

Canadian Museum of  
Immigration at Pier 21



Musée canadien de  
l'immigration du Quai 21



# Summary Corporate Plan and Operating and Capital Budgets

2013-14 to 2017-18

Canada

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# 1. EXECUTIVE SUMMARY

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## THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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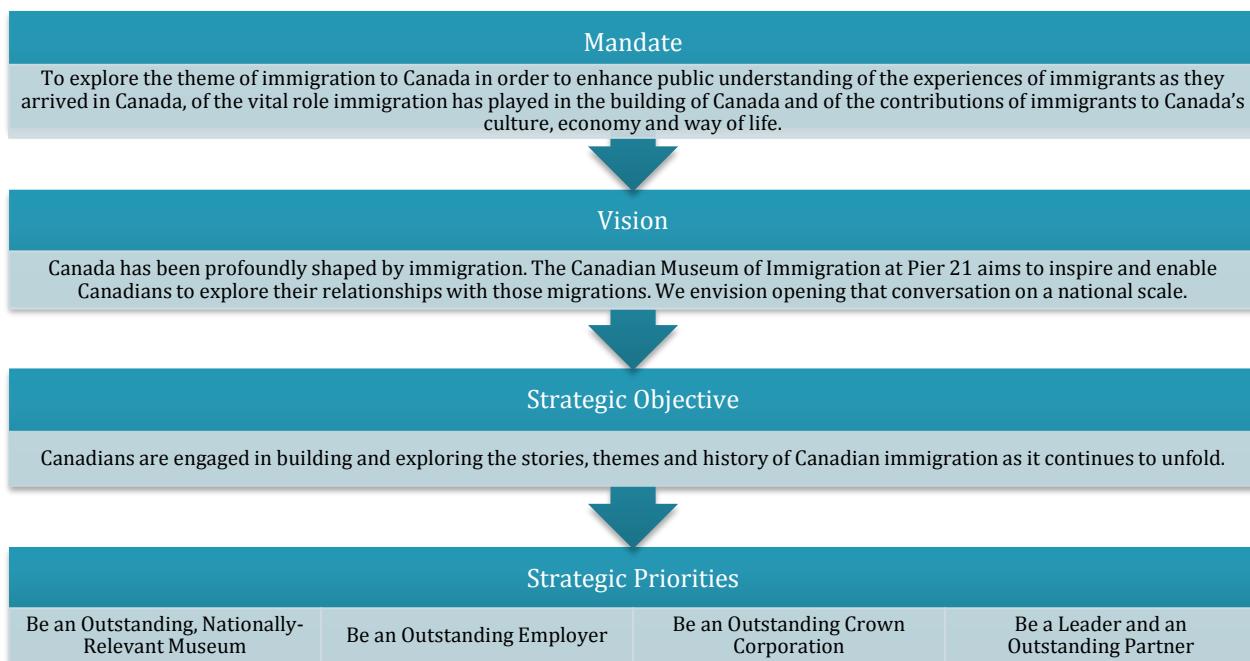
The Canadian Museum of Immigration at Pier 21 (the Museum) is a federal Crown corporation wholly-owned by the Government of Canada. As set out in the *Museums Act*, its purpose is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as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

Pier 21 is a National Historic Site which was the gateway to Canada for one million immigrants between 1928 and 1971. It also served as the departure point for 500,000 Canadian Military personnel during the Second World War. Today, Pier 21 hosts the Canadian Museum of Immigration at Pier 21 – Atlantic Canada's only national museum.

## OBJECTIVES AND STRATEGIC PRIORITIES

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The Museum's strategic direction flows from its mandate and vision to objectives and strategic priorities:



## KEY PRIORITIES

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In 2013-14, key priorities will be:

- ◆ Launch of the Museum's first travelling exhibit, *Canada: Day 1* in the second half of 2013-14. *Canada: Day 1* will explore the memories, impressions and experiences of immigrants on their first day in Canada, from Confederation to present. It will tour across the country as part of the *Road to 2017* activities.
- ◆ The launch of a digital story telling project that will see the Museum partner with up to ten groups across the country to help them tell and record their immigration stories.
- ◆ A commitment to nurture relations with current donors and implement a major gifts program to support programming goals and achieve self-generated revenue targets.
- ◆ A continued focus on marketing and communications to grow public awareness, to build the Museum's brand and to generate revenue. In late 2012-13, and continuing into 2013-14, the Museum launched its first national advertising campaign developed to collect stories representing contemporary immigration.

In 2015, the Museum will open a new permanent exhibit which will tangibly showcase the national mandate of *exploring the themes of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada's culture, economy and way of life*.

The next five years will mark a period of significant growth and change for the Museum. Strategic planning, superior leadership, strong management, meaningful partnerships and focused execution will be essential to continued delivery of results in an increasingly competitive marketplace, while at the same time building the Museum into a national treasure for all Canadians.

## **2. MANDATE**

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

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

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

### **3. CORPORATE PROFILE**

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Pier 21 is a National Historic Site which was the gateway to Canada for one million immigrants between 1928 and 1971. It also served as the departure point for 500,000 Canadian Military personnel during the Second World War. It reopened on July 1, 1999 as an interpretive centre, and in February 2011, Pier 21 became the Canadian Museum of Immigration at Pier 21.

In October 2011, the Board of Trustees and management held their first strategic planning where they established a vision for the Museum and set the key strategic priorities and activities to create a truly national institution that reflects the breadth of the immigrant experience.

