

Canadian Museum of  
Immigration at Pier 21



Musée canadien de  
l'immigration du Quai 21



# Summary Corporate Plan and Operating and Capital Budgets

2015-16 to 2019-20

Canadian Museum of Immigration at Pier 21

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# THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21: BOARD OF TRUSTEES

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# 1. EXECUTIVE SUMMARY

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## THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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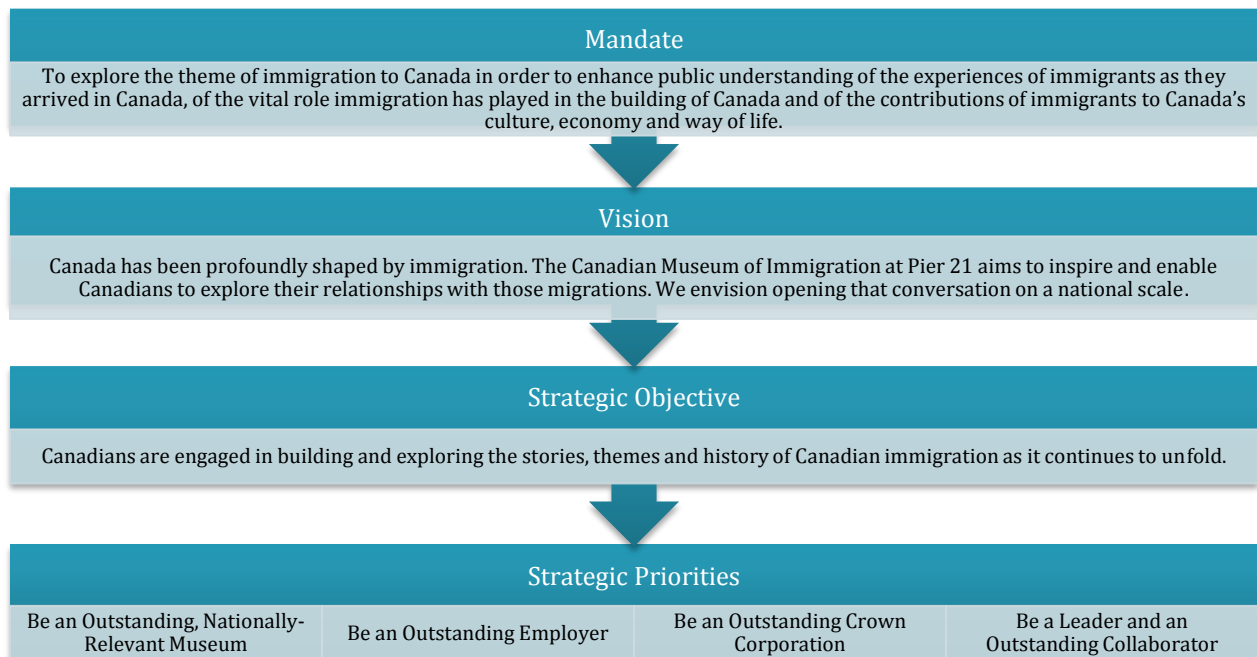
The Canadian Museum of Immigration at Pier 21 (the Museum) is a federal Crown corporation wholly owned by the Government of Canada. As set out in the *Museums Act*, its purpose is to explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as 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.

## STRATEGIC DIRECTION

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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 2015-16, key priorities will be:

- The official unveiling of the expanded Museum in June of 2015 featuring two new exhibitions, one telling the Pier 21 story and another featuring the broader stories of immigration to Canada. The unveiling will include a series of launch-related events and a national advertising campaign to attract onsite and online visitation.
- Marketing, communications and fund development will continue to be key priorities to generate visitation, awareness and meet self-generated revenue targets. Major gifts will be a priority as the expansion provides opportunities for the naming of new spaces and programs.
- Continued roll-out of the *Canada: Day 1* travelling exhibition in Markham, Ontario and Moose Jaw, Saskatchewan. The exhibit will travel across Canada leading up to 2017 celebrations, sharing first experience stories from immigrants and refugees, and gathering additional stories for the Museum's collection.

## FINANCIAL OVERVIEW

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The Museum forecasts an excess of expenses over revenues of \$900,000 at the end of fiscal year 2015-16. This will be covered by the unrestricted net assets of \$1,746,500 the Museum forecasts at March 31, 2015. These unrestricted net assets are primarily the result of a delay in the formation of the corporation in 2010-11 and the resulting delay in the start of major projects including those related to the capital expansion.

The Museum received approval for total capital appropriations of \$24,900,000 over the first five years from 2010-11 to 2014-15 for an extensive five-year renovation to consolidate previously disconnected spaces, add considerable new space, and redevelop the Museum to deliver on its national mandate.

The Museum received approval for operating expenditures of \$6,300,000 in 2011-12 followed by a base amount of \$7,700,000 per year thereafter. Operating appropriations will be augmented by self-generated revenues including admissions, sponsorships, facility rentals, retail operations, income from the endowment fund, and an increased focus on fundraising, specifically through major gifts.

In 2015-16, personnel costs and the non-discretionary costs for facilities will utilize all of the \$7,700,000 in operating appropriations. The Museum has developed a capital budget for the planning period that will be funded by the unrestricted net assets. Capital requirements for the next five years are expected to be minimal. However, capital expenses will present a growing pressure for the Museum beyond the planning period.

The Museum is forecasting a balanced budget for the remainder of the planning period (2016-17 to 2019-20) based on stringent expense management, increased visitation and revenue generation upon the opening of the expanded Museum, and an ambitious fundraising campaign with targets of \$1,336,100 in 2016-17, \$1,574,200 in 2017-18 and \$1,375,700 in 2018-19.

## 2. MANDATE

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### GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

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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.

