

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21



Summary Corporate Plan and Operating and Capital Budgets

2016-2017 to 2020-2021

Canada

Canadian Museum of Immigration at Pier 21

1055 Marginal Road
Halifax, Nova Scotia
B3H 4P7
T: 902-425-7770
F: 902-423-4045
Toll Free: 1-855-526-4721
www.pier21.ca
info@pier21.ca

Published by the Canadian Museum of Immigration at Pier 21

Cat. NO. CC522-1E-PDF
ISSN 2293-9172
© The Canadian Museum of Immigration at Pier 21

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

Trustees

Tung Chan, Chairperson	Richmond, British Columbia
Troy Myers, Vice-Chairperson	Dartmouth, Nova Scotia
Mark Boudreau	Halifax, Nova Scotia
Ralph Chiodo	Toronto, Ontario
John Hachey	Baie d'Urfé, Québec
Richard (Cy) Leblanc	Grande-Digue, New Brunswick
Phuong T.V. Ngo	Orleans, Ontario
Carrie Ross	Regina, Saskatchewan
James (Bradley) Stafford, CPA, CA	Vancouver, British Columbia
Dr. Frances Swyripa	Edmonton, Alberta

Senior Management

Marie Chapman, Director/Chief Executive Officer
Kendall J. Blunden, CPA, CA, Chief Financial Officer
Tanya Bouchard, Chief Curator; Monica MacDonald A/Chief Curator
Carrie-Ann Smith, Chief, Audience Engagement
Jennifer Sutherland, Chief, Communications and Partnerships
Jennifer Tramble, Corporate Secretary
Fiona Valverde, Chief Revenue Officer

MESSAGE FROM THE CHAIR OF THE BOARD

On behalf of the Board of Trustees of the Canadian Museum of Immigration at Pier 21, I am pleased to present the Corporate Plan and Operating and Capital Budgets for the Canadian Museum of Immigration at Pier 21 for the five-year period of 2016-17 to 2020-21.

This five-year period is significant as it marks the Museum's transition to a national institution that collects, shares and pays tribute to the Canadian immigration story. In June of 2015, the expanded Museum reopened featuring two new permanent exhibitions – one showcasing the Pier 21 story, and one telling the broader stories of immigration to our country.

2016-17 will mark the first full year of operations for the expanded Museum. The compelling new exhibits, the awareness generated by a national marketing and communications campaign, a complementary online presence, and exciting new programs are expected to attract record numbers of visitors to the Museum – both onsite and online. These visitors come from across Canada and beyond.

Furthering our national reach is the *Canada: Day 1* travelling exhibit supported by the RBC Foundation. *Canada: Day 1* tells the story of first-day experiences in Canada, from Confederation to present day. It was launched in 2015 and will continue to tour the country as part of Canada's Road to 2017 events. Public programming in these locations will provide a unique opportunity to reach new audiences and engage potential story donors across the country.

As the national museum of immigration, it is our honour to collect and share the country's immigration stories. These are the stories that make us who we are as a nation and that illustrate the vast contributions of immigrants to Canada's culture, economy and way of life.

We would like to thank and acknowledge the Government of Canada for entrusting us with this responsibility. And we would like to thank them – as well as our donors, partners, staff, volunteers, visitors and friends – for helping to make the vision of a truly national immigration museum a reality.



Tung Chan
Chair of the Board of Trustees

TABLE OF CONTENTS

1. Executive Summary	2
2. Mandate	5
3. Corporate Profile	6
4. Strategic Issues	9
5. Objectives, Strategies and Performance Measures	12
6. Financial Statements	22
7. Pro Forma Financial Statements	32

1. EXECUTIVE SUMMARY

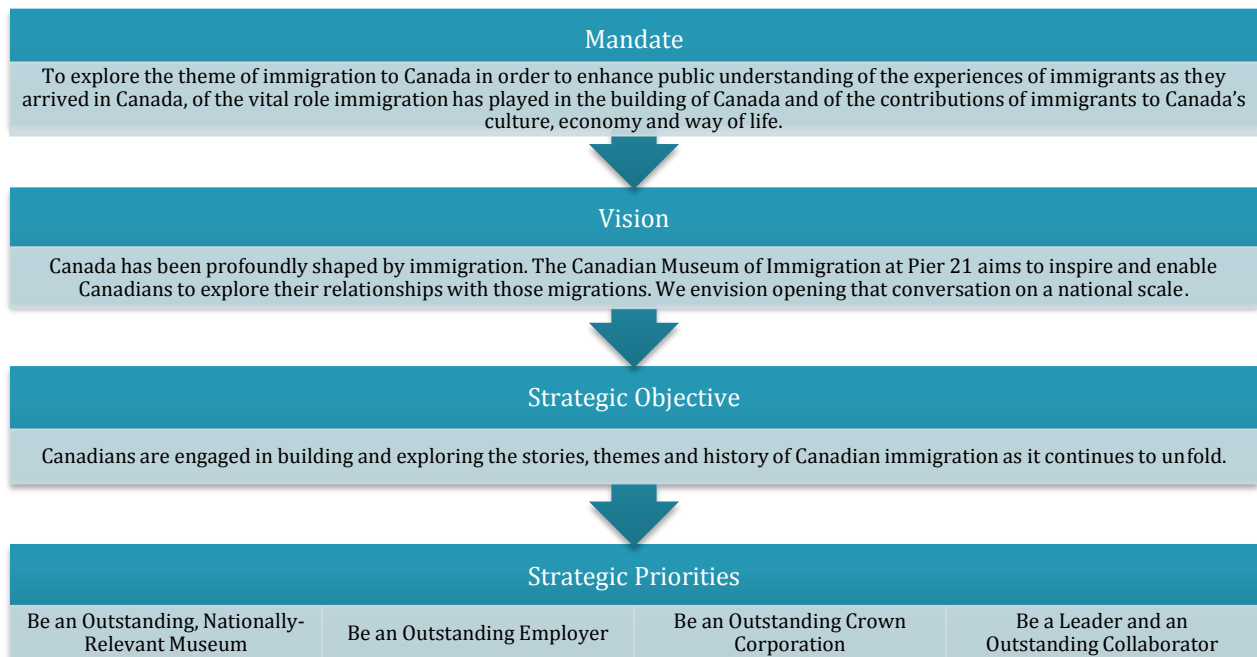
THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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 368,000 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

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



PLANS AND PRIORITIES

Since becoming a Crown Corporation in 2010 the Museum has been working hard to transform to a national scope – one that tells the stories of immigration across Canada. In the 2015-16 fiscal year, the Museum completed a five year capital and thematic expansion enabling it to deliver on its national mandate. Highlights of the year include:

- The grand reopening of the expanded Museum in June of 2015. The Museum now features two exhibitions, one that tells the Pier 21 story, and one that features the broader stories of Canadian immigration from all points of entry, past to present day.
- The Museum's first travelling exhibit, *Canada: Day 1*, began its travels across the country with exhibitions in Nanaimo, BC; Markham, ON; Saskatoon, SK and Moose Jaw, SK. *Canada: Day 1*, supported by the RBC Foundation, explores the memories, impressions and experiences of immigrants on their first day in Canada, from Confederation to the present. It will continue to travel across the country leading up to Canada's 150th celebrations in 2017.
- An increased focus on marketing, communications and fund development to grow awareness, generate visitation both onsite and online, and meet self-generated revenue targets. A strong online presence, digital engagement strategies, implementation of the major gifts program, and a continued focus on visitor experience were key priorities.