#### **VISION**

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*Canada has been profoundly shaped by immigration. The Canadian Museum of Immigration at Pier 21 aims to inspire and enable Canadians to explore their relationships with those migrations. We envision opening that conversation on a national scale.*

#### **CORE VALUES**

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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

## GOVERNANCE

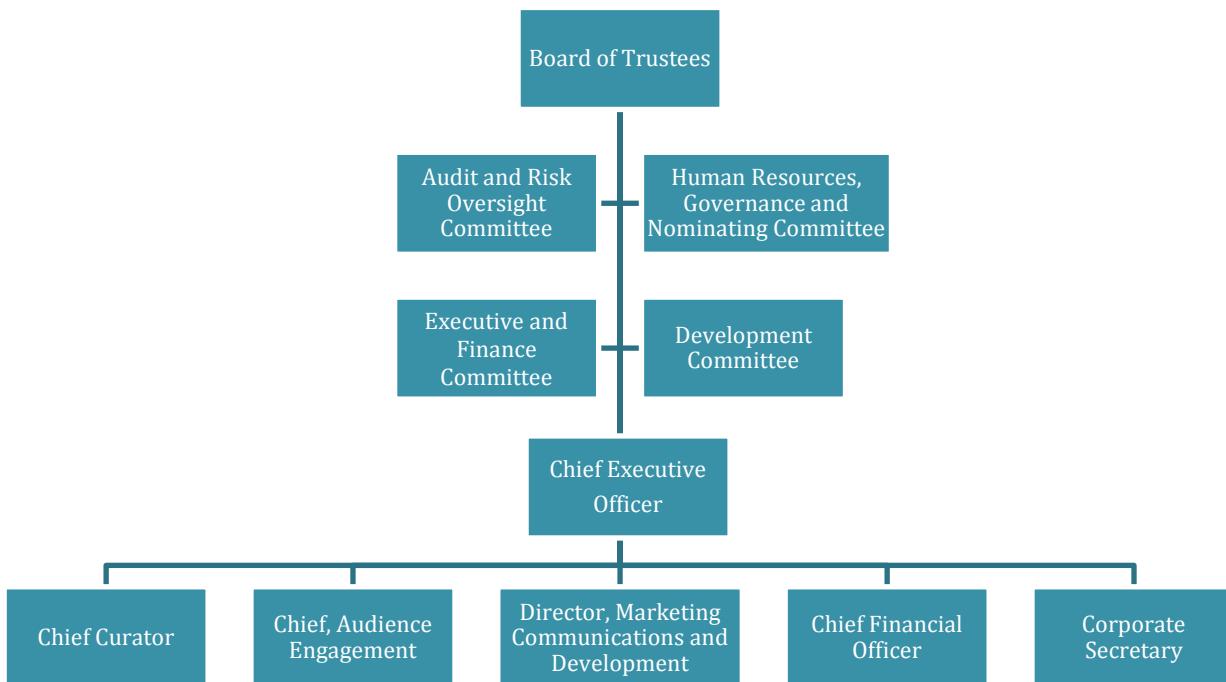
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The Museum's Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage and Official Languages. The *Museums Act* provides for an eleven-member Board of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

The Crown corporation governance model establishes the Board of Trustees as independent from management; its role is to provide strategic direction and oversight. The Board has adopted a Governance Policy that reflects the Crown corporation governance and accountability regime. It describes the Board's fiduciary duties and its duties of care and due diligence; to act honestly, in good faith and in the best interests of the Museum; and to disclose conflicts of interest. It establishes the following as the Board's key responsibilities:

- ❖ Establishing the Museum's strategic direction;
- ❖ Safeguarding the Museum's resources;
- ❖ Monitoring the Museum's performance and reporting;
- ❖ Stakeholder strategies and communications;
- ❖ Succession planning for the Board and key management positions; and
- ❖ Periodically assessing the relevance of the mandate.

While the Board is accountable for results and the business activities of the Museum, the Chief Executive Officer, supported by a Senior Leadership Team, is accountable for the day-to-day administration of the Museum's performance and the achievement of objectives.



## **4. STRATEGIC ISSUES**

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In developing the 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 prior Corporate Plan commitments. Highlights are summarized below.

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

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#### ***Outlook for Tourism and the Economy***

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 2% for Nova Scotia). Key factors include: an unstable global economy; relatively high gas prices; the strong Canadian dollar and an increasingly competitive travel market.

In 2012-13, the largest proportion of the over 37,000 paying visitors to the museum originated from Ontario (37%) and Nova Scotia (13%). 16% of museum visitors were from Alberta and British Columbia combined. An additional 40,000 people experienced the Museum in 2012-13 through events, school trips, public programs and the Scotiabank Family History Centre. 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***

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. With ongoing increases in the number of festivals and events, the Seaport has become a significant destination for local residents, tourists and cruise passengers. Annually, it hosts in excess of 550,000 visitors, including cruise passengers and crew. During peak season, this can mean as many as 10,000 passengers per day.

#### ***Upcoming Opportunities***

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

- The 100th anniversary of the Declaration of the First World War and the 75th anniversary of the Declaration of the Second World War.
- Canada's 150<sup>th</sup> birthday in 2017. The circulation across Canada of the Museum's first travelling exhibition, *Canada: Day 1*, will present a major opportunity to showcase the Museum across the country as part of the *Road to 2017* activities.

These events present opportunities to develop programming that is thematically linked and to cross-promote with local and national partners.

## INTERNAL ENVIRONMENT

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The Canadian Museum of Immigration at Pier 21 is able to benefit from many internal strengths. The calibre of staff and volunteers, the inclusive and enabling work environment, the quality and depth of the collection, the rich content available on the website and the compelling visitor experience are all tremendous assets. Equally valuable are the Museum's location and the historic significance of the facilities that house it.

## STRONG PARTNERSHIPS AND COMMUNITY OUTREACH

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The Museum has an extensive network of partnerships with other museums, government departments, community and cultural organizations, universities, and private foundations that contribute to the rich content and engaging visitor experiences for which the Museum is known.

Outreach and partnerships are also key to the development and success of special programming including:

- ❖ 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.
- ❖ 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.
- ❖ The *Welcome Home to Canada Program (WHTC)*, where new immigrants gain significant Canadian work experience and enhance their employment opportunities.
- ❖ The *Digital Storytelling Project* enables groups across the country to be trained in producing their own digital stories, to be available for the Museum and those groups to preserve and share their immigration histories. This project commenced in 2013 and will continue in 2014.

## FINANCIAL STABILITY AND CAPACITY TO GENERATE REVENUES

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Long before becoming a Crown Corporation, the organization operated as a self-sustaining, non-profit society. In 2002, the Pier 21 Foundation was formed and its extremely successful development efforts raised an endowment of \$7 million. The organization has a proven track record of living within its means and not exceeding its budget and will continue to do so in the coming years.

The Museum has been allocated a base of \$7.7 million per year in operating funding for the planning period. The Board of Trustees remains firmly committed to growing the proportion of the budget that comes from self-generated revenues including tickets sales, rental revenue, gift shop, and fundraising activities which include major gifts, planned giving, special events and annual giving.