#### VISION AND CORE VALUES

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In October 2011, the Board of Trustees and management held their first strategic planning meeting 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

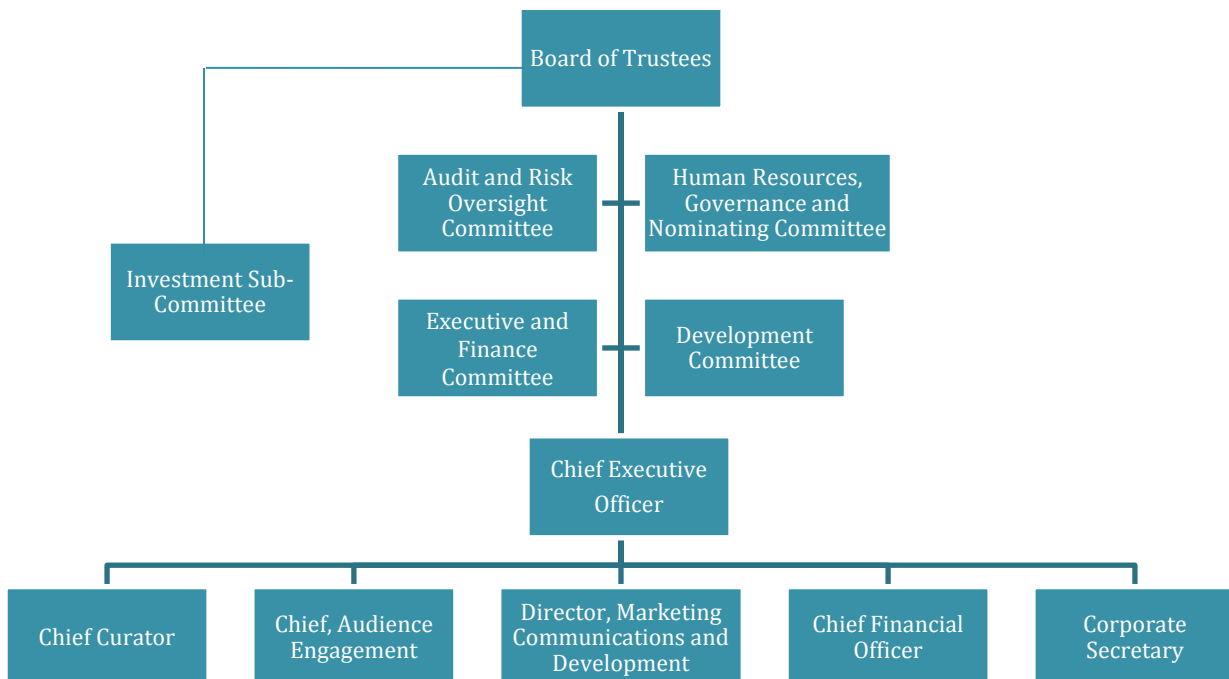
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The Museum's Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage and Official Languages. The *Museums Act* provides for an eleven-member Board of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



## PROGRAM ALIGNMENT ARCHITECTURE

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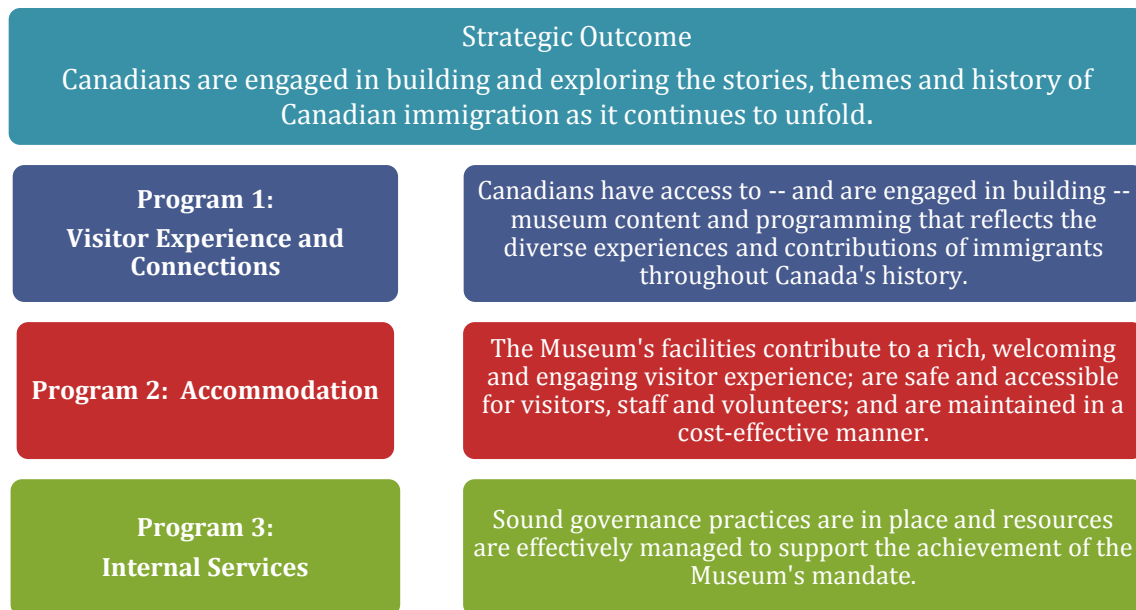
To provide the government and Parliament with integrated financial and non-financial program performance information, the Museum has established a Program Alignment Architecture (PAA). The PAA groups all activities in a way that illustrates their relationship to each other and to the strategic outcome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



## 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 almost 80% of its visitors from Canada, 10% from the US and 10% from other countries. Its attendance is highly dependent on the tourism market, which is down 3% for 2014 and is expected to remain flat in 2015. Key factors include: an unstable global economy; a decrease in air travel; a decrease in arrivals by road; and an increasingly competitive travel market.

In 2014-15, the largest proportion of the visitors to the museum originated from Ontario (36%) while 10% of visitors were from Nova Scotia, 9% from Alberta, and 7% from British Columbia. An additional 40,000 people experienced the Museum in 2014-15 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 an engaging online presence will draw a significantly increased number of visitors, with total visitation forecast at 99,000 for 2015-16.

#### ***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 cruise passengers per day.

### 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 RELATIONSHIPS AND COMMUNITY OUTREACH

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The Museum has an extensive network of contacts 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 collaboration are 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* where groups across the country are trained in producing and preserving their own immigration stories.

The Museum also works closely with the provincial and federal tourism organizations, other local museums and sister national museums to leverage local and national events, including:

- Canada's 150th birthday in 2017. The circulation across Canada of the Museum's first travelling exhibition, *Canada: Day 1*, presents a major opportunity to showcase the Museum across the country as part of the Road to 2017 activities.
- Canada history week activities, including the Museum's very successful Canada Day celebration.