Key priorities in 2016-17:

- Marketing, communications and fund development will continue to be key priorities to generate visitation, awareness and meet self-generated revenue targets. Major gifts will continue to be a priority with a focus on the naming of new spaces and programs.
- A continued focus on innovative approaches to audience engagement, both onsite and online. This will include enhanced programming in the new Museum spaces; strategic partnerships to grow content, awareness and visitation; and digital engagement via the website, the mobile guide application and via social media.
- The *Canada: Day 1* travelling exhibit will continue its national tour and will be complimented by two smaller *Canada: Day 1* exhibitions in partnership with Immigration, Refugees and Citizenship Canada (IRCC) and Global Affairs Canada. One exhibit will travel to IRCC offices across Canada and the second will tour select foreign embassies. All three *Canada: Day 1* exhibits share first experience stories from immigrants and refugees, and gather additional stories for the Museum's collection.
- The *Empress of Ireland* exhibit, developed in partnership with the Museum of History, will be onsite at the Museum through November 2016. Public programming and education programs will complement this compelling exhibit and will attract visitors of all ages to the Museum.

FINANCIAL OVERVIEW

The Museum has sufficient funds for the planning period (2016-17 to 2020-21), but will face financial pressures in the longer term.

The Museum has been allocated a base of \$7,700,000 in operating appropriations. This amount has remained the same, despite the doubling of the Museum's size, the addition of new staff, and expanded programming to meeting the national mandate. In 2016-17 and beyond, personnel costs and the non-discretionary costs for the facilities (rent, Payment in Lieu of Taxes (PILT), utilities, repairs and maintenance) exceed the amount of the operating appropriations. This means that all funds for programming, operating expenses, and some capital requirements, must be covered by self-generated revenue.

Budget 2016 provided \$60 million in funding for national museums for delayed capital expenditures, of which \$930,000 will be allocated to the Museum over the planning period. Any capital expenditures required beyond this allocation will have to come from the unrestricted net assets, to the extent available.

The Museum has forecast increased revenue based on fund development, increased visitation and revenue from rental spaces and the gift shop, however the amount that can be raised will not be sufficient to meet ongoing operating and capital costs in the longer term as costs increases are greater than the capacity to generate revenue.

2. MANDATE

This section contains an overview of the Museum’s governing legislation, mandate and public policy role and governance structure.

GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

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

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

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

As a Crown corporation and a member of the Canadian Heritage Portfolio, the Museum also contributes to the achievement of the Federal Government’s broad policy objectives including the outcome of “a vibrant Canadian culture and heritage”. Its primary public policy role is articulated in the preamble of the *Museums Act*, which states that, “Each [National Museum]:

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

The Museum is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act*. This means that, among other requirements, it must develop and submit annually to the government a Corporate Plan, a Summary of the Corporate Plan (which is tabled in Parliament) and an Annual Report.

Its financial statements are audited by the Office of the Auditor General and, once every ten years, the corporation is subject to a Special Examination — an independent and objective assessment of the corporation’s management systems and practices.

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

3. CORPORATE PROFILE

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 368,000 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

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

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

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

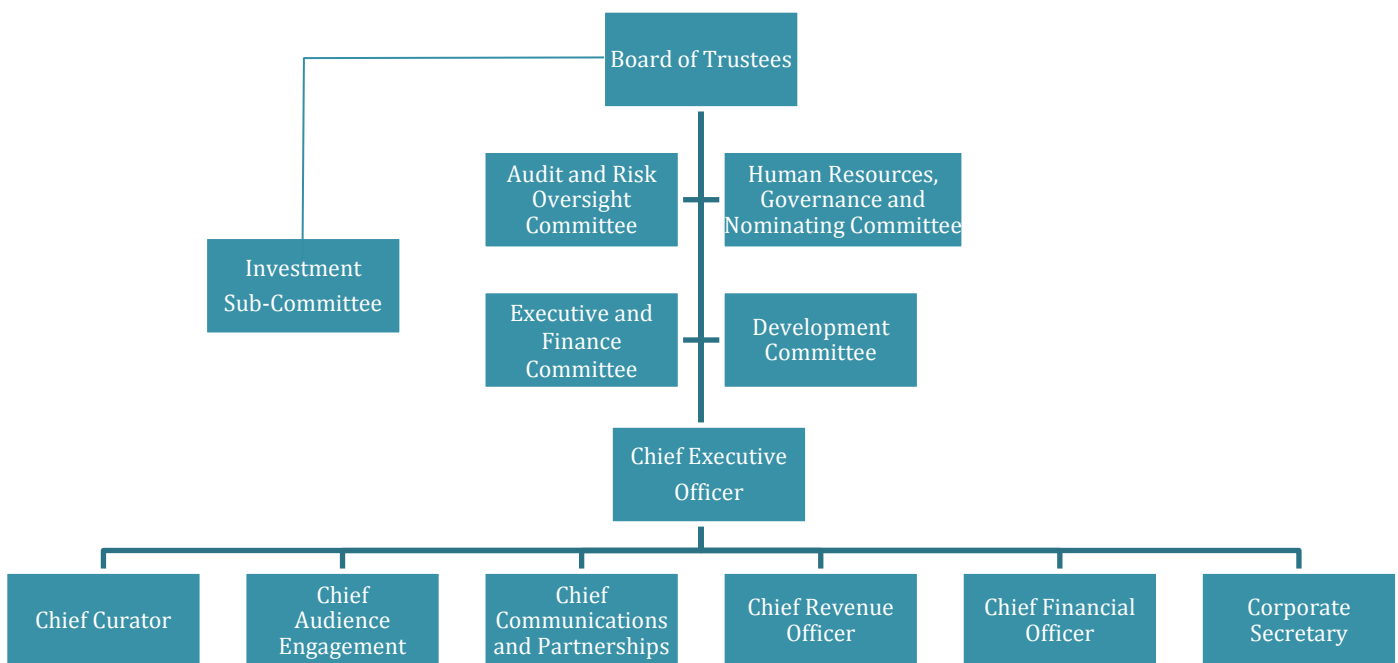
GOVERNANCE

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

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 arrived 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

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

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 provincial tourism market, which increased by 6% in 2015.

In 2015-16, the largest proportion of the visitors to the Museum originated from Ontario (31%) while 18% of visitors were from Nova Scotia, 4% from the other Atlantic provinces, 9% from Alberta, and 6% from British Columbia. In 2014-15 and 2015-16, the Museum ran a "See and Do" campaign to attract more local visitation.

An additional 53,765 people experienced the Museum in 2015-16 through events, school trips, public programs and the Scotiabank Family History Centre. The Museum is working closely with local and national tourism partners to leverage opportunities for cross-promotion and to showcase the Museum as a "signature experience" when visiting the province or the country. Total visitation is forecast at 99,000 for 2016-17.

Pier 21 is well-located at the heart of the Halifax Seaport. 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 disembarking just outside the Museum's doors. Efforts continue to capitalize on this market.

INTERNAL ENVIRONMENT

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 compelling new exhibitions, the rich content available on the website and the unique visitor experience are all tremendous assets. Equally valuable are the Museum's location and the historic significance of the facilities that house it.

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

The Museum is a highly values-based organization. Staff and volunteers are extremely knowledgeable and share a strong commitment to public service and giving back to the community. There is a strong sense of team and horizontality. And while formal structures exist, work is organized in a cross-functional way that reflects the deeply-held belief that staff and volunteers have a significant

contribution to make in determining the Museum's plans and activities – regardless of level, seniority or functional unit.

A STRONG AND GROWING COLLECTION

The Museum has a large and growing collection of research and documentary materials. In addition to the popular Scotiabank Family History Centre's over 1,700 books and 300 films, the Museum's collections contain over: 2,600 written stories; 1,100 oral histories; 1,445 artifacts; 57 linear feet of archival documents; and over 27,500 digital images, which include scans of photographs, newspaper clippings, immigration-related documents and ship memorabilia on immigration and the Second World War. This material has tremendous emotional depth, tied as closely as it is with the individual stories that Canadians have shared.

Images and first-hand accounts of immigrants, veterans and former staff and volunteers of Pier 21 breathe life into the Museum's research holdings. Both the oral history collection and the image collection are used by researchers, writers, filmmakers, school children preparing heritage projects and families searching a connection with their past. To facilitate access to these collections, staff at the Scotiabank Family History Centre offer reference services to anyone who visits, e-mails, calls or writes.