The Museum is cognizant of challenges posed by fundraising for a federal corporation, and the importance of managing relationships with previous donors. A review of development strategies was conducted and a strategy for Planned Giving has been developed to support attainment of fundraising goals.

The Museum also expects to capitalize on new opportunities to generate revenues through ticket sales, facility rentals, the gift shop and the Scotiabank Family History Centre. With its national mandate, the Museum has a broader appeal to a wider range of visitors, is developing a suite of branded products for its gift shop and has allocated more resources for marketing, including the Museum's first national advertising campaign.

## CORPORATE RISK

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The Museum has in place a risk management framework designed to proactively manage the risks that could prevent the organization from achieving its objectives. Management updates the corporate risk analysis quarterly and reports to the Board semi-annually or more frequently if required.

Risks reviewed include:

- ❖ Programming risks that would impact our ability to develop and deliver our programs, services and experiences to visitors.
- ❖ Accommodations risks around the lease for our space, leasehold improvements and building security.
- ❖ Internal risks around human resources, internal processes and documentation and communications activities.
- ❖ Financial risks for the period beyond 2014-15 when ongoing rent increases, capital expenses and salary increases are not included in the appropriation levels.

Risks are reviewed and assessed based on likelihood and impact and then given a risk rating of insignificant, minor, moderate, major and catastrophic. At present, all identified risks are rated as moderate or below and the Board is confident that risks are being adequately addressed.

The financial risk identified above will become increasingly significant in 2014-15 and beyond. Expense management and projected increases in self-generated revenue will mitigate a portion of the risk. The Museum is currently working on strategies to address financial risk for the period beyond 2014-15.

## 5. PROGRAM ALIGNMENT ARCHITECTURE

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To provide the government and Parliament with integrated financial and non-financial program performance information, the Museum has established a Program Alignment Architecture (PAA). The PAA groups all activities in a way that illustrates their relationship to each other and to the strategic outcome 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 include:

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

The Museum's PAA is comprised of three programs:



## 6. PERFORMANCE IN 2012-13

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In the 2012-13 fiscal year, the Museum delivered on key priorities that will set the stage for the next period of growth. Highlights are outlined below.

### PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS

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

#### RESEARCH AND CONTENT DEVELOPMENT

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**Objective:** Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada's nation-building.

- ❖ A Collection Development strategy was implemented and engaging oral histories and stories that reflect the Museum's national mandate are being collected.
- ❖ A new Collection Policy and related procedures were developed and implemented.
- ❖ The Collection was safely and appropriately stored in new purpose-built storage space. A Collection Manager is in place and actively improving both quality of collection access and the speed of cataloguing.
- ❖ A multi-year project to catalogue the Collection and make it accessible on the *CollectiveAccess* database has commenced. Full-time contract people have been hired to catalogue the Collection; this will increase the percentage accessible on *CollectiveAccess* from the previous target of 30% by 2016 to above 50%.

#### INTERPRETATION AND CONNECTIONS

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**Objective:** 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.

- ❖ A Master Interpretive Plan was developed to guide the direction and development of programming and the new permanent exhibit that will open in 2015.
- ❖ The Exhibition Design and Content plan for the new permanent exhibit was completed.
- ❖ Successful opening of first in-house temporary exhibit, *Shaping Canada: Exploring our Cultural Landscapes*, in June 2012. Elements were also offered online.
- ❖ Development of the first travelling exhibition, *Canada: Day 1* is underway and on track for late 2013 launch.
- ❖ Launch of an extensive new website in July 2012 exceeded the commitment of 20% new content for 2013 and resulted in a 25% increase in unique visitors.

- ❖ Continuation of popular programs such as the *Diversity Spotlight* film series, *Discover Culture* family program and community outreach programs attract more than 4,000 public programming visitors to the Museum.

## VISITOR EXPERIENCE

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

- ❖ All permanent Visitor Services staff have been cross-trained and are able to offer a comprehensive visitor experience to Museum guests. Ongoing training and job shadowing are now part of regular operations.
- ❖ More than 100,000 people experienced the Museum in 2012-13, including 37,000 paid visitors and 4,300 school children, slightly below targets of 42,000 paid visitors and 6,000 school children.
- ❖ Implementation of a visitor satisfaction survey in summer 2012 provided tangible measurement of the Museum's compelling visitor experience. 95% of respondents rated their visitor experience as satisfying or very satisfying.
- ❖ Attendance measurement (onsite and online) has been enhanced.

## ACCESS AND AWARENESS

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**Objective:** Canadians in all regions of the country have greater access to the Museum's collection, expertise and programs and the Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies.

- ❖ Depth and authenticity of programming, both onsite and online, has been enhanced as a result of partnerships.
  - A digital storytelling partnership with York House will see the Museum partner with up to ten groups across the country to help them tell and record their immigration stories. Material will support the development of the first travelling exhibit and online content.
  - Partnering with the Canadian Museum of Civilization to co-produce the *Empress of Ireland* exhibit in 2013-14.

## PROGRAM 2: 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.

### LEASEHOLD IMPROVEMENTS

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**Objective:** 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.

- ❖ Renovations to the Immigration Annex and Shed 21 mezzanine (including storage space) were completed within budget by March 31, 2013.
- ❖ Expansion into upper Shed 22 space is commencing and purpose-built envelope and infrastructure will be complete by March 31, 2014, leaving one year for refit and exhibit installation to meet the commitment to open the new permanent exhibition by March 31, 2015.

### BUILDING OPERATIONS AND SECURITY

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

- ❖ Zero accidents onsite in 2012-13.
- ❖ 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.
- ❖ Operating efficiencies from the new HVAC, electrical and communications systems are being realized.

## PROGRAM 3: 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.

### SOUND GOVERNANCE

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**Objective:** The Corporation meets or exceeds recognized standards for Corporate Governance and has in place the instruments that are conducive to sound management and accountability.

- ❖ Development of key governance documents and procedures continued including a Business Continuity Plan and a risk-management framework.
- ❖ The first Annual Public Meeting was held in Halifax in May 2012 with more than 100 visitors, donors and friends in attendance.
- ❖ Positive results from the Board of Trustees' annual governance self-assessments.

## SOUND MANAGEMENT OF RESOURCES

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**Objective:** 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.