## 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. The previous Pier 21 Foundation was extremely successful in its development efforts and raised an endowment of \$7,000,000. The organization has a proven track record of living within its means and not exceeding its budget and will continue to operate with this mentality.

The Museum has been allocated a base of \$7,700,000 per year in operating funding. 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 has forecast a balanced budget in 2016-17 and for the remainder of the planning period. However, it should be noted that beginning in 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) utilize the full operating appropriations of \$7,700,000. This will create a significant financial pressure for the organization. Increased revenue generation opportunities once the expanded Museum is launched, and ambitious fundraising targets will help, but may not be sufficient to meet ongoing operating and capital costs in the longer term.

## CORPORATE RISK

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The Museum has in place a risk management framework designed to proactively manage potential 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.

The risk areas that are reviewed include:

- Programming risks that would impact the ability to develop and deliver our programs, services and experiences to visitors.
- Accommodation risks around the lease for space, leasehold improvements and building security.
- Internal risks around employee retention and development, internal processes and reputational risk.
- Financial risks for the period beyond 2015-16 when rent and salary increases as well as capital expenses are not included in the appropriation levels.

Risks are reviewed and assessed based on likelihood as well as impact, ratings from both areas are combined to determine an overall risk rating of low, moderate, high or extreme.

There are no risks rated as extreme. Programming, accommodations and financial risk areas have items that should be noted, specifically:

- The risk of a delay in launching the expanded Museum. Mitigation strategies include retaining a professional project manager and implementation of a detailed project management plan with oversight by an integrated project team.
- Accommodation risks including capital cost overruns and delays inherent in any construction project. Mitigation strategies include retaining a professional project management firm, a realistic contingency provision, financial management and oversight mechanisms that are clearly defined and strong working relationships with the landlord, the Halifax Port Authority.
- The financial risk will become increasingly significant post 2015-16 when personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) will utilize the full operating appropriations of \$7,700,000. Expense management and projected increases in self-generated revenue should mitigate the risk for the planning period. A balanced budget is forecast for 2016-17 and the remainder of the planning period, however it should be noted that this is based on stringent expense management and ambitious fundraising targets. A fundraising plan has been developed that focuses on major gifts as the key contributor to self-generated revenue with targets of \$1,336,100 in 2016-17, \$1,574,200 in 2017-18, and \$1,375,700 in 2018-19. The Board of Trustees is committed to this plan and recognizes that Board recruitment and succession planning must focus on the capacity to generate major gift contributions as a key qualification.

## 5. PERFORMANCE IN 2014-15

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In the 2014-15 fiscal year, the Museum delivered on key priorities that will set the stage for the next period of growth. Highlights are outlined below.

### STRATEGIC PRIORITY 1: TO BE AN OUTSTANDING MUSEUM WITH NATIONAL RELEVANCE

#### 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.

-  Per the Collection Development Strategy developed in 2013-14, engaging oral histories and stories that reflect the Museum's national mandate continue to be collected and will be utilized in the new exhibitions.
-  A multi-year project to catalogue the Collection and make it accessible on the *CollectiveAccess* database continues. The Museum is on track to achieve targets of 95% of the existing collection fully catalogued by the end of March 2017, and 50% of the oral history and story collections accessible online.

#### 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.

-  Exhibition development is underway and on-track for the May 2015 opening.
-  The first travelling exhibition, *Canada: Day 1* was launched in Nanaimo in June 2014 and is being booked at venues across the country through 2017 (see Appendix C for details).
-  Continued expansion of the website and digital engagement strategies have exceeded targets of 20% new web content and a 15% increase in unique visitors.
-  Continuation of popular programs such as the *Diversity Spotlight* film series, *Discover Culture* family program and community outreach programs that attracted 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.

-  More than 78,000 people experienced the Museum in 2014-15, including 33,500 paid visitors, 4,000 school children, 24,000 visitors to the Scotiabank Family History Centre, and 7,000 event

and program participants. (Note that the Museum was closed from November 2014 until the end of the fiscal year.)

- 🌸 93% of respondents surveyed 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.

- 🌸 Successful communication of the Museum's closure from November 2014 to May 2015.
- 🌸 Communications and digital engagement strategies have increased web visitation by more than 20%. The launch of a mobile guide application to support *Canada: Day 1* increased awareness and engagement around the travelling exhibit.
- 🌸 20% increase in new content added to the web.
- 🌸 1,100 subscribers to the e-newsletter.
- 🌸 Continued expansion of the *Fascinating Canadian* fundraiser with events in Halifax in October 2014 and Vancouver in March 2015.
- 🌸 A marketing and communications campaign to support the Museum's re-launch is in development and will feature both traditional and new media approaches.

## STRATEGIC PRIORITY 2: TO BE AN OUTSTANDING EMPLOYER

### INTERNAL SERVICES

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**Objective:** 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.

- 🌸 95% full-time staff retention rate.
- 🌸 Continued engagement of more than 90 volunteers contributing more than 2,500 volunteer hours.
- 🌸 Employees continue to actively seek professional development and educational opportunities.
- 🌸 85% of staff are either bilingual or are participating in language training, along with some volunteers.

## STRATEGIC PRIORITY 3: TO BE AN OUTSTANDING CROWN CORPORATION

### 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.

- 🌸 Continued development of key governance documents including an enhanced risk assessment framework.
- 🌸 Continued positive results from the Board of Director's 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 feedback from the Office of the Auditor General on the corporation's governance, resource and risk management practices and its financial controls.
- 🌸 Implementation of an internal audit plan, with enterprise risk management and facility rentals audits completed in 2014-15.
- 🌸 Development of a new major gifts campaign with key prospect visits and donor cultivation underway.
- 🌸 On track to increase the Museum's self-generated revenues to \$2,488,300 in 2015-16 (32% of operating appropriations), growing to \$2,770,300 (36% of operating appropriations in 2019-20).

### ACCOMMODATION

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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 for the heritage aspects of the site.

- 🌸 Refit of existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and renovation and refit of Shed 22 for new exhibition space is on track for May 2015 opening.
- 🌸 Design, fabrication and installation of the new exhibitions is underway and on track for May 2015 opening.
- 🌸 Continued management of contracts in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk management practices.