The Museum has been expanding its collection to reflect its broader mandate. Over the past four years, oral history researchers have travelled across Canada gathering immigration stories. These stories are being used in the new permanent exhibition, online and for current and future travelling exhibits. At the same time, an important and intensive multi-year project is underway to catalogue the entire collection for ease of access both onsite and online, in keeping with the mandate to be accessible to all Canadians.

STRONG RELATIONSHIPS AND COMMUNITY OUTREACH

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 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 popular Canada Day celebration.

OPERATING TRENDS

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, annual giving and the new Pier 21 Club. To support these efforts the Museum has reorganized, creating a senior position solely responsible for revenue generation.

The Museum has sufficient funds for the planning period but is facing financial pressures in the longer term. The Museum's operating appropriations of \$7,700,000 have remained the same, despite the doubling of the Museum's size, the addition of new staff, and expanded programming to meeting the national mandate.

In 2016-17 and beyond, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) exceed the amount of the operating appropriations. This means that all funds for programming, operating expenses and some capital requirements must be covered by self-generated revenue. And while the Museum has forecast increased revenue based on fund development, increased visitation and revenue from rental spaces and the gift shop, the amount that can be raised has limitations.

5. OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

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, 2017	Key Performance Measures
<p>By the end of the planning period, 85% of 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.</p> <p>The artifact and image collection will also be catalogued by 2018. 5,000 items from the digital image collection will be available online by March 2018.</p> <p>A comprehensive approach to gathering oral histories — in conjunction with the travelling exhibition and other community outreach efforts — will produce a rich resource for all Canadians.</p>	<ul style="list-style-type: none"> 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. Efforts will be focussed on areas identified in the research plan. 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. Commence research and begin development of a book on Pier 21, to be published in 2019-20. Partner with academic institutions to further the research plan and develop innovative programs and courses. 	<ul style="list-style-type: none"> Qualitative reports on the extent to which the collection expands, consistent with the Interpretive Plan and the Collection Policy. Existing artifacts and archival images will be catalogued as follows: <ul style="list-style-type: none"> 90% by March 2016 95% by March 2017 100% by March 2018 The oral history and story collections will be accessible online as follows: <ul style="list-style-type: none"> 50% by March 2017 70% by March 2018 75% by March 2019 80% by March 2020 85% by March 2021 The digital image collection will be accessible online as follows: <ul style="list-style-type: none"> 2,500 images by March 2017 5,000 images by March 2018 Outline for book on Pier 21 developed, content research and writing underway. Two academic partnerships developed in 2016-17.

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, 2017	Key Performance Measures
<p>The Museum's onsite content and programming will fully reflect the Museum's mandate to cover the story of immigration to Canada.</p> <p>The Museum's first travelling exhibition, <i>Canada: Day 1</i>, will continue to travel across Canada through 2017. The exhibit is a major tool for audience engagement and adds to the collection through stories gathered at host sites and virtual applications.</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"> • National tour of the first travelling exhibit, <i>Canada: Day 1</i>, continuing through 2017. • Launch two mini <i>Canada: Day 1</i> exhibits developed with Immigration, Refugees and Citizenship Canada (IRCC) that will tour IRCC sites across Canada and one that will travel to embassies through Global Affairs Canada. • Host public programming in regions where <i>Canada: Day 1</i> is presented providing a unique opportunity to reach new audiences and meet potential story donors and oral history interview subjects across the country. • Host the <i>Empress of Ireland</i> temporary exhibit, in partnership with the Canadian Museum of History, with complementary public and education programs. • Increase online content by 20% to more fully reflect the diversity of the immigration experience in Canada. • Implement a digital engagement strategy to build online engagement with local, national and international audiences that is planned, interactive and experiential. • 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. 	<ul style="list-style-type: none"> • Permanent, travelling and temporary exhibits will continue to receive positive audience feedback for quality and visitor engagement and will be accessible in both Official Languages. • Host two public programs in regions where <i>Canada: Day 1</i> is presented. • Deliver three public programs and one comprehensive school module for <i>Empress of Ireland</i>. • 20% refresh rate (updated content) on the website in each of the next three years. • Digital engagement strategies will increase unique web visitors by 10% in 2016-17 and in each of the next four years. • Host six <i>Diversity Spotlight</i> events in 2016-17.

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, 2017	Key Performance Measures
<p>Build on the opportunities presented by the expanded Museum to attract new and repeat visitors.</p> <p>Further enhance the visitor experience through the Scotiabank Family History Centre, targeted and experiential programming, and 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.</p>	<ul style="list-style-type: none"> • Build on the excitement generated by the expansion and ensure plans continue to create and build excitement, and generate visitation, both locally and nationally. • Ensure the online experience reflects the expanded Museum. • Collect qualitative and quantitative visitor data and act on key findings. • Continue the successful guest speaker series to attract new and repeat visitors to the Museum. • Launch the new Artist in Residence program, adding a unique element to the Museum experience, offering programming opportunities, and attracting visitors. • 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. 	<ul style="list-style-type: none"> • 60,000 paid visitors and 4,740 school children in 2016-17. • Deliver 20 public programs to 7,100 participants. • 20,000 visitors to the Scotiabank Family History Centre. • 99,000 visitors experiencing the museum onsite and 394,389 online. • Over 275,000 people visiting the National Historic Site in 2016-17. • 90% of visitors surveyed report a satisfying or very satisfying rating of their museum experience.

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, 2017	Key Performance Measures
<p>A comprehensive marketing and communications approach will raise awareness across the country and drive virtual and onsite attendance.</p> <p>The Museum will take a relationship-based approach in all that we do, identifying opportunities and working with others to leverage awareness and revenue generation opportunities.</p> <p>This includes the Museum’s role in Canada’s 150th anniversary celebrations in 2017, where the Museum has its own project and will also work with partners as appropriate.</p>	<ul style="list-style-type: none"> • Implement an integrated marketing and communications plan for the Museum, leveraging partnership opportunities locally and nationally. • 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. • Continue to promote the innovative <i>Canada: Day 1</i> mobile guide app to complement the exhibit experience and extend its reach. • Continue to grow the mailing list through active offer to Museum patrons and build audience engagement through the monthly e-newsletter. • Leverage opportunities for revenue generation and public awareness in conjunction with: <ul style="list-style-type: none"> – The roll-out of the travelling exhibit, <i>Canada: Day 1</i>. – Canada’s 150th anniversary celebrations. – The <i>Empress of Ireland</i> temporary exhibit. – National events taking place in Nova Scotia that have a connection with our mandate. • Formalize blogger relations and travel writer outreach program. 	<ul style="list-style-type: none"> • Positive media coverage in <i>Canada: Day 1</i> locations. • Positive response to the mobile guide app as evidenced by downloads and user feedback. • Increase e-newsletter subscriptions from 2,100 to 2,700. • 20% refresh rate (updated content) on the website in each of the next three years to ensure content is current and of high quality. • Reach out to 20 bloggers and 12 travel writers in 2016-17 to increase network and online presence.

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, 2017	Key Performance Measures
<p>Maintain a workplace where employees are engaged, empowered, entrepreneurial and passionate about the Museum's mandate and mission.</p> <p>To continue to recruit, engage and develop volunteers in a way that reflects the Museum's mandate.</p> <p>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.</p>	<ul style="list-style-type: none"> Continue to implement a performance management program across the corporation that recognizes results and the Museum's core values. Provide ongoing opportunities for volunteer engagement, development and appreciation of the important role they play in the Museum's success. Offer room for advancement and learning within the organization, supported by training, development and education opportunities, including a focus on language training. 	<ul style="list-style-type: none"> 75% of employees participating in professional development and educational opportunities. 70% of staff are either bilingual or are participating in language training (English and French). 95+ volunteers contributing more than 2,500 hours.