- ❖ No negative reports from the Office of the Auditor General in 2012-13.
- ❖ Hiring for many key positions was completed in 2012-13. New volunteers have been recruited for front line and administrative support.
- ❖ Employees continued to actively seek professional development and educational opportunities.
- ❖ All staff who require language training are participating, along with some volunteers.
- ❖ Employee performance management program was implemented that links individual performance plans with the Corporate Plan and the Museum's core values.

## DEVELOPMENT AND PUBLIC RELATIONS

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**Objective:** 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.

- ❖ On track to increase the percentage of the Museum's self-generated revenues, expressed as a percentage of its operating appropriations, to 26% by 2016.
- ❖ In late 2012-13, the Museum launched its first national advertising campaign.
- ❖ A Case for Support has been developed and is being used as the basis for donor communication.
- ❖ Major gift strategies have been developed and implementation is underway.
- ❖ Annual and planned giving programs are in development and will be launched in 2013.

## 7. OUR PLAN

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The 2013-18 Corporate Plan sets objectives, priorities and strategies for the next five years and reaffirms the Museum's strategic outcome:

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

This plan has four strategic priorities that support the Visitor Experience and Connections; Accommodations; and Internal Service program areas.

### STRATEGIC PRIORITY 1:

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

#### *SUPPORTS PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS*

#### RESEARCH AND CONTENT DEVELOPMENT

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**Objective 1:** 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 Strategies	Key Activities to March 31, 2014	Key Performance Measures
<p>By the end of the planning period, the oral history and story collections will be documented, indexed and available to the public onsite and online. The artifact collection will also be catalogued.</p> <p>A comprehensive approach to gathering oral histories — in conjunction with a major travelling exhibition and other community outreach efforts — will produce a rich resource for all Canadians.</p>	<ul style="list-style-type: none"><li>▪ Actively collect engaging oral histories, documents 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 travelling exhibit, inform its permanent exhibit and its web content.</li><li>▪ Implement the Collection Policy to guide collection development.</li><li>▪ Catalogue 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.</li></ul>	<ul style="list-style-type: none"><li>▪ Qualitative reports on the extent to which the collection expands and becomes more diverse, consistent with the Collection Policy.</li><li>▪ 90% of the existing collection will be fully catalogued by the end of 2017.</li><li>▪ 50% of the oral history and story collections accessible on <i>CollectiveAccess</i> by March 2017.</li></ul>

## INTERPRETATION AND CONNECTIONS

**Objective 2:** 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 Strategies	Key Activities to March 31, 2014	Key Performance Measures
<p>By the end of the 2017, 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 permanent exhibition reflecting the full scope of the national mandate will be open to visitors in 2015.</p> <p>National roll-out of the Museum's first travelling exhibition, <i>Canada: Day 1</i>, from 2014-2017. Its content will reflect the diversity of the immigrant experience from Confederation to present. The exhibit will be 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.</p>	<ul style="list-style-type: none"> <li>▪ Develop a detailed exhibition design and content plan based on the Master Interpretive Plan.</li> <li>▪ National roll-out of the first travelling exhibit, <i>Canada: Day 1</i>.</li> <li>▪ Through the Digital Storytelling Project, partner with ten groups across the country to help them produce their own digital stories, and share their immigration histories.</li> <li>▪ Increase online content by 20% and more fully reflect the diversity of the immigration experience in Canada.</li> <li>▪ Leverage social media channels and multi-media experiences, in partnership with other institutions and community groups wherever possible.</li> <li>▪ Continue to showcase French language films and those that explore a wide range of cultures and historic themes through the <i>Diversity Spotlight</i> film series.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Permanent, travelling and temporary exhibits will open on time, within budget, will receive positive audience feedback for quality and visitor engagement and will be accessible in both Official Languages.</li> <li>▪ 20% increase in online content by March 31, 2014 and in each of the next two years.</li> <li>▪ 15% increase in unique website visitors in 2013-14 and a downward trend in bounce rate average.</li> </ul>

## VISITOR EXPERIENCE

**Objective 3:** The visitor experience makes possible personal and emotional connections and builds audience loyalty and repeat attendance.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
<p>By the end of 2017, the visitor experience will be heightened by a robust family history centre, an active oral history and research group and the new technologies supporting interaction with visitors before, during and after their visit.</p> <p>Enhance online and in-person experiences by making key collections available through digitization, indexing and transcription (donated ship passenger lists, post-war newspaper clippings) by 2016.</p>	<ul style="list-style-type: none"><li>▪ Further enhance the Museum's ability to provide a compelling visitor experience throughout the visit by providing for full integration, cross-training and knowledge-sharing of the visitor services staff and volunteers.</li><li>▪ Develop and implement a more robust visitor satisfaction measurement program.</li><li>▪ Continue to collect qualitative and quantitative visitor data to inform future plans for museum development and inform training needs.</li><li>▪ 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>▪ 42,000 paid visitors and 6,000 school children in 2013-14.</li><li>▪ 90,000 visitors experiencing the museum in 2013-14.</li><li>▪ Over 300,000 people visiting the National Historic Site in 2013-14</li><li>▪ 90% of visitors surveyed report a satisfying or very satisfying rating of their museum experience.</li></ul>

## ACCESS AND AWARENESS

**Objective 4:** Canadians in all regions of the country have greater access to the Museum's collection, expertise and programs and the Museum garners a high level of awareness and public support through strong and effective marketing and communications strategies.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
<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>The Museum implements comprehensive strategies to increase revenue generation and public awareness in connection with Canada's 150th anniversary celebrations.</p>	<ul style="list-style-type: none"> <li>▪ Implement integrated marketing and communications activities for the early years of the Museum's evolution, including the launch of the Museum's first national advertising campaign in late 2012-13, early 2013-14.</li> <li>▪ Implement a communications strategy to support the national rollout of the first travelling exhibit, <i>Canada: Day 1</i>.</li> <li>▪ Continue to grow our mailing list through active offer to museum patrons and build audience engagement through a monthly e-newsletter.</li> <li>▪ Leverage opportunities for revenue generation and public awareness in conjunction with: <ul style="list-style-type: none"> <li>- the first travelling exhibition</li> <li>- the Museum's first annual public meeting outside of Halifax</li> <li>- Canada's 150<sup>th</sup> anniversary celebrations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased awareness of the Museum's national mandate as evidenced by page views to the "share your story" section of the website, the call to action in the national campaign.</li> <li>▪ Garner positive media coverage around key milestones such as the <i>Canada: Day 1</i> launch.</li> <li>▪ 20% increase in new content added to the web in each of the next three years.</li> <li>▪ 1000 subscribers to the HTML newsletter by the end of 2013-14.</li> </ul>

## STRATEGIC PRIORITY 2:

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.