## 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 2014-15.
- 🌸 All visitors have access to all public areas of the Museum facility, regardless of physical challenge, and are able to fully engage in the onsite Museum experience.
- 🌸 Ongoing work with the landlord, the Halifax Port Authority to address environmental issues including lead.
- 🌸 Operating efficiencies from the new HVAC, electrical and communications systems are being realized.

## STRATEGIC PRIORITY 4: TO BE A LEADER AND OUTSTANDING COLLABORATOR

### NATIONAL OUTREACH AND COLLABORATION

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

- 🌸 Continued expansion of the *Digital Storytelling Project* with workshops held in Victoria, British Columbia and Sault Ste. Marie, Ontario.
- 🌸 Working with the Canadian Museum of History to co-produce the *Empress of Ireland* exhibit.
- 🌸 Ongoing collaboration with other national Museums and portfolio organizations such as the CBC, National Film Board of Canada and Library and Archives Canada on areas of content development including shared exhibits, research and artifacts. Artifacts from 19 different museums, individuals and groups will be on display in the new exhibitions.
- 🌸 Relationships established across the country for the continued roll-out of the *Canada: Day 1* travelling exhibit.

## 6. OUR PLAN

The 2015-20 Corporate Plan sets objectives, proprieties 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.*

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

### STRATEGIC PRIORITY 1:

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

**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, 2016	Key Performance Measures
<p><b>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 within the requirements of access to information and privacy legislation. The artifact collection will also be catalogued.</b></p> <p><b>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.</b></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 for travelling exhibitions, the Museum’s permanent exhibit and the web.</li> <li>Continue to catalogue the Museum’s collection on the <i>CollectiveAccess</i> database to enhance the Museum’s ability to manage and publish its materials.</li> <li>Commence research and begin development of a book on Pier 21, to be published in 2019-20.</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 Interpretive Plan and the Collection Policy.</li> <li>Existing artifacts and archival images will be catalogued as follows:               <ul style="list-style-type: none"> <li>– 90% by March 2016</li> <li>– 95% by March 2017</li> <li>– 100% by March 2018</li> </ul> </li> <li>The oral history and story collections will be accessible online as follows:               <ul style="list-style-type: none"> <li>– 30% by March 2016</li> <li>– 50% by March 2017</li> <li>– 70% by March 2018</li> <li>– 75% by March 2019</li> </ul> </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, 2016	Key Performance Measures
<p><b>The Museum’s onsite content and programming will fully reflect the Museum’s mandate to cover the story of immigration to Canada.</b></p> <p><b>The expanded Museum reflecting the full scope of the national mandate will open to visitors in May 2015.</b></p> <p><b>Continue national roll-out of the Museum’s first travelling exhibition, <i>Canada: Day 1</i>, from 2014 to 2017. The exhibit is a major tool for audience engagement and builds the collection through host sites and virtual applications.</b></p> <p><b>Bilingual online content and activities will fully reflect the diverse immigrant experience and will engage audiences onsite and across the country.</b></p>	<ul style="list-style-type: none"> <li>• Open the expanded Museum in May 2015 with the official opening ceremony in June 2015.</li> <li>• National roll-out of the first travelling exhibit, <i>Canada: Day 1</i>, continuing to 2017. Expand the reach by launching a steamer trunk travelling exhibit for smaller venues.</li> <li>• Through the <i>Digital Storytelling Project</i>, work with hosts of <i>Canada: Day 1</i> exhibit to gather stories from across Canada.</li> <li>• Host the <i>Empress of Ireland</i> temporary exhibit, in partnership with the Canadian Museum of History.</li> <li>• Increase online content by 20% to more fully reflect the diversity of the immigration experience in Canada.</li> <li>• Develop a strategy to increase opportunities for online engagement with local, national and international audiences that is planned, interactive and experiential.</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 in 2015-16 and in each of the next four years.</li> <li>• Digital engagement strategies will increase unique web visitors by 10% in 2015-16 and in each of the next four years.</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, 2016	Key Performance Measures
<p><b>By the end of 2017, the visitor experience will be heightened by a robust Scotiabank Family History Centre, an active oral history and research group and the new technologies supporting interaction with visitors before, during and after their visit.</b></p> <p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Open the expanded Museum in May 2015 with the official opening ceremony in June 2015. Ensure opening year plans create and build excitement, and generate visitation, both locally and nationally.</li> <li>• Ensure the online experience reflects the expanded Museum.</li> <li>• Continue to enhance the visitor satisfaction measurement program and act on key findings.</li> <li>• Collect qualitative and quantitative visitor data to inform future plans for museum development and inform training needs.</li> <li>• Launch a guest speaker series to attract new and repeat visitors to the Museum.</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>• Successful launch of the expanded Museum as evidenced by attendance, media coverage and quantitative and qualitative feedback.</li> <li>• 60,000 paid visitors and 4,740 school children in 2015-16.</li> <li>• 99,000 visitors experiencing the museum onsite in 2015-16 and 160,900 online.</li> <li>• Over 275,000 people visiting the National Historic Site in 2015-16.</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, 2016	Key Performance Measures
<p><b>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.</b></p> <p><b>The Museum implements integrated strategies to increase revenue generation and public awareness in connection with Canada’s 150<sup>th</sup> anniversary celebrations in 2017.</b></p>	<ul style="list-style-type: none"> <li>• Implement an integrated marketing and communications plan to launch the new Museum on multiple platforms.</li> <li>• Continue to implement the marketing and communications strategy to support the national roll-out of the <i>Canada: Day 1</i> travelling exhibit, leading to 2017 celebrations.</li> <li>• Continue to promote the <i>Canada: Day 1</i> mobile guide app to complement the exhibit experience and extend its reach.</li> <li>• Continue to grow the 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 roll-out of the travelling exhibition, <i>Canada: Day 1</i></li> <li>– Canada’s 150<sup>th</sup> anniversary celebrations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Successful launch of the new Museum as evidenced by attendance, media coverage and quantitative and qualitative feedback.</li> <li>• Garner positive media coverage in <i>Canada: Day 1</i> locations.</li> <li>• Positive response to the mobile guide app as evidenced by downloads and user feedback.</li> <li>• 20% increase in new content added to the web in each of the next three years.</li> <li>• 2,100 subscribers to the e-newsletter by the end of 2015-16.</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, 2016	Key Performance Measures
<p><b>To continue recruitment to support the organizational structure and the national mandate.</b></p> <p><b>To continue to recruit, engage and develop volunteers in a way that reflects the Museum's mandate.</b></p> <p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Continue to implement a performance management program across the corporation that recognizes results and the Museum's core values.</li> <li>• Offer room for advancement and learning within the organization, supported by training, development and education opportunities, including a focus on language training.</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of employees participating in professional development and educational opportunities.</li> <li>• 85% of staff are either bilingual or are participating in language training (English and French).</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: ACCOMMODATION*