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, 2017	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"> 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. Continue to refine and implement the Enterprise Risk Management approach across the organization. Ongoing implementation of the Directive on Travel, Hospitality, Conference and Event Expenditures. Implement the internal audit plan and act on key findings. Hold the Museum's fifth Annual Public Meeting, which all Crown corporations are required to hold as a good governance practice, in October 2016. 	<ul style="list-style-type: none"> No negative reports from the Office of the Auditor General related to corporate governance. The Directive on Travel, Hospitality, Conference and Event Expenditures is implemented appropriately (as verified by the Auditor General) and all disclosure and reporting requirements are being met. Complete internal audits according to plan. Implement the findings and recommendations as identified. Continuing positive results from the Board of Directors' annual governance self-assessments. High level of engagement and strong attendance (100+) at the Museum's Annual Public Meeting.

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, 2017	Key Performance Measures
<p>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.</p> <p>The Museum will continue to be fiscally responsible, to deliver its mandate within its budget, and will strive to meet self-generated revenue targets.</p>	<ul style="list-style-type: none"> • Leverage opportunities for revenue generation and public awareness in conjunction with the expanded Museum. • Identify, cultivate and solicit major gift donors for new Museum spaces and programs. • Continue to steward past/current donors to the Museum. • Continue the popular <i>Fascinating Canadian</i> and <i>California Wine Dinner</i> fundraisers in 2016-17. • Continue to grow planned giving as well as the Pier 21 Club, a mid-level donor program. • Continue to work with sister national museums on shared services, opportunities for collaborative promotions and shared programming. 	<ul style="list-style-type: none"> • Increase the Museum’s total self-generated revenues to \$2,482,000 in 2016-17 (representing 32.2% of operating appropriations), growing to \$2,975,000 by the end of the planning period (38.6% of operating appropriations). • Achieve fund development targets of \$1,165,200 in 2016-17. • 42 members in the Pier 21 Club who are both donors and ambassadors for the Museum. • No negative feedback from the Office of the Auditor General on the Corporation’s governance, resource and risk management practices and its financial controls.

ACCOMMODATION

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, 2017	Key Performance Measures
<p>The Museum facilities provide suitable and accessible space for visitors, staff, volunteers and programming.</p> <p>Museum spaces are maintained and operated in a manner that is reflective of the significant expansion investment, efficient, and respectful of the heritage status of the site.</p>	<ul style="list-style-type: none"> • Replace the aging escalator with a new stairwell, improving access and safety. • Ensure new exhibit spaces, displays and technology meet all appropriate requirements and expectations and are operating as anticipated. • Continue to manage contracts in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk-management practices throughout. 	<ul style="list-style-type: none"> • The escalator replacement project is completed on time and on budget, with minimal impact on visitor experience. • Museum spaces meet standards for air quality and environmental health and safety. • Contracts meet Museum and government requirements.

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, 2017	Key Performance Measures
<p>The Museum spaces available for public purposes are 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>Exhibits can 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"> • 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. • 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. 	<ul style="list-style-type: none"> • Continued compliance with all applicable codes and zero accidents. • All visitors will have access to public areas of the Museum facility regardless of physical challenge, and are able to fully engage in the onsite Museum experience. • Exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.

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

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, 2017	Key Performance Measures
<p>The Museum will continue to build its network(s) and will take a relationship based approach leveraging opportunities to grow awareness, visitation, content, programming and revenue.</p>	<ul style="list-style-type: none"> Host public programming 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. 	<ul style="list-style-type: none"> Expanded diversity of online and in-house content resulting from an increase in quality collaboration with key stakeholders.
<p>The Museum will collaborate with local, provincial and national tourism departments and organizations and be viewed as a valuable piece of the tourism landscape.</p>	<ul style="list-style-type: none"> Host the <i>Empress of Ireland</i> exhibit in partnership with the Canadian Museum of History. 	<ul style="list-style-type: none"> Positive reviews from Francophone organizations and by the Office of the Commissioner of Official Languages.
<p>Work with Official Language stakeholders will strengthen linguistic duality in the region.</p>	<ul style="list-style-type: none"> Attain Signature Experience status through Destination Canada, denoting the Museum as one of a select group of “once-in-a-lifetime travel experiences” found only in Canada. Continue to implement the Community Engagement Strategy, a strategic approach to community engagement that will develop new audiences across Canada. 	<ul style="list-style-type: none"> Implementation of the community engagement strategy results in strengthened partnerships with the tourism sector, community partners, the academic community and other key stakeholders. Activate six major partner agreements (new or returning) in 2016-17.

6. FINANCIAL STATEMENTS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2016-17 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.

1. FINANCIAL OVERVIEW

The table below outlines the Museum's forecast for the five year period from 2016-17 to 2020-21. The Museum requires an operating budget of \$10.5 million, and a capital budget of \$200,000 for 2016-17. The operating budget increases are primarily related to increased costs for rent, utilities and personnel. The increases in capital are explained below in section 4.

The Museum has been allocated appropriations of \$7.7 million per year. Self-generated revenue, allocations from the endowment fund, and the utilization of unrestricted net assets are sufficient to fund the Museum's requirements for 2016-17 and 2017-18. However, the Museum is forecasting a deficit in 2018-19 and beyond as expenditures grow at a rate that exceeds realistic self-generated revenue targets.

Table 1: Funding Required

(dollars)	2014-15 Actuals	2015-16 Actuals	2016-17 Budget	2017-18	2018-19	2019-20	2020-21
				Projections			
TOTAL FUNDING REQUIRED							
Operating	9,227,800	9,984,100	10,482,000	10,534,900	10,646,200	10,741,200	10,847,800
Capital	2,200,000	-	200,000	140,000	450,000	100,000	110,000
	11,427,800	9,984,100	10,682,000	10,674,900	11,096,200	10,841,200	10,957,800
LESS:							
Other revenues (net)	(2,252,100)	(1,814,200)	(2,482,000)	(2,834,900)	(2,849,500)	(2,870,700)	(2,975,000)
	(2,252,100)	(1,814,200)	(2,482,000)	(2,834,900)	(2,849,500)	(2,870,700)	(2,975,000)
Utilization of unrestricted net assets for capital purchases	-	-	-	(20,000)	(30,000)	-	(20,000)
Budget 2016 - capital allocation	-	-	(200,000)	(120,000)	(420,000)	(100,000)	(90,000)
Net result of operations	724,300	(469,900)	(300,000)	-	(96,700)	(170,500)	(172,800)
	724,300	(469,900)	(500,000)	(140,000)	(546,700)	(270,500)	(282,800)
GOVERNMENT FUNDING COMMITTED	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000

2. FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

2.1 PARLIAMENTARY APPROPRIATIONS

The Museum receives \$7,700,000 per year in operating appropriations. The Museum received approval for total capital appropriations of up to \$24,900,000 over the first five years from 2010-11 to 2014-15 to consolidate and expand the new Museum. The Museum expansion project was completed in June of 2015, and there are no additional capital appropriations forecast. The Museum will receive \$930,000 in additional funding through Budget 2016 for delayed capital expenditures, as explained in section 4.

2.2 SELF-GENERATED REVENUE

Table 2: Earned Revenues (net)

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Exhibition hall ticket sales	215,200	228,600	251,000	521,100	408,000	546,700	573,900	592,400	592,400	610,500
Programming	21,700	26,400	63,800	60,500	63,600	75,000	72,500	100,000	82,500	84,500
Family history centre	59,500	65,000	85,900	82,000	101,200	92,000	96,000	99,000	102,000	102,000
Gift shop	116,000	138,900	129,300	163,400	136,200	171,500	181,300	191,100	196,000	200,900
Hall rental	321,100	305,200	260,400	294,300	302,800	316,600	326,300	336,100	345,900	354,200
	733,500	764,100	790,400	1,121,300	1,011,800	1,201,800	1,250,000	1,318,600	1,318,800	1,352,100

Table 3: Paid Visitation

	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Visitor Attendance	37,000	35,000	35,000	60,000	49,600	60,000	63,000	65,000	65,000	67,000

Ticket sales revenues for 2016-17 are based on a target of 60,000 paid visitors in at an average ticket price of \$9, as well as revenue from school groups and visitors to the temporary exhibit. While visitation was less than forecast in the opening year, it is still at record levels and is expected to continue to grow based on the response to the new exhibits, growing awareness through marketing and communications efforts, and increased tourism to the province.