### *SUPPORTS PROGRAM 3: INTERNAL SERVICES*

**Objective 1:** 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.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
To continue recruitment to support the organizational structure and the national mandate.	<ul style="list-style-type: none"><li>▪ 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>▪ Successful recruitment efforts that meet objectives and embrace diversity.</li></ul>
To continue to recruit, engage and develop volunteers in a way that reflects the Museum's mandate.	<ul style="list-style-type: none"><li>▪ Develop a strong succession planning process.</li><li>▪ Offer room for advancement and learning within the organization, supported by training, development and education opportunities.</li></ul>	<ul style="list-style-type: none"><li>▪ 95% full-time staff retention rate.</li><li>▪ 75% of employees participating in professional development and educational opportunities.</li></ul>
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.		<ul style="list-style-type: none"><li>▪ 80% of staff that require it are participating in language training.</li></ul>

## STRATEGIC PRIORITY 3:

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

### *SUPPORTS PROGRAM 3: INTERNAL SERVICES AND PROGRAM 2: ACCOMMODATIONS*

#### SOUND GOVERNANCE

**Objective 1:** The Corporation meets or exceeds recognized standards for Corporate Governance and has in place the instruments that are conducive to sound management and accountability.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
<p>The Museum will meet or exceed recognized standards for corporate governance, including a robust performance management regime and integrated risk management.</p> <p>To continue to develop and improve the instruments, policies, processes and systems required to support the sound governance and effective operation of the corporation.</p>	<ul style="list-style-type: none"><li>▪ Further refine the Museum's Performance Management Framework as a tool for monitoring and reporting on performance, and for course-correction as required.</li><li>▪ Implement the Business Continuity Plan for the Museum as part of the risk management regime.</li><li>▪ Hold the Museum's second Annual Public Meeting, which all Crown corporations are required to hold as a good governance practice, in Vancouver in June 2013.</li></ul>	<ul style="list-style-type: none"><li>▪ No negative reports from the Office of the Auditor General related to corporate governance.</li><li>▪ Continuing positive results from the Board of Director's annual governance self-assessments.</li></ul>

#### SOUND MANAGEMENT OF RESOURCES

**Objective 2:** 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.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
To further the development and implementation of the	<ul style="list-style-type: none"><li>▪ Leverage opportunities for revenue generation and public</li></ul>	<ul style="list-style-type: none"><li>▪ Achieve objectives within available funds</li></ul>

<p>management frameworks, policies, systems, structures and procedures necessary to support sound resource management and a positive, values-based workplace.</p> <p>The Museum will continue to be fiscally responsible, to deliver its mandate within its budget, and meet self-generated revenue targets.</p>	<p>awareness in conjunction with the Museum's first travelling exhibit.</p> <ul style="list-style-type: none"> <li>▪ Develop and implement a major gifts program to maximize revenues and to increase the endowment fund.</li> <li>▪ Continue to cultivate and nurture relations with donors to the Museum while implementing policies for donor recognition appropriate to a national institution.</li> <li>▪ Expand the popular <i>Breakfast with a Fascinating Canadian</i> fundraiser outside of Halifax adding a second event in 2013-14.</li> <li>▪ Work with sister national museums on shared services, opportunities for collaborative promotions and shared programming.</li> </ul>	<p>and budgets.</p> <ul style="list-style-type: none"> <li>▪ Positive feedback from the Office of the Auditor General on the corporation's governance, resource and risk management practices and its financial controls.</li> <li>▪ Increase the percentage of the Museum's self-generated revenues, expressed as a percentage of its operating appropriations, to 18% in 2013-14 and growing to 30% by 2017-18.</li> </ul>
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## ACCOMMODATIONS

**Objective 3:** 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 Strategies	Key Activities to March 31, 2014	Key Performance Measures
<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>	<ul style="list-style-type: none"> <li>▪ Refit the existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and renovate and refit Shed 22 for exhibition space in preparation for the opening of the new permanent exhibit in 2015.</li> <li>▪ Commence design, fabrication and installation of existing exhibit spaces,</li> </ul>	<ul style="list-style-type: none"> <li>▪ The new permanent exhibition will be complete and open to visitors in 2015.</li> <li>▪ The Museum stays within budgeted targets; and completes key projects on time.</li> </ul>

as well as design and exhibit fabrication for Shed 22.

- Continue to manage contracts in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk-management practices throughout.

## BUILDING OPERATIONS AND SECURITY

**Objective 4:** The Museum's facilities are safe, accessible and maintained in a cost-effective manner.

Five-Year Strategies	Key Activities to March 31, 2013	Key Performance Measures
<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.</p> <p>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>All exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.</p>	<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ Continue to implement operating efficiencies embedded in the renovation and expansion and to benefit from operational efficiencies and cost savings due to the fully operational HVAC, electrical and communications systems.</li><li>▪ Where possible, work with landlord on projects that involve shared spaces to maximize efficiencies.</li></ul>	<ul style="list-style-type: none"><li>▪ Continued compliance with all applicable codes; full accessibility and zero accidents.</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 Museum experience.</li></ul>

## STRATEGIC PRIORITY 4:

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 Heritage Portfolio to deliver their mandate to more Canadians.

### SUPPORTS PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS

#### NATIONAL OUTREACH AND PARTNERSHIPS

**Objective 1:** The Museum is a valued partner of sister museums where partnerships result in shared exhibits, cross-training and meaningful work that furthers the respective mandates of each; and the Museum is viewed as a positive partner with other key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.