### 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, 2016	Key Performance Measures
<p><b>The Museum will meet or exceed recognized standards for corporate governance, including a robust performance management regime and integrated risk management.</b></p> <p><b>To continue to develop and improve the instruments, policies, processes and systems required to support the sound governance and effective operation of the corporation.</b></p>	<ul style="list-style-type: none"> <li>Continue to refine and implement the Museum's Performance Management Framework as a tool for monitoring and reporting on performance, and for course-correction as required.</li> <li>Continue to update and refine the Business Continuity Plan for the Museum as part of the risk management regime.</li> <li>Implement the internal audit plan and act on key findings.</li> <li>Hold the Museum's fourth Annual Public Meeting, which all Crown corporations are required to hold as a good governance practice, in Halifax in October 2015.</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>Complete internal audits according to plan. Implement the findings and recommendations as identified.</li> <li>Continuing positive results from the Board of Directors' annual governance self-assessments.</li> <li>High level of engagement and strong attendance (100+) at the Museum's Annual Public Meeting.</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, 2016	Key Performance Measures
<p><b>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.</b></p> <p><b>The Museum will continue to be fiscally responsible, to deliver its mandate within its budget, and meet self-generated revenue targets.</b></p>	<ul style="list-style-type: none"> <li>• Leverage opportunities for revenue generation and public awareness in conjunction with the launch of the expanded Museum.</li> <li>• Identify, cultivate and solicit major gift donors for new Museum spaces and programs.</li> <li>• Continue to steward past/current donors to the Museum.</li> <li>• Continue the popular <i>Fascinating Canadian</i> fundraiser in Halifax and hold a second event in another city in 2015-16.</li> <li>• Continue to work with sister national museums on shared services, opportunities for collaborative promotions and shared programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the Museum’s total self-generated revenues to \$2,488,300 in 2015-16 (32% of operating appropriations), growing to \$2,770,300 by 2019-20 (36% of operating appropriations).</li> <li>• Achieve fund development targets of \$1,342,100 in 2015-16.</li> <li>• No negative feedback from the Office of the Auditor General on the Corporation’s governance, resource and risk management practices and its financial controls.</li> </ul>



## ACCOMMODATION

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**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, 2016	Key Performance Measures
<b>By May 2015, the Museum will have completed all planned upgrade and expansion projects on time and within budget.</b>	<ul style="list-style-type: none"><li>• Complete renovations so the expanded Museum can open on time and on budget.</li><li>• Environmental issues in new spaces are addressed and remediated.</li><li>• Continue to manage contracts 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>• The expanded Museum opens to visitors in May 2015.</li><li>• Museum spaces meet standards for air quality and environmental health and safety.</li><li>• The Museum stays within budgeted targets and completes key projects on time.</li></ul>

## BUILDING OPERATIONS AND SECURITY

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

Five-Year Strategies	Key Activities to March 31, 2016	Key Performance Measures
<p><b>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.</b></p> <p><b>Visitors will be greeted in the Official Language of their choice, and in many other languages reflecting the diverse nature of Canada's population.</b></p> <p><b>All exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.</b></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 accessibility to all.</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• Continued compliance with all applicable codes and zero accidents.</li><li>• All visitors will have access to public areas of the Museum facility regardless of physical challenge, and are able to fully engage in the on-site Museum experience.</li><li>• Exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.</li></ul>

## STRATEGIC PRIORITY 4:

To be a **Leader and an Outstanding Collaborator** 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.

### SUPPORTS PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS

#### NATIONAL OUTREACH AND COLLABORATION

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

Five-Year Strategies	Key Activities to March 31, 2016	Key Performance Measures
<p><b>By the end of the planning period, the Museum will have a network of relationships from coast to coast to assist in the development of emerging immigration themes, identify key stakeholders in their communities and leverage the unique experience offered by the Museum.</b></p> <p><b>The Museum will collaborate with local, provincial and national tourism departments and be viewed as a valuable piece of the tourism landscape.</b></p> <p><b>Work with Official Language stakeholders will strengthen linguistic duality in the region.</b></p>	<ul style="list-style-type: none"> <li>• Host digital storytelling workshops in regions where <i>Canada: Day 1</i> is presented, providing a unique opportunity to digitally capture immigration stories across the country and grow the Museum's collection.</li> <li>• Co-produce and host the <i>Empress of Ireland</i> exhibit in partnership with the Canadian Museum of History.</li> <li>• Implement the Community Engagement Strategy, a strategic approach to community engagement that will develop new audiences across Canada.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded diversity of online and in-house content resulting from an increase in quality collaboration with key stakeholders.</li> <li>• Host two digital storytelling workshops at venues across Canada.</li> <li>• Positive reviews from Francophone organizations and the Office of the Commissioner of Official Languages.</li> <li>• Implementation of the community engagement strategy results in strengthened partnerships with the tourism sector, community partners, the academic community and other key stakeholders.</li> </ul>

## 7. FINANCIAL STATEMENTS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2015-16 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 not-for-profit organizations.

### CAPITAL BUDGET

The Museum received approval for total appropriations of up to \$24,900,000 for capital over the first five years from 2010-11 to 2014-15 to consolidate and expand the new Museum.

The difference between the \$24,448,000 forecast and the \$24,900,000 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.

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

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	TOTAL
Planned	1.723	7.525	2.25	10.75	2.2	-	TBD	TBD	TBD	TBD	24.448
Revised	0.723	8.525	2.25	10.75	2.2	-	TBD	TBD	TBD	TBD	24.448

A capital budget has been prepared for the period from 2015-16 to 2019-20 to cover minimal ongoing capital requirements. Unrestricted net assets will fund the capital budget for the planning period.