The target for paid visitation for 2016-17 has been set at 60,000, the same as the target for 2015-16. The Museum set ambitious visitation targets for the months after the Museum's reopening and while visitation is at record levels, actual results are less than budgeted. As a result, actuals were \$113,100 less for the 2015-16 fiscal year, largely offset by savings in expenditures. Much work is underway to attract new and repeat visitors to the Museum, and management is confident that these ambitious targets are achievable.

The Scotiabank Family History Centre provides genealogical and other research services both onsite and via mail/email. Revenue is generated from fees and sales of items such as ship photos. The reopening in 2015-16 generated an increase in awareness, and consequently, requests and revenue in this area exceeded budget in 2015-16. This demand is expected to continue in 2016-17 and beyond.

Increased visitation, combined with an enhanced online presence, is expected to increase gift shop sales as shown.

Rental revenue is also forecast to increase in 2016-17 and each of the next four years. Rental clients have responded positively to the new spaces and sales are expected to increase by approximately \$10,000 per year over the planning period based on additional client bookings.

Table 4: Contributed Revenues (net)

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Donations	365,400	355,900	538,700	1,342,100	607,500	1,165,200	1,523,900	1,394,900	1,415,900	1,436,900
Endowment	282,100	161,500	224,300	-	160,100	100,000	50,000	125,000	125,000	175,000
Interest and other	84,500	83,400	123,900	25,000	34,800	15,000	11,000	11,000	11,000	11,000
	732,000	600,800	886,900	1,367,100	802,400	1,280,200	1,584,900	1,530,900	1,551,900	1,622,900

Contributed revenue sources are donations, interest, and earnings from the endowment fund. Donation revenue, primarily through major gift fundraising, is a key priority for the Museum. The new Museum spaces and the related programming present unique opportunities for major gifts.

In 2015-16, the budget for donations was \$1,342,100 and actuals were \$607,500. The difference is attributed to a longer lead time than anticipated to secure named gifts for the new Museum spaces. It is expected that most of these gifts will be secured in 2016-17, where the budget is \$1,165,200, with pledge payments to continue over the subsequent four years. While major gifts is the key priority, fund development activities also include special event fundraising, annual giving, sales of commemorative bricks and plaques, and the Pier 21 Club – a mid-level donor program that has 21 members and is forecast to grow by an additional 21 in 2016-17.

Fund development will continue to be a key priority throughout the planning period, with targets in in the \$1.4 to \$1.5 million range for 2017-18 to 2020-21. These targets are based on current fund development projects and prospects: the estimated value of named spaces and programs, proven special event revenues and forecasts for planned giving, brick sales and targets for Pier 21 Club memberships.

Interest income represents interest earned on any cash balances. This amount decreases in 2016-17 and beyond as the funds for the capital expansion project have been spent. Endowment income represents net earnings on the endowment fund that can be utilized for Museum programming. The Museum will begin to draw on the endowment fund earnings in 2016-17 and subsequent years, as planned. In accordance with the *Endowment Spending Policy*, only earnings will be spent and the capital maintained.

Table 5: Other Revenues (net)

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Exhibition hall ticket sales	215,200	228,600	251,000	521,100	408,000	546,700	573,900	592,400	592,400	610,500
Programming	21,700	26,400	63,800	60,500	63,600	75,000	72,500	100,000	82,500	84,500
Family history centre	59,500	65,000	85,900	82,000	101,200	92,000	96,000	99,000	102,000	102,000
Gift shop	116,000	138,900	129,300	163,400	136,200	171,500	181,300	191,100	196,000	200,900
Hall rental	321,100	305,200	260,400	294,300	302,800	316,600	326,300	336,100	345,900	354,200
Donations	365,400	355,900	538,700	1,342,100	607,500	1,165,200	1,523,900	1,394,900	1,415,900	1,436,900
Endowment	282,100	161,500	224,300	-	160,100	100,000	50,000	125,000	125,000	175,000
Rent refund	-	-	574,800	-	-	-	-	-	-	-
Interest and other	84,500	83,400	123,900	25,000	34,800	15,000	11,000	11,000	11,000	11,000
	1,465,500	1,364,900	2,252,100	2,488,400	1,814,200	2,482,000	2,834,900	2,849,500	2,870,700	2,975,000

As shown in table 5, self-generated revenue from all sources totaled \$1,814,200 in 2015-16, or 24% of appropriations. In 2016-17, it is forecast to grow to \$2,482,000 or 32% of appropriations and will increase to \$2,975,000 at the end of the planning period. While significant, these revenues amounts, when combined with the \$7,700,000 in appropriations, may not be sufficient to cover operating expenditures in 2019-20 and beyond.

3. OPERATING BUDGET

3.1 OPERATING EXPENDITURES BY PROGRAM (PAA)

The Museum has three program areas:

PROGRAM 1: Visitor Experience and Connections

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

PROGRAM 2: Accommodation

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.*

PROGRAM 3: Internal Services

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

Table 6: Expenditures by Program

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Visitor experience and connections	2,604,300	3,522,900	3,404,400	3,746,900	3,013,500	3,423,400	3,322,100	3,332,600	3,270,900	3,236,400
Accommodation	3,682,400	3,627,000	3,884,300	5,062,300	5,280,800	4,943,800	4,919,700	4,957,500	5,050,100	5,139,860
Internal services	3,618,300	3,737,700	3,671,000	4,618,700	4,300,700	4,358,600	4,479,300	4,546,200	4,637,900	4,699,200
	9,905,000	10,887,600	10,959,700	13,427,900	12,595,000	12,725,800	12,721,100	12,836,300	12,958,900	13,075,460

The Visitor Experience and Connections program aims to give the Museum’s audience access to rich content and programming that reflects the diverse experiences and contributions of immigrants throughout Canada’s history.

It is also designed to engage Canadians extensively in building and exploring these key themes by encouraging them to share their stories and to research their own family’s immigration story. The Museum conducts research and presents vibrant studies of immigration to Canada through a wide variety of layered mediums including: permanent and temporary exhibitions; onsite and outreach programs; travelling exhibitions; publications; virtual exhibitions; and other web and social media tools.

Section 5 of this corporate plan outlines key strategies, activities and performance measures for this program area. The budget for this program for 2015-16 was \$3,746,900 with actuals of \$3,013,500. The difference is attributable to funds allocated for exhibit modifications, now planned for future years. Expenditure projections for 2016-17 and the remainder of the planning period are consistent in the range of \$3.2 to \$3.4 million.

The Accommodation program provides secure and functional facilities that meet all safety and building code requirements including a renovated Museum facility that furthers the vision and mandate of the Museum. It ensures that the Museum's leased facilities support the realization of the Museum's mandate; contribute to a rich, welcoming and engaging visitor experience; and are safe, secure and accessible. Capital improvements to the facilities optimize the use of the space for public programming, are managed prudently and respect the historic nature of the site. Accommodation includes leasehold improvements and building operations, including security.

Section 5 of this corporate plan outlines key strategies, activities and performance measures for this program area. The budget for this program for 2015-16 was \$5,062,300 with actuals of \$5,280,800. The variance is attributable to the increase in amortization offset by certain security costs related to the renovation that were not utilized and lower than expected PILT and lease related expenses. The increase over prior years is primarily due to the doubling of exhibit space with the Museum expansion. Expenditures are predicted to remain consistent at the \$5 million dollar level for 2016-17 through the end of the planning period.