Five-Year Strategies	Key Activities to March 31, 2014	Key Performance Measures
<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 Museum will partner with local, provincial and national tourism departments and be viewed as a valuable piece of the tourism landscape.</p> <p>Work with Official Language stakeholders will strengthen linguistic duality in the region.</p>	<ul style="list-style-type: none"><li>▪ National roll-out of the first travelling exhibit, <i>Canada: Day 1</i>.</li><li>▪ Establish five partnerships with museums or key cultural groups across the country to support the permanent exhibit, travelling exhibit and other national programming.</li><li>▪ Build on the connections established in 2012-13 with the other national museums in an effort to partner on exhibits and the sharing of resources and learning.</li><li>▪ Establish a major content partnership with a sister national museum in 2013-14.</li><li>▪ Through digital storytelling project, provide a unique opportunity to cultural groups to digitally capture their immigration stories while providing the Museum with content for exhibition development and programming.</li></ul>	<ul style="list-style-type: none"><li>▪ Expanded diversity of online and in-house content resulting from an increase in quality partnerships with key stakeholders.</li><li>▪ Successful roll-out of <i>Canada: Day 1</i> as evidenced by the number of sites agreeing to host and the related feedback/metrics on the exhibit.</li><li>▪ Positive reviews from Francophone partners and by the Office of the Commissioner of Official Languages.</li></ul>

## **8. FINANCIAL STATEMENTS**

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The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2013-14 and estimates for the remaining four years of the Plan. They are also based on the Museum's estimates for self-generated revenues.

The Museum prepares its financial statements on an accrual basis in accordance with Canadian public sector accounting standards for government non-profit organizations.

### **CAPITAL BUDGET**

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The Museum received approval for total appropriations of up to \$24.9 million for capital over the first five years from 2010-11 to 2014-15 to consolidate and expand the new Museum into the two-floor immigration Annex and the second floor of Shed 22.

The table below summarizes the projected annual capital budgets.

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

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>TOTAL</b>
<b>Planned</b>	1.723	7.525	2.250	10.750	2.200	TBD	TBD	TBD	<b>24.448</b>
<b>Revised</b>	0.723	8.525	2.250	10.750	2.200	TBD	TBD	TBD	<b>24.448</b>

The difference between the \$24.448 million forecast and the \$24.9 million in appropriations reflects the transfer of \$452,000 from capital to operations in 2009-10 to comply with accounting standards. The variance in planned spending versus revised spending in 2010-11 and 2011-12 reflects the delay in capital spending due to timing of the Museum's opening.

In 2013-14, the Museum has a \$10.75 million capital budget for commencement of a significant project to refit existing exhibition spaces and renovate and refit an additional 18,000 square feet of new space in Shed 22. Combined with the \$2.2 million in capital earmarked for 2014-15, this two year project will transform the visitor experience at the Museum. Work to be undertaken in this ambitious plan includes:

- Production of a new multi-media movie for the Andrea and Charles Bronfman In-Transit Theatre;
- Re-imagining of the exhibits within the Rudolph P. Bratty Exhibition Hall, adding to the depth and breadth of knowledge on the Pier 21 experience;
- Construction of a new event rental space, with a view to growing that revenue stream;
- Delivery of a new wing of the Museum adjacent to the Chrysler Canada Welcome Pavilion, including reconstruction of the existing space, development, fabrication and installation of immersive, engaging and multi-layered exhibits; and
- Enhancement of the visitor experience in the Chrysler Canada Welcome Pavilion to add opportunities for sharing immigration stories in different formats.

By the end of 2014-15, the Museum will have completed an extensive five year renovation that consolidates previously disconnected spaces, adds considerable new space, and creates a full building footprint of more than 90,000 square feet.

Specific details on the capital projects by year are outlined in the chart below.

2010-2011	\$0.043 million
	<ul style="list-style-type: none"><li>• Demolish the interior of the Immigration Annex, perform minor upgrades of the existing Pier 21 facility and purchase equipment.</li></ul>
2011-2012	\$8.525 million
	<ul style="list-style-type: none"><li>• Fit-up preparations of the first and second floors of the Immigration Annex.</li><li>• Replace the HVAC system, renovate and fit-up the first and second floors of the Immigration Annex and the Mezzanine; move electrical and communications room; upgrade IT and telecom infrastructure.</li><li>• Project management and design fees; HVAC study; structural testing; interior finished, furnishing and equipment; contingency.</li></ul>
2012-2013	\$2.930 million
	<ul style="list-style-type: none"><li>• Completion of the HVAC, Immigration Annex, Mezzanine and the electrical and communication room construction projects.</li></ul>
2013-2014	\$10.750 million
	<ul style="list-style-type: none"><li>• Exhibit planning, development, production and/or fabrication of existing exhibition spaces within the Rudolph P Bratty Exhibition Hall.</li><li>• Refit of existing exhibition spaces within the Rudolph P. Bratty Exhibition Hall and commence refit of Shed 22 for exhibition and rental spaces.</li></ul>
2014-2015	\$2.200 million
	<ul style="list-style-type: none"><li>• Continue exhibit fabrication and/or production for Shed 22.</li><li>• Complete refit of Shed 22 and install new exhibits.</li><li>• Complete all rental spaces within Shed 22.</li></ul>
Total	\$24.448 million

## OPERATING BUDGET

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Total funding approved for the Museum to cover its operating costs was \$34.4 million over the initial five year period from 2010-11 to 2014-15, followed by a base amount of \$7.7 million per year thereafter. Operating appropriations will be augmented by self-generated revenues including admissions, sponsorships, facility rentals, retail and food operations, income from the endowment fund (which is restricted to programming only), and an increased focus on fundraising, specifically through major gifts.

Onsite revenues are expected to remain at consistent levels for 2013-14 and 2014-15 but are forecast to grow in 2015-16 and beyond when the new permanent exhibit is fully operational. The launch of the Museum's first travelling exhibit, the new permanent exhibit, and expanded programming all present opportunities for major gift fundraising and as such, development revenue is forecast to grow to more than \$1 million a year in 2014-15 and beyond. Combined, these revenue generating activities will see self-generated revenue as a percentage of the operating appropriations grow from 18% in 2013-14 to 30% in 2017-18.

**Table 2:** Revenue Sources and Amounts

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
Exhibition hall ticket sales & Programming	248,000	320,000	322,000	464,000	488,000	504,000
Gift shop	127,000	150,000	152,000	167,000	176,000	186,000
Family history centre	61,000	70,000	71,000	77,000	80,000	80,000
Hall rental	297,000	307,000	238,000	288,000	331,000	346,000
Donations	425,000	550,000	1,100,000	1,250,000	1,250,000	1,320,000
Investments	48,000	20,000	35,000	15,000	5,000	5,000
	<b>1,206,000</b>	<b>1,417,000</b>	<b>1,918,000</b>	<b>2,261,000</b>	<b>2,330,000</b>	<b>2,441,000</b>
Allocation from Endowment	-	-	-	100,000	150,000	150,000
	<b>1,206,000</b>	<b>1,417,000</b>	<b>1,918,000</b>	<b>2,361,000</b>	<b>2,480,000</b>	<b>2,591,000</b>

In terms of expenses, rent costs and salaries represent the largest expenditures for the period. Salaries account for just over 60% of the operational appropriations and 50% of total revenue in 2013-14. Rent accounts for approximately 15% of operational appropriations and 13% of total revenue in 2013-14, growing to 26% of operational appropriations and 20% of total revenue by 2017-18.