**Table 2:** Annual Capital Budget

(dollars)	2013-14 Actual	2014-15 Forecast	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019-20 Budget
Capital Budget	2,372,370	11,614,120	100,000	50,000	50,000	50,000	50,000

In 2015-16, the Museum has forecast a capital budget of \$100,000 for information technology updates and renovations to the oral history editing suite. For the remaining four years in this planning period, the Museum has forecast a capital budget of \$50,000 per year for necessary replacements and updates. This will be allocated on a risk basis to address necessary updates as well as emerging issues associated with an aging building. Budgeted capital expenditures are primarily technology updates that are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

It should be noted that while the Museum can manage its capital needs for the planning period, barring any significant unforeseen issues, capital pressures will become an issue in the longer term. In 2015-16, personnel costs and the non-discretionary costs for facilities (rent, PILT, utilities, repairs and maintenance) will utilize all of the \$7,700,000 in appropriations. Ambitious fundraising plans can support programming initiatives, but self-generated revenues alone will not be sufficient to cover capital costs in the longer term. The Council of CEOs and the Department of Canadian Heritage are working together to discuss, among other things, the shared issue of capital funding for all national museums.

## OPERATING BUDGET

Total funding approved for the Museum to cover its operating costs was \$6,300,000 in 2011-12 followed by \$7,700,000 per year thereafter. With the operating freeze announced in the October 2013 Speech from the Throne, the Museum does not anticipate any increases in appropriations in 2015-16.

The Museum has developed an operating budget based on stringent expense management and an increase in self-generated revenue through admissions, facility rentals, retail and food operations, income from the endowment fund (which is restricted to programming only), and a significant focus on fundraising, specifically through major gifts.

**Table 3:** Paid Visitation (*thousands*)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Actual	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Visitor Attendance	42	37	35	35	60	63	65	65	67

Visitation is expected to increase significantly in 2015-16 due to the launch of the expanded Museum and it is forecast to increase in each of the four subsequent years. Self-generated revenues are also forecast to grow based on these increased ticket sales, as well as increases in gift shop sales, visits to the Scotiabank Family History Centre, and increased donations.

Donation revenue is forecast to grow significantly in 2015-16. The launch of the Museum's first travelling exhibit, the launch of the expanded Museum, and related programming all present opportunities for major gift fundraising. Combined, the revenue generating activities will see self-generated revenue as a percentage of the operating appropriations grow to 32% in 2015-16.

**Table 4:** Self-Generated Revenue Sources and Amounts

(dollars)	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Actual	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Exhibition hall ticket sales & Programming	272,980	236,900	254,930	311,400	581,550	626,800	648,900	675,400	660,300
Family history centre	72,400	59,500	64,990	84,600	82,000	84,000	86,000	88,000	90,000
Gift shop	103,230	115,990	138,940	128,500	163,400	176,400	186,200	191,100	196,000
Hall rental	263,350	321,050	305,180	256,100	294,250	325,200	346,000	363,800	371,200
Donations	474,090	365,440	355,910	517,700	1,342,100	1,336,100	1,574,200	1,375,700	1,444,800
Interest and other	104,680	84,470	83,440	90,500	25,000	8,000	8,000	8,000	8,000
	<b>1,290,730</b>	<b>1,183,350</b>	<b>1,203,390</b>	<b>1,388,800</b>	<b>2,488,300</b>	<b>2,556,500</b>	<b>2,849,300</b>	<b>2,702,000</b>	<b>2,770,300</b>
Endowment	-	-	161,550	-	-	-	50,000	150,000	150,000
	<b>1,290,730</b>	<b>1,183,350</b>	<b>1,364,940</b>	<b>1,388,800</b>	<b>2,488,300</b>	<b>2,556,500</b>	<b>2,899,300</b>	<b>2,852,000</b>	<b>2,920,300</b>

**Table 5: Operating Expenses**

(dollars)	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Actual	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Personnel costs	3,043,000	4,015,000	4,638,770	5,004,900	5,338,800	5,371,900	5,550,900	5,656,700	5,780,700
Rent	1,085,000	1,178,000	1,073,710	1,262,900	1,613,330	1,650,400	1,656,700	1,663,300	1,670,100
Amortization of capital assets	656,000	1,610,000	1,762,790	1,721,800	2,339,600	2,622,300	2,566,900	2,525,700	2,530,500
Repairs and maintenance and Building operation	437,000	509,000	306,050	356,800	516,460	449,710	468,400	477,400	514,400
Utilities	153,000	242,000	265,790	290,400	341,700	351,900	362,500	373,400	384,600
Professional and special services including Board of Trustees costs	645,000	505,000	349,010	408,400	459,930	466,500	456,500	466,500	456,500
Exhibition and programming	305,000	369,000	1,199,330	1,217,700	950,770	446,400	559,800	457,900	337,400
Office supplies and administration	209,000	235,000	161,060	243,000	328,930	304,090	310,700	265,000	261,600
Marketing, promotion and recognition	155,000	286,000	527,920	257,300	630,000	340,200	342,200	344,200	345,000
Operating supplies and services	758,000	571,000	310,220	446,000	410,530	358,500	369,400	314,900	332,100
Training and professional development	125,000	191,000	116,410	109,400	210,000	210,000	210,000	210,000	210,000
Payments in lieu of taxes (PILT)	99,000	134,000	139,490	200,000	200,000	220,000	225,000	230,000	235,000
Travel and hospitality	57,000	57,000	37,130	78,500	87,850	86,900	87,200	92,700	92,900
	<u>7,727,000</u>	<u>9,902,000</u>	<u>10,887,680</u>	<u>11,597,100</u>	<u>13,427,900</u>	<u>12,878,800</u>	<u>13,166,200</u>	<u>13,077,700</u>	<u>13,150,800</u>

The two major operating expenses, personnel and rent, account for 90% of the \$7,700,000 in appropriations in 2015-16 and will continue to increase. When repairs and maintenance, utilities and PILT are included, the total amount exceeds the \$7,700,000 in appropriations.

**Table 6: Number of Full-time Equivalent Employees (FTEs) by Program Area**

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Visitor experience and connections	23	24	27	27	27	27	27
Internal services	27	27	27	27	27	27	27
Accommodation	2	2	2	2	2	2	2
Total FTEs	52	53	56	56	56	56	56

In 2015-16, the Museum will reach its forecasted full complement of 56 full-time equivalent employees with the addition of three new positions. An additional reference coordinator and two interpreters for the expanded Museum will be added to reflect requirements of the expanded Museum.