The Internal Services program includes groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of the organization. Internal services include only those activities and resources that apply across an organization and not to those provided specifically to a program. The Museum also includes its development and fundraising activities as well as the gift shop and facility rentals within the Internal Services program.

Expenditures included in internal services include costs related to: the board and governance; management and oversight; marketing and communications; human resources (including all training and professional development); financial management; information management; information technology; procurement; and travel and other administrative services.

Section 5 of this corporate plan outlines key strategies, activities and performance measures for this program area. The budget for this program area for 2015-16 was \$4,618,700 with actuals of \$4,300,700. The variance is attributable to professional development and training less than anticipated; board costs lower than budgeted because the board was not at full complement and there was a reduction in face-to-face meetings; savings in general administration costs; and costs for the opening event that were less than budgeted.

The increase over prior years is due to an increase in staff costs, (see section 3.2.2) and increased costs to meet fund development targets. Expenditures are predicted to increase slightly from \$4.4 million to \$4.7 million over the planning period, primarily due to increasing human resources costs.

Table 7: Internal Services

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Internal services										
Hospitality expenses	-	1,500	7,300	13,800	33,500	11,700	12,000	12,000	12,000	12,000
Marketing, promotion and re	279,800	505,600	342,500	603,300	692,500	317,000	319,400	320,200	321,000	322,000
Museum opening costs	-	-	-	75,000	54,800	-	-	-	-	-
Office supplies and adminis	197,200	123,900	123,900	190,980	163,900	205,500	198,100	203,900	205,700	206,500
Operating supplies and serv	147,800	89,000	57,400	153,490	99,300	140,100	159,400	120,300	137,000	117,000
Personnel costs	2,565,100	2,680,200	2,756,100	3,014,130	2,905,700	3,077,900	3,169,000	3,262,900	3,332,400	3,408,300
Professional and special services	276,400	175,100	201,800	285,000	187,700	326,500	350,000	350,000	350,000	350,000
IT	36,600	37,400	43,600	75,750	52,700	77,300	78,800	80,400	82,000	83,600
Travel expenses	71,900	84,300	105,500	173,050	75,800	167,600	156,500	159,300	159,500	160,200
Utilities (phone)	43,500	40,700	32,900	34,200	34,800	35,000	36,100	37,200	38,300	39,600
	3,618,300	3,737,700	3,671,000	4,618,700	4,300,700	4,358,600	4,479,300	4,546,200	4,637,900	4,699,200
Revenue generation costs included under Internal services										
Hospitality expenses	-	600	2,900	5,900	2,100	6,000	6,000	6,000	6,000	6,000
Marketing, promotion and re	22,600	14,200	17,200	19,500	15,500	19,500	24,000	24,500	25,000	25,500
Office supplies and adminis	4,900	20,800	9,100	14,700	11,200	14,070	13,900	14,000	15,200	15,200
Operating supplies and serv	22,600	44,300	25,000	67,750	41,700	43,200	42,500	42,500	44,500	44,500
Personnel costs	716,500	722,700	697,800	724,300	754,500	820,680	841,500	863,100	885,500	903,460
Professional and special services	12,900	700	1,500	8,000	100	6,000	5,000	5,000	5,000	5,000
Travel expenses	8,100	7,500	12,000	21,300	15,600	28,300	29,200	29,500	29,700	30,400
	787,600	810,800	765,500	861,450	840,700	937,750	962,100	984,600	1,010,900	1,030,060

It is important to note that costs for revenue generating activities (fund development, gift shop and hall rentals) are included in internal services and should not be considered overhead costs. These costs (detailed in table 7) total \$937,750 in 2016-17, representing 22% of the total internal services budget. For the remainder of the planning period, these costs continue to represent approximately 22% of the total internal services budget.

3.2 OPERATING EXPENDITURES

3.2.1 BUILDING OPERATIONS

Table 8: Building Operations Expenses

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Rent	1,177,600	1,073,700	1,298,400	1,613,700	1,612,000	1,640,000	1,644,900	1,650,000	1,655,100	1,705,800
Repairs and maintenance and building operation	496,100	305,200	343,700	516,050	396,255	457,500	470,400	488,400	562,200	486,700
Utilities	242,400	265,800	246,800	341,700	341,800	373,300	385,500	398,100	411,200	425,000
Payments in lieu of taxes (PILT)	133,800	139,500	165,900	200,000	179,400	220,000	225,000	230,000	235,000	235,000
Building operations expenses	2,049,900	1,784,200	2,054,800	2,671,450	2,529,455	2,690,800	2,725,800	2,766,500	2,863,500	2,852,500
Amortization of capital assets	1,610,800	1,762,800	1,731,900	2,339,600	2,610,900	2,243,800	2,186,200	2,190,100	2,217,700	2,227,660
Building operations expenses including amortization	3,660,700	3,547,000	3,786,700	5,011,050	5,140,355	4,934,600	4,912,000	4,956,600	5,081,200	5,080,160

Building operations costs are approximately \$5 million per year for the Museum. The largest expenditure area is rent at \$1.6 million in 2016-17, growing slightly each year mainly due to a cost of living escalator on common area costs. It should be noted that the Museum is a tenant of the Port of Halifax, therefore it does not directly incur costs for roads, grounds, property maintenance, etc. However the Museum does pay common area costs as part of its rent. Rent, and the other non-discretionary costs for facilities, are expected to total \$2,690,800 in 2016-17, growing to \$2,852,500 by the end of the planning period. This represents a significant and growing financial pressure for the

Museum, representing 21% of the Museum’s total budget in 2016-17 and 35% of appropriations. In 2020-21, this grows to 22% of the total budget and 37% of appropriations.

PILT does not yet represent a significant financial pressure for the Museum, as is the case for other national museums. It should be noted that PILT for the Museum (and other federal sites) is under review by the city of Halifax and could increase. The timing and amount of such an increase cannot be predicted.

A non-discretionary fixed cost, PILT is compensation paid to municipalities for the losses of property taxes incurred for Crown-owned properties, which are not subject to taxation. In 1996, Treasury Board approved a management regime that devolved the responsibility for funding PILT from Public Works and Government Services Canada (PWGSC) to individual organizations. Unlike PWGSC, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriation to reflect PILT increases. It was anticipated that this could eventually pose challenges to small cultural organizations like museums. Discussions continue with Central Agencies, PWGSC and other relevant departments to find an appropriate solution to this issue.

3.2.2 PERSONNEL

Personnel costs are the other significant financial expenditure for the Museum, with actuals of \$5,448,500 for 2015-16, growing to \$5,654,800 in 2016-17 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments.

Table 9: Personnel

	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Personnel costs (dollars)	4,294,700	4,828,800	5,091,500	5,604,730	5,448,500	5,654,800	5,841,800	5,952,200	6,085,700	6,220,600
Visitor experience and connections	19	23	24	27	26	26	26	26	26	26
Internal services	26	27	27	27	27	27	27	27	27	27
Accommodation	1	2	2	2	2	2	2	2	2	2
Total FTEs	46	52	53	56	55	55	55	55	55	55

In 2015-16, the Museum added three new positions: an additional reference coordinator and two interpreters for the expanded Museum.

In November of 2015, the Museum reorganized to reflect current and future requirements. Marketing, communications and development responsibilities were previously in one department under one director. They have been separated into a Communications and Partnerships team and a Revenue Generation team, each led by a senior director. This will enable these two crucial areas to focus on their respective responsibilities to achieve ambitious visitation and fund development targets.

As part of this reorganization, three positions were eliminated. One position was in the web development area, reflecting changing technologies and approaches, and two were in the education area where programming will now be offered through the visitor experience team. An additional interpreter position was added to the visitor experience team reflecting this change.

