69	70	70	80	85	85
<b>Total onsite revenue</b>	<b>804</b>	<b>920</b>	<b>880</b>	<b>1,260</b>	<b>1,300</b>	<b>1,300</b>
<b>Attendance</b>	<b>75</b>	<b>77</b>	<b>55</b>	<b>85</b>	<b>87</b>	<b>87</b>
<b>Revenue per visitor</b>	<b>\$10.72</b>	<b>\$11.95</b>	<b>\$16.00</b>	<b>\$14.82</b>	<b>\$14.94</b>	<b>\$14.94</b>
<b>% Change</b>	<b>(15%)</b>	<b>11%</b>	<b>34%</b>	<b>(7%)</b>	<b>1%</b>	<b>0%</b>