**Table 7: Revenues versus Expenses**

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Government funding	9,462,790	9,421,800	10,039,600	10,322,300	10,266,900	10,225,700	10,230,500
Other revenue	1,364,940	1,388,800	2,488,300	2,556,500	2,899,300	2,852,000	2,920,300
Expenses	<u>(10,887,680)</u>	<u>(11,597,100)</u>	<u>(13,427,900)</u>	<u>(12,878,800)</u>	<u>(13,166,200)</u>	<u>(13,077,700)</u>	<u>(13,150,800)</u>
Excess of expenses over revenues	<u>(59,950)</u>	<u>(786,500)</u>	<u>(900,000)</u>	-	-	-	-

The excess of expenses over revenues of \$786,500 in 2014-15 and \$900,000 in 2015-16 will be covered by the unrestricted net assets of \$2,533,800 the Museum had at March 31, 2014. These unrestricted net assets are primarily the result of a delay in the formation of the corporation in 2010-11 and the resulting delay in expenditures. The Museum is forecasting a balanced budget for the remainder of the planning period (2016-17 to 2019-20).

## LONG TERM FINANCIAL SUSTAINABILITY

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As noted, the Museum has forecast a balanced budget in 2016-17 and for the remainder of the planning period based on stringent expense management, increased visitation and revenue generation upon the opening of the expanded Museum, and ambitious fundraising targets. The Museum is confident that it can manage with existing resources in the short-term but will face significant challenges to long-term financial sustainability.

In 2015-16, personnel costs and non-discretionary costs to operate the building exceed the government appropriations of \$7,700,000. While self-generated funds can cover the costs of programming, marketing, outreach and administration for this planning period, this is not sustainable over the longer term. In addition, there are capital requirements forecast for the medium to longer term that will require funding beyond what the Museum can generate on its own.

The Council of CEOs and the Department of Canadian Heritage are working together on the issue of financial sustainability for the national museums.

## 8. PRO FORMA FINANCIAL STATEMENTS

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
 PRO FORMA STATEMENTS OF FINANCIAL POSITION  
 FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash	11,445,200	3,214,500	834,500	779,500	734,500	679,500	664,500
Accounts receivable	494,200	30,000	40,000	45,000	40,000	45,000	30,000
Inventory	135,400	125,000	170,000	170,000	170,000	170,000	150,000
Prepaid expenses	309,300	15,000	15,000	15,000	15,000	15,000	15,000
	12,384,100	3,384,500	1,059,500	1,009,500	959,500	909,500	859,500
<b>Other Assets</b>							
Endowment cash and investments	6,765,400	7,149,000	7,659,000	7,819,000	7,844,000	7,869,000	7,869,000
Capital assets	12,452,700	22,331,920	20,092,320	17,520,020	15,003,120	12,527,420	10,046,920
	19,218,100	29,480,920	27,751,320	25,339,020	22,847,120	20,396,420	17,915,920
<b>TOTAL ASSETS</b>	<b>31,602,200</b>	<b>32,865,420</b>	<b>28,810,820</b>	<b>26,348,520</b>	<b>23,806,620</b>	<b>21,305,920</b>	<b>18,775,420</b>
<b>LIABILITIES AND NET ASSETS</b>							
<b>Accounts payable and accrued liabilities</b>							
	1,401,500	1,575,000	250,000	250,000	250,000	250,000	250,000
Deferred contributions - others	1,093,900	1,443,520	1,075,820	996,820	902,520	797,020	686,720
Deferred contributions related to capital assets	19,795,500	20,888,400	19,016,500	16,523,200	14,100,600	11,730,400	9,360,200
	22,290,900	23,906,920	20,342,320	17,770,020	15,253,120	12,777,420	10,296,920
<b>Net Assets</b>							
Endowment	6,495,500	6,930,000	7,440,000	7,600,000	7,625,000	7,650,000	7,650,000
Restricted	282,000	282,000	282,000	282,000	282,000	282,000	282,000
Unrestricted	2,533,800	1,746,500	746,500	696,500	646,500	596,500	546,500
	9,311,300	8,958,500	8,468,500	8,578,500	8,553,500	8,528,500	8,478,500
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>31,602,200</b>	<b>32,865,420</b>	<b>28,810,820</b>	<b>26,348,520</b>	<b>23,806,620</b>	<b>21,305,920</b>	<b>18,775,420</b>

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



**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
PRO FORMA STATEMENTS OF OPERATIONS  
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
<b>GOVERNMENT FUNDING</b>							
Parliamentary appropriations	18,450,000	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Amount used to purchase depreciable assets	(10,750,000)	(2,200,000)	-	-	-	-	-
Amortization of deferred capital funding	1,762,790	1,721,800	2,339,600	2,622,300	2,566,900	2,525,700	2,530,500
	<b>9,462,790</b>	<b>9,421,800</b>	<b>10,039,600</b>	<b>10,322,300</b>	<b>10,266,900</b>	<b>10,225,700</b>	<b>10,230,500</b>
<b>OTHER REVENUE</b>							
Exhibition hall ticket sales and Programming	254,930	311,400	581,550	626,800	648,900	675,400	660,300
Scotiabank family history centre	64,990	84,600	82,000	84,000	86,000	88,000	90,000
Gift shop	138,940	128,500	163,400	176,400	186,200	191,100	196,000
Hall rental	305,180	256,100	294,250	325,200	346,000	363,800	371,200
Donations	355,910	517,700	1,342,100	1,336,100	1,574,200	1,375,700	1,444,800
Interest and other	83,440	90,500	25,000	8,000	8,000	8,000	8,000
	<b>1,203,390</b>	<b>1,388,800</b>	<b>2,488,300</b>	<b>2,556,500</b>	<b>2,849,300</b>	<b>2,702,000</b>	<b>2,770,300</b>
Allocation from Endowment	161,550	-	-	-	50,000	150,000	150,000
	<b>1,364,940</b>	<b>1,388,800</b>	<b>2,488,300</b>	<b>2,556,500</b>	<b>2,899,300</b>	<b>2,852,000</b>	<b>2,920,300</b>
<b>EXPENSES</b>							
Visitor experience and connections	3,522,990	3,878,900	3,746,900	3,257,600	3,490,100	3,379,400	3,297,900
Internal services	3,737,700	3,787,700	4,618,700	4,314,300	4,398,100	4,427,900	4,519,800
Accommodation	3,626,990	3,930,500	5,062,300	5,306,900	5,278,000	5,270,400	5,333,100
	<b>10,887,680</b>	<b>11,597,100</b>	<b>13,427,900</b>	<b>12,878,800</b>	<b>13,166,200</b>	<b>13,077,700</b>	<b>13,150,800</b>
<b>NET RESULT OF OPERATIONS</b>	<b>(59,950)</b>	<b>(786,500)</b>	<b>(900,000)</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 exhibitions and the increased activity in major gifts and planned giving programs.