**Table 3:** Number of Full-time Equivalent Employees (FTEs)

	2012-2013 Actual	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
Total FTEs	46	52	53	56	56	56

**Table 4:** Revenue Sources and Amounts

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
Government funding	9,170,560	9,708,100	10,594,400	10,615,300	10,186,700	10,120,500
Other revenue	1,206,000	1,417,000	1,918,000	2,361,000	2,480,000	2,591,000
Expenses	(11,225,560)	(12,125,100)	(12,512,400)	(12,976,300)	(12,666,700)	(12,711,500)
Excess of expenses over revenues	(849,000)	(1,000,000)	-	-	-	-

As illustrated in Table 4, the Museum forecasts a shortfall of \$849,000 in 2012-13 and \$1 million in 2013-14. These shortfalls in the 2012-13 and 2013-14 budgets will be covered by the unrestricted net assets of \$2.070 million at March 31, 2012.

These unrestricted net assets, or excess of revenues over expenses, were generated as a result of many expenses being deferred due to the delayed launch of the Museum and the delayed appointment of the CEO. The spending is taking longer than anticipated in the budget timetable as it was deemed inappropriate to proceed with expenditures affecting the future of the Museum until after the appointment. Recruitment has been time intensive and more involved as a Crown Corporation which also contributed to the delay in spending. The budget projection reflects the majority of the unrestricted net assets being used by March 31, 2014.

Unlike other national museums, the Museum does not own the Pier 21 premises but leases from the Halifax Port Authority, a related party. In 2014-15, the Museum will see a significant increase in annual rent of \$600,000 per the 40 year lease agreement negotiated on behalf of the corporation. By 2017-18, rent will be \$860,000 more than in 2013-14, and it will continue to increase over the period of the lease. This represents a significant pressure for the Museum that is not covered by operating appropriations. The Museum hopes to mitigate this pressure through increased self-generated revenue and a continued focus on expense management.

The Museum's budget figures are dependent upon a focused and ambitious fundraising plan and an upward trend in visitation upon the opening of the new and enhanced exhibit spaces.

## 9. PRO FORMA FINANCIAL STATEMENTS

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**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**PRO FORMA STATEMENTS OF FINANCIAL POSITION**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash	1,431,000	406,000	606,000	246,000	246,000	246,000
Accounts receivable	30,000	30,000	30,000	40,000	40,000	40,000
Inventories	145,000	145,000	145,000	170,000	170,000	170,000
Prepaid expenses	15,000	15,000	15,000	15,000	15,000	15,000
	<b>1,621,000</b>	<b>596,000</b>	<b>796,000</b>	<b>471,000</b>	<b>471,000</b>	<b>471,000</b>
<b>Other Assets</b>						
Endowment cash and investments	6,000,000	6,500,000	6,875,000	7,100,000	7,250,000	7,500,000
Capital assets	11,810,700	20,552,600	19,858,200	16,942,900	14,456,200	12,035,700
	<b>17,810,700</b>	<b>27,052,600</b>	<b>26,733,200</b>	<b>24,042,900</b>	<b>21,706,200</b>	<b>19,535,700</b>
<b>TOTAL ASSETS</b>	<b>19,431,700</b>	<b>27,648,600</b>	<b>27,529,200</b>	<b>24,513,900</b>	<b>22,177,200</b>	<b>20,006,700</b>
<b>LIABILITIES AND NET ASSETS</b>						
Accounts payable and accrued liabilities	400,000	375,000	575,000	250,000	250,000	250,000
Deferred contribution - Other	1,407,700	895,600	407,100	-	-	-
Deferred contributions related to capital assets	10,403,000	19,657,000	19,451,100	16,942,900	14,456,200	12,035,700
	<b>12,210,700</b>	<b>20,927,600</b>	<b>20,433,200</b>	<b>17,192,900</b>	<b>14,706,200</b>	<b>12,285,700</b>
<b>Net Assets</b>						
Endowment	6,000,000	6,500,000	6,875,000	7,100,000	7,250,000	7,500,000
Unrestricted	1,221,000	221,000	221,000	221,000	221,000	221,000
	<b>7,221,000</b>	<b>6,721,000</b>	<b>7,096,000</b>	<b>7,321,000</b>	<b>7,471,000</b>	<b>7,721,000</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>19,431,700</b>	<b>27,648,600</b>	<b>27,529,200</b>	<b>24,513,900</b>	<b>22,177,200</b>	<b>20,006,700</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**PRO FORMA STATEMENTS OF OPERATIONS**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
<b>GOVERNMENT FUNDING</b>						
Parliamentary appropriations	9,950,000	18,450,000	9,900,000	7,700,000	7,700,000	7,700,000
Statutory appropriations	-	-	-	-	-	-
Appropriation deferred/recognized for capital	-	-	-	-	-	-
Amount used to purchase depreciable assets	(2,250,000)	(10,750,000)	(2,200,000)	-	-	-
Amortization of deferred capital funding	1,470,560	2,008,100	2,894,400	2,915,300	2,486,700	2,420,500
<b>Government Funding</b>	<b>9,170,560</b>	<b>9,708,100</b>	<b>10,594,400</b>	<b>10,615,300</b>	<b>10,186,700</b>	<b>10,120,500</b>
Exhibition hall ticket sales & Programming	248,000	320,000	322,000	464,000	488,000	504,000
Gift shop	127,000	150,000	152,000	167,000	176,000	186,000
Family history centre	61,000	70,000	71,000	77,000	80,000	80,000
Hall rental	297,000	307,000	238,000	288,000	331,000	346,000
Donations	425,000	550,000	1,100,000	1,250,000	1,250,000	1,320,000
Investments	48,000	20,000	35,000	15,000	5,000	5,000
	<b>1,206,000</b>	<b>1,417,000</b>	<b>1,918,000</b>	<b>2,261,000</b>	<b>2,330,000</b>	<b>2,441,000</b>
Allocation from Endowment	-	-	-	100,000	150,000	150,000
<b>Revenues</b>	<b>1,206,000</b>	<b>1,417,000</b>	<b>1,918,000</b>	<b>2,361,000</b>	<b>2,480,000</b>	<b>2,591,000</b>
<b>EXPENSES</b>						
Visitor experience and connections	3,607,000	4,130,000	2,885,000	3,072,000	3,107,000	3,155,000
Internal services	4,105,000	3,946,000	4,037,000	4,068,000	4,098,000	4,123,000
Accommodation	3,513,560	4,049,100	5,590,400	5,836,300	5,461,700	5,433,500
<b>Expenses</b>	<b>11,225,560</b>	<b>12,125,100</b>	<b>12,512,400</b>	<b>12,976,300</b>	<b>12,666,700</b>	<b>12,711,500</b>
<b>Excess of expenses over revenues</b>	<b>(849,000)</b>	<b>(1,000,000)</b>	-	-	-	-