This leaves the Museum with 55 full-time equivalent employees at the end of 2015-16 and for 2016-17, one less than the forecasted full complement. While there are no immediate plans to staff this position, senior management will continue to assess and evaluate operational requirements in conjunction with the financial position over the 2016-17 fiscal year.

3.2.3 TRAVEL AND HOSPITALITY

Table 10: Travel and Hospitality Expenses

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Travel expenses				235,650	134,600	238,100	224,700	226,300	224,500	225,200
Hospitality expenses				16,800	42,500	14,700	15,000	15,000	15,000	15,000
	102,000	142,600	168,900	252,450	177,100	252,800	239,700	241,300	239,500	240,200

The Museum is implementing the *Directive on Travel, Hospitality, Conference and Event Expenditures*. The Museum also changed how some expenses are presented to make the expenses more transparent. Some travel and hospitality expenditures were previously allocated to the program activity they supported but are now being reported as a total. Also, for 2014-15 and prior, hospitality and travel were presented in one budget line.

Travel costs are primarily attributable to travel for fund development activities, *Canada: Day 1* as it moves across Canada, the oral history program, and Board of Trustee meetings twice per year.

Hospitality is projected at a consistent level of \$15,000 per year for the planning period.

3.2.4 EXHIBITS AND PROGRAMMING

Table 11: Exhibits and Programming

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Exhibition and programming	368,700	1,147,400	803,900	888,200	353,300	628,100	420,700	448,300	280,800	278,000
Operating supplies and services	481,200	269,200	331,500	295,500	179,100	212,300	221,000	196,000	205,000	207,800
	849,900	1,416,600	1,135,400	1,183,700	532,400	840,400	641,700	644,300	485,800	485,800

The exhibits and programming budget includes all programming done by visitor experience, public programming, the oral history program; all costs related to the permanent, temporary and travelling exhibits; as well as all collections related costs. In 2015-16, the budget was \$888,200 and actuals were \$353,300. This variance is primarily attributable to exhibit modifications, now planned for 2016-17.

The exhibition and programming budget decreases in 2019-20 and 2020-21 as the Museum does not plan to have a new travelling exhibit at this time.

The operating supplies and services budget reflects operating costs for programming activities with forecasts in the range of \$200,000 per year in 2016-17 and beyond. This includes costs for French translation and editing, videographers, space for the oral history interviews, and costs related to the customer satisfaction survey.

4. 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 Crown corporation's formation.

Table 12: Annual Capital Appropriations (\$ millions)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Planned	1.723	7.525	2.25	10.75	2.2	-	-	TBD	TBD	TBD	TBD
Revised	0.723	8.525	2.25	10.75	2.2	-	-	TBD	TBD	TBD	TBD

A capital budget has been prepared for the period from 2016-17 to 2020-21 to cover minimal ongoing capital requirements. It should be noted that the Museum is a tenant of the Port of Halifax, and as such, does not have many of the same capital responsibilities and requirements as the other Museums.

The Museum has not been allocated any appropriations for capital for 2015-16 onwards; however Budget 2016 provided \$60 million in funding for national museums for delayed capital expenditures, of which \$930,000 will be allocated to the Museum. Any capital expenditures required beyond this allocation will have to come from the unrestricted net assets, to the extent available. The Museum's capital budget to 2021 is outlined in Table 13 below.

Table 13: Annual Capital Budget

(dollars)	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Projections			
Leasehold improvements	30,000	2,488,000	150,000	-	350,000	-	-
Permanent exhibit	20,000	125,000	30,000	70,000	70,000	100,000	90,000
Equipment	50,000	27,000	20,000	70,000	30,000	-	20,000
	100,000	2,640,000	200,000	140,000	450,000	100,000	110,000

In 2015-16, the Museum's capital budget was \$100,000 for information technology updates and renovations to the oral history editing suite. The Museum did not proceed with the oral history editing suite as it was more efficient to rent space when required. Actuals were mainly for the completion of the expanded Museum.

There was one major capital project in 2015-16 and continuing into 2016-17 – the replacement of the aging escalator with stairs. This replacement is expected to save the Museum approximately \$25,000 per year in direct repairs and maintenance costs.

For 2016-17 to 2020-21, the Museum has forecast a capital budget of \$1,000,000 for necessary replacements and updates. In Budget 2016, the Government provided a capital allocation of \$60 million over five years for all national museums for deferred capital projects, of which \$930,000 has been allocated to the Museum. Budgeted capital expenditures are the completion of the escalator replacement project, washroom renovations, an information management system and technology and

exhibit updates which, because of their cost or nature, are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

It should be noted that while the Museum can manage the remainder of its capital needs for the planning period (barring any significant unforeseen issues), capital pressures will become an issue in the longer term. The Museum has developed a long term capital plan that extends beyond this planning period. However requirements are difficult to predict given the age of the building and the fact that this is the first year of operation with new spaces, exhibits and technology.

5. FINANCIAL SUSTAINABILITY

The Museum has sufficient funds for the planning period but will face increased pressure in the longer term. The Museum is confident that it can manage with existing resources for the planning period based on ambitious fund development, increased visitation and revenue generation resulting from the expanded Museum, and stringent expense management.

Table 14: Operating Revenue Sources and Amounts

(dollars)	2012-13	2013-14	2014-15	2015-16		2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Actuals	Budget	Actuals	Budget	Projections			
Government funding	7,726,500	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Other revenues	1,465,500	1,364,900	2,252,100	2,488,300	1,814,200	2,482,000	2,834,900	2,849,500	2,870,700	2,975,000
Expenses	(8,287,600)	(9,124,800)	(9,227,800)	(11,088,300)	(9,984,100)	(10,482,000)	(10,534,900)	(10,646,200)	(10,741,200)	(10,847,800)
Net result of operations	904,400	(59,900)	724,300	(900,000)	(469,900)	(300,000)	-	(96,700)	(170,500)	(172,800)

The excess of expenses over revenues between 2015-16 and 2020-21 will be covered by the unrestricted net assets. These unrestricted net assets were primarily the result of a delay in the formation of the corporation in 2010-11 and the resulting timing of expenditures.

In 2016-17, the \$7,700,000 in appropriations will be sufficient to cover a significant portion of the total personnel costs and the non-discretionary costs to operate the building (totaling \$8,337,600). As the Museum is able to generate approximately 23% of the total funding required, it is able to fund the operating gap for the next two years; however, this may not be sustainable over the longer term. In 2018-19 to 2020-21, the Museum anticipates a small deficit that will continue to grow each year as costs increase and funding levels do not follow suit. For this planning period, the deficit can be covered by the unrestricted net assets. While this is not an imminent pressure the Museum is closely monitoring the situation.

7. PRO FORMA FINANCIAL STATEMENTS

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2016-17 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2015 TO MARCH 31, 2021