Note 2: The Museum shortfalls of \$786,500 in 2014-15, and \$900,000 in 2015-16 will be covered by the unrestricted net assets of \$2,533,800 the Museum had at March 31, 2014.

Note 3: The Museum prepares its financial statements on an accrual basis in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
 PRO FORMA STATEMENTS OF CASH FLOWS  
 FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
<b>OPERATING ACTIVITIES</b>							
Appropriations received	7,726,470	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Other cash received	1,776,950	1,663,300	2,478,300	2,551,500	2,854,300	2,697,000	2,785,300
Cash paid to employees and suppliers	(9,378,250)	(9,216,300)	(12,458,300)	(10,256,500)	(10,599,300)	(10,552,000)	(10,600,300)
Endowment allocation received	-	-	-	-	50,000	150,000	150,000
	<b>125,170</b>	<b>147,000</b>	<b>(2,280,000)</b>	<b>(5,000)</b>	<b>5,000</b>	<b>(5,000)</b>	<b>35,000</b>
<b>CAPITAL ACTIVITIES</b>							
Acquisition of capital assets	(2,372,370)	(11,614,120)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
	<b>(2,372,370)</b>	<b>(11,614,120)</b>	<b>(100,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>INVESTING ACTIVITIES</b>							
Increase in endowment cash and investments	(569,260)	(371,000)	(510,000)	(160,000)	(25,000)	(25,000)	-
	<b>(569,260)</b>	<b>(371,000)</b>	<b>(510,000)</b>	<b>(160,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>							
Appropriations received for the acquisition of capital assets	10,750,000	2,200,000	-	-	-	-	-
Contributions received for the acquisition of capital assets	-	1,036,420	-	-	-	-	-
Contributions to endowment	406,370	371,000	510,000	160,000	25,000	25,000	-
	<b>11,156,370</b>	<b>3,607,420</b>	<b>510,000</b>	<b>160,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
<b>(DECREASE) INCREASE IN CASH</b>	<b>8,339,910</b>	<b>(8,230,700)</b>	<b>(2,380,000)</b>	<b>(55,000)</b>	<b>(45,000)</b>	<b>(55,000)</b>	<b>(15,000)</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>3,105,290</b>	<b>11,445,200</b>	<b>3,214,500</b>	<b>834,500</b>	<b>779,500</b>	<b>734,500</b>	<b>679,500</b>
<b>CASH, END OF YEAR</b>	<b>11,445,200</b>	<b>3,214,500</b>	<b>834,500</b>	<b>779,500</b>	<b>734,500</b>	<b>679,500</b>	<b>664,500</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
SUMMARY OF OPERATING AND CAPITAL BUDGETS  
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
<b>TOTAL FUNDING REQUIRED</b>							
Operating	9,124,890	9,875,300	11,088,300	10,256,500	10,599,300	10,552,000	10,620,300
Capital	10,750,000	2,200,000	100,000	50,000	50,000	50,000	50,000
	<b>19,874,890</b>	<b>12,075,300</b>	<b>11,188,300</b>	<b>10,306,500</b>	<b>10,649,300</b>	<b>10,602,000</b>	<b>10,670,300</b>
<b>LESS:</b>							
Utilization of unrestricted net asset	59,950	786,500	1,000,000	50,000	50,000	50,000	50,000
Other revenues	1,203,390	1,388,800	2,488,300	2,556,500	2,849,300	2,702,000	2,770,300
Allocation from Endowment	161,550	-	-	-	50,000	150,000	150,000
	<b>1,424,890</b>	<b>2,175,300</b>	<b>3,488,300</b>	<b>2,606,500</b>	<b>2,949,300</b>	<b>2,902,000</b>	<b>2,970,300</b>
<b>GOVERNMENT FUNDING REQUIRED</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>	<b>7,700,000</b>	<b>7,700,000</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
OPERATING AND CAPITAL BUDGETS BY ACTIVITY  
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
Visitor experience and connections	3,143,120	2,696,400	2,583,350	2,546,800	2,755,200	2,616,000	2,547,600
Internal services	2,692,680	2,794,900	2,493,950	2,468,600	2,233,700	2,339,300	2,349,800
Accommodation	12,614,200	4,408,700	2,622,700	2,684,600	2,711,100	2,744,700	2,802,600
<b>TOTAL BUDGET REQUIREMENT</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>	<b>7,700,000</b>	<b>7,700,000</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2015-16 CORPORATE PLAN**  
PROJECTED REVENUES FROM ON-SITE ACTIVITIES AND ATTENDANCE  
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2020

(dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
Exhibition hall ticket sales and Programming	254,930	311,400	581,550	626,800	648,900	675,400	660,300
Scotiabank family history centre	64,990	84,600	82,000	84,000	86,000	88,000	90,000
Gift shop	138,940	128,500	163,400	176,400	186,200	191,100	196,000
Hall rental	305,180	256,100	294,250	325,200	346,000	363,800	371,200
Donations - Walls	59,840	38,000	48,150	48,000	48,000	54,400	54,400
<b>TOTAL ON-SITE REVENUE</b>	<b>823,880</b>	<b>818,600</b>	<b>1,169,350</b>	<b>1,260,400</b>	<b>1,315,100</b>	<b>1,372,700</b>	<b>1,371,900</b>
<b>Paid visitation (in thousands)</b>	<b>35,000</b>	<b>35,000</b>	<b>60,000</b>	<b>63,000</b>	<b>65,000</b>	<b>65,000</b>	<b>67,000</b>

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A version of this summary is available on the [pier21.ca](http://pier21.ca) website.



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

Canada 