Note 1: Other revenues in the 2015-16 budget are expected to increase following the major construction project to expand the Museum's footprint, the opening of the new permanent exhibition and the increased activity in major gifts and planned giving programs.

Note 2: The Museum shortfalls of \$849,000 in 2012-13 and \$1 million in 2013-14 will be covered by the unrestricted net assets of \$2.070 million the Museum had at March 31, 2012.

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**PRO FORMA STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
<b>OPERATING ACTIVITIES</b>						
Appropriations received	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Other cash received	2,017,000	1,417,000	1,918,000	2,251,000	2,330,000	2,441,000
Cash paid to employees and suppliers	(14,524,475)	(10,142,000)	(9,418,000)	(10,411,000)	(10,180,000)	(10,291,000)
Endowment allocation received	-	-	-	100,000	150,000	150,000
	<b>(4,807,475)</b>	<b>(1,025,000)</b>	<b>200,000</b>	<b>(360,000)</b>	<b>-</b>	<b>-</b>
<b>CAPITAL ACTIVITIES</b>						
Acquisition of capital assets	(4,978,525)	(10,750,000)	(2,200,000)	-	-	-
	<b>(4,978,525)</b>	<b>(10,750,000)</b>	<b>(2,200,000)</b>			
<b>INVESTING ACTIVITIES</b>						
Increase in endowment cash and investments	(513,000)	(500,000)	(375,000)	(225,000)	(150,000)	(250,000)
	<b>(513,000)</b>	<b>(500,000)</b>	<b>(375,000)</b>	<b>(225,000)</b>	<b>(150,000)</b>	<b>(250,000)</b>
<b>FINANCING ACTIVITIES</b>						
Appropriation received for the acquisition of capital assets	2,250,000	10,750,000	2,200,000	-	-	-
Contributions to endowment	513,000	500,000	375,000	225,000	150,000	250,000
	<b>2,763,000</b>	<b>11,250,000</b>	<b>2,575,000</b>	<b>225,000</b>	<b>150,000</b>	<b>250,000</b>
<b>(Decrease) increase in cash</b>	<b>(7,536,000)</b>	<b>(1,025,000)</b>	<b>200,000</b>	<b>(360,000)</b>	<b>-</b>	<b>-</b>
<b>Cash, beginning of year</b>	<b>8,967,000</b>	<b>1,431,000</b>	<b>406,000</b>	<b>606,000</b>	<b>246,000</b>	<b>246,000</b>
<b>Cash, end of year</b>	<b>1,431,000</b>	<b>406,000</b>	<b>606,000</b>	<b>246,000</b>	<b>246,000</b>	<b>246,000</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**SUMMARY OF OPERATING AND CAPITAL BUDGETS**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
<b>FUNDING</b>						
Operating	9,755,000	10,117,000	9,618,000	10,061,000	10,180,000	10,291,000
Capital	2,250,000	10,750,000	2,200,000	TBD	TBD	TBD
	<b>12,005,000</b>	<b>20,867,000</b>	<b>11,818,000</b>	<b>10,061,000</b>	<b>10,180,000</b>	<b>10,291,000</b>
<b>LESS:</b>						
Unspent operating funds from previous years	849,000	1,000,000	-	-	-	-
Other revenues	1,206,000	1,417,000	1,918,000	2,261,000	2,330,000	2,441,000
Allocation from Endowment	-	-	-	100,000	150,000	150,000
	<b>2,055,000</b>	<b>2,417,000</b>	<b>1,918,000</b>	<b>2,361,000</b>	<b>2,480,000</b>	<b>2,591,000</b>
<b>GOVERNMENT FUNDING REQUIRED</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>	<b>7,700,000</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**OPERATING AND CAPITAL BUDGETS BY ACTIVITY**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
<b>Visitor experience and connections</b>						
Visitor experience and connections	2,449,000	2,740,000	2,492,000	2,531,000	2,539,000	2,571,000
Internal services	3,208,000	2,919,000	2,512,000	2,248,000	2,186,000	2,116,000
Accommodation	4,293,000	12,791,000	4,896,000	2,921,000	2,975,000	3,013,000
<b>Total Budget Requirement</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>	<b>7,700,000</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2013-14 CORPORATE PLAN**  
**PROJECTED REVENUES FROM ON-SITE ACTIVITIES**  
**FOR THE YEARS ENDING MARCH 31, 2013 TO MARCH 31, 2018**

(in thousands of dollars)	2012-2013 Forecast	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget
Exhibition hall ticket sales & Programming	248	320	322	464	488	504
Gift shop	127	150	152	167	176	186
Hall rental	297	307	238	288	331	346
Donations - Walls of service and tribute	61	65	80	80	80	90
Family history centre	61	70	71	77	80	80
<b>Total on-site revenue</b>	<b>794</b>	<b>912</b>	<b>863</b>	<b>1,076</b>	<b>1,155</b>	<b>1,206</b>
 <b>Attendance</b>	 <b>42</b>	 <b>42</b>	 <b>42</b>	 <b>60</b>	 <b>63</b>	 <b>65</b>

**Canadian Museum of Immigration at Pier 21**

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A version of this summary is available on the pier21.ca website.



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

Canada 