(dollars)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Budget	Projections			
ASSETS							
Current Assets							
Cash	6,577,000	2,936,000	2,204,000	2,189,000	2,057,300	1,876,800	1,684,000
Accounts receivable	1,210,000	194,000	45,000	40,000	45,000	45,000	45,000
Inventory	110,000	151,000	170,000	170,000	170,000	180,000	180,000
Prepaid expenses	64,000	57,000	15,000	15,000	15,000	15,000	15,000
	<u>7,961,000</u>	<u>3,338,000</u>	<u>2,434,000</u>	<u>2,414,000</u>	<u>2,287,300</u>	<u>2,116,800</u>	<u>1,924,000</u>
Other Assets							
Endowment cash and investments	7,800,000	7,846,000	8,409,000	8,487,000	8,487,000	8,487,000	8,487,000
Capital assets	19,751,000	19,781,000	17,736,800	15,670,600	13,900,500	11,782,800	9,645,140
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	<u>27,552,000</u>	<u>27,628,000</u>	<u>26,146,800</u>	<u>24,158,600</u>	<u>22,388,500</u>	<u>20,270,800</u>	<u>18,133,140</u>
TOTAL ASSETS	<u>35,513,000</u>	<u>30,966,000</u>	<u>28,580,800</u>	<u>26,572,600</u>	<u>24,675,800</u>	<u>22,387,600</u>	<u>20,057,140</u>
LIABILITIES AND NET ASSETS							
Accounts payable and accrued liabilities	2,205,000	729,000	250,000	250,000	250,000	250,000	250,000
Deferred revenues	69,000	193,000	70,000	70,000	70,000	70,000	70,000
Deferred contributions related to capital assets	22,393,000	19,783,000	17,736,800	15,670,600	13,900,500	11,782,800	9,645,140
	<u>24,667,000</u>	<u>20,705,000</u>	<u>18,056,800</u>	<u>15,990,600</u>	<u>14,220,500</u>	<u>12,102,800</u>	<u>9,965,140</u>
Net Assets							
Unrestricted	3,033,000	2,402,000	2,102,000	2,082,000	1,955,300	1,784,800	1,592,000
Internally restricted	282,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	7,531,000	7,507,000	8,070,000	8,148,000	8,148,000	8,148,000	8,148,000
	<u>10,846,000</u>	<u>10,261,000</u>	<u>10,524,000</u>	<u>10,582,000</u>	<u>10,455,300</u>	<u>10,284,800</u>	<u>10,092,000</u>
TOTAL LIABILITIES AND NET ASSETS	<u>35,513,000</u>	<u>30,966,000</u>	<u>28,580,800</u>	<u>26,572,600</u>	<u>24,675,800</u>	<u>22,387,600</u>	<u>20,057,140</u>

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
2016-17 CORPORATE PLAN
 PRO FORMA STATEMENTS OF OPERATIONS
 FOR THE YEARS ENDING MARCH 31, 2015 TO MARCH 31, 2021

(dollars)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Budget	Projections			
GOVERNMENT FUNDING							
Parliamentary appropriations	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Budget 2016 - capital allocation	-	-	200,000	120,000	420,000	100,000	90,000
Amount used to purchase depreciable assets	(2,200,000)	-	(200,000)	(120,000)	(420,000)	(100,000)	(90,000)
Amortization of deferred capital funding	1,731,900	2,610,900	2,243,800	2,186,200	2,190,100	2,217,700	2,227,660
	9,431,900	10,310,900	9,943,800	9,886,200	9,890,100	9,917,700	9,927,660
OTHER REVENUES (NET)							
Exhibition hall ticket sales	251,000	408,000	546,700	573,900	592,400	592,400	610,500
Programming	63,800	63,600	75,000	72,500	100,000	82,500	84,500
Scotiabank family history centre	85,900	101,200	92,000	96,000	99,000	102,000	102,000
Gift shop	129,300	136,200	171,500	181,300	191,100	196,000	200,900
Hall rental	260,400	302,800	316,600	326,300	336,100	345,900	354,200
Donations	538,700	607,500	1,165,200	1,523,900	1,394,900	1,415,900	1,436,900
Endowment	224,300	160,100	100,000	50,000	125,000	125,000	175,000
Rent refund	574,800	-	-	-	-	-	-
Interest and other	123,900	34,800	15,000	11,000	11,000	11,000	11,000
	2,252,100	1,814,200	2,482,000	2,834,900	2,849,500	2,870,700	2,975,000
EXPENSES							
Visitor experience and connections	3,404,400	3,013,500	3,423,400	3,322,100	3,332,600	3,270,900	3,236,400
Accommodation	3,884,300	5,280,800	4,943,800	4,919,700	4,957,500	5,050,100	5,139,860
Internal services	3,671,000	4,300,700	4,358,600	4,479,300	4,546,200	4,637,900	4,699,200
	10,959,700	12,595,000	12,725,800	12,721,100	12,836,300	12,958,900	13,075,460
NET RESULT OF OPERATIONS	724,300	(469,900)	(300,000)	-	(96,700)	(170,500)	(172,800)

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2016-17 CORPORATE PLAN
PRO FORMA STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2015 TO MARCH 31, 2021

(dollars)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Budget	Projections			
OPERATING ACTIVITIES							
Appropriations received	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Other cash received	1,133,000	3,182,000	2,408,000	2,789,900	2,719,500	2,745,700	2,800,000
Cash paid to employees and supplier	(7,859,000)	(11,288,000)	(10,940,000)	(10,534,900)	(10,646,200)	(10,751,200)	(10,847,800)
Endowment allocation received	-	-	100,000	50,000	125,000	125,000	175,000
	974,000	(406,000)	(732,000)	5,000	(101,700)	(180,500)	(172,800)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(8,854,000)	(3,074,000)	(200,000)	(140,000)	(450,000)	(100,000)	(110,000)
	(8,854,000)	(3,074,000)	(200,000)	(140,000)	(450,000)	(100,000)	(110,000)
INVESTING ACTIVITIES							
Increase in endowment cash and investments	(714,000)	(230,000)	(563,000)	(78,000)	-	-	-
	(714,000)	(230,000)	(563,000)	(78,000)	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	2,200,000	-	-	-	-	-	-
Contributions received for the acquisition of capital assets	1,036,000	-	200,000	120,000	420,000	100,000	90,000
Contributions to endowment	490,000	69,000	563,000	78,000	-	-	-
	3,726,000	69,000	763,000	198,000	420,000	100,000	90,000
DECREASE IN CASH	(4,868,000)	(3,641,000)	(732,000)	(15,000)	(131,700)	(180,500)	(192,800)
CASH, BEGINNING OF YEAR	11,445,000	6,577,000	2,936,000	2,204,000	2,189,000	2,057,300	1,876,800
CASH, END OF YEAR	6,577,000	2,936,000	2,204,000	2,189,000	2,057,300	1,876,800	1,684,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2016-17 CORPORATE PLAN
SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2015 TO MARCH 31, 2021

(dollars)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	9,227,800	9,984,100	10,482,000	10,534,900	10,646,200	10,741,200	10,847,800
Capital	2,200,000	-	200,000	140,000	450,000	100,000	110,000
	11,427,800	9,984,100	10,682,000	10,674,900	11,096,200	10,841,200	10,957,800
LESS:							
Other revenues (net)	(2,252,100)	(1,814,200)	(2,482,000)	(2,834,900)	(2,849,500)	(2,870,700)	(2,975,000)
	(2,252,100)	(1,814,200)	(2,482,000)	(2,834,900)	(2,849,500)	(2,870,700)	(2,975,000)
Utilization of unrestricted net assets for capital purchases	-	-	-	(20,000)	(30,000)	-	(20,000)
Budget 2016 - capital allocation	-	-	(200,000)	(120,000)	(420,000)	(100,000)	(90,000)
Net result of operations	724,300	(469,900)	(300,000)	-	(96,700)	(170,500)	(172,800)
	724,300	(469,900)	(500,000)	(140,000)	(546,700)	(270,500)	(282,800)
GOVERNMENT FUNDING COMMITTED	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2016-17 CORPORATE PLAN
OPERATING AND CAPITAL BUDGETS BY ACTIVITY
FOR THE YEARS ENDING MARCH 31, 2015 TO MARCH 31, 2021

(dollars)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Actuals	Actuals	Budget	Projections			
Visitor experience and connections	3,728,000	2,440,700	2,409,700	2,579,700	2,444,500	2,323,500	2,266,600
Accommodations	3,777,600	2,669,900	2,700,000	2,733,500	2,767,400	2,832,400	2,912,200
Internal services	2,394,400	2,589,400	2,590,300	2,386,800	2,488,100	2,544,100	2,521,200
TOTAL BUDGET COMMITMENT	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000

Canadian Museum of Immigration at Pier 21

1055 Marginal Road

Halifax, Nova Scotia B3H 4P7

T: 902-425-7770 | Fax: 902-423-4045

Toll free: 1-855-526-4721

www.pier21.ca | info@pier21.ca

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 