

Canadian Museum of  
Immigration at Pier 21



Musée canadien de  
l'immigration du Quai 21



## Summary

Corporate Plan for 2021-22 to 2025-26

Operating and Capital Budgets for 2021-22

**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](http://www.pier21.ca) | [info@pier21.ca](mailto:info@pier21.ca)

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## 1. EXECUTIVE SUMMARY

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This five-year Corporate Plan builds on the direction set by the Board of Trustees at its five-year planning session in October 2015. It presents:

- the vision and core values for the Museum;
- an overview of the operating environment;
- strategic priorities for the five-year planning period;
- a summary of the key activities to achieve the priorities and related performance measures; and
- operating and capital budgets.

The plan was approved by the Board of Trustees on January 14, 2021. The planning process for the next five-year period will take place in 2021-22.

### STATEMENT ON EFFECTS OF COVID-19 PANDEMIC

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**This Corporate Plan was written in the midst of the COVID-19 pandemic which dramatically affected operations in 2020-21 and will continue into 2021-22 and beyond. While this health crisis continues, it is difficult to predict the full impact or the length of the pandemic. We have highlighted in Annex H known COVID-19 impacts on our organization, including measures we have taken to reduce our operating costs and investments received from the Government of Canada towards ensuring the continuity of our operations. For the purposes of this plan, we have assumed that 2021-22 will be similar to 2020-21, 2022-23 will be approximately 50% of normal visitors/revenues assuming a vaccine is developed and widely disseminated, and the remaining three years of the plan will return to previously forecast levels.**

### THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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The Canadian Museum of Immigration at Pier 21 (the Museum) is a parent 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.

### PLANS AND PRIORITIES

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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. In the ensuing five years, the Museum has built its national scope and reach.

In response to the COVID-19 pandemic, the Museum closed its doors to the public on March 14, 2020 and reopened on July 7, 2020. Employees worked from home during the initial closure with many projects continuing. The Museum closed again on November 25, 2020 due to provincial regulations however, the offices remained open during the second closure.

Following the initial closure, an enhanced digital and online presence quickly became a priority and key activities included enhanced web content, virtual Canada Day activities and the launch of the

Museum's first podcast series, *Countless Journeys*. The Museum's digital presence will continue to be a key focus as public and educational programs are delivered online, the second podcast series is developed, and Web/social media are the key channels for audience attraction and engagement.

Other key activities for the year include the continuation of the national tour of the travelling exhibition *Refuge Canada*. The Museum has developed ways to support the installation and de-installation virtually and most bookings have continued. The exhibit will be a draw for smaller museums at a crucial time and play a key role in supporting the delivery of the national mandate.

The project to redesign the Contributions Zone of the Canadian Immigration Hall is continuing as planned from December 2020 to the end of March 2021. During this period, the Museum will also make other changes to support public health measures, including touchless doors, changes to the exhibition listening areas to make them hands-free, and other physical modifications that support both accessibility and visitor experience. The Museum will be closed for renovations from mid-December 2020 until the end of March 2021. The redeveloped space will reopen to the public in Q1 2021-22 and plans are in development to focus on attracting local visitation until tourism activity resumes.

Work to catalogue the Collection and make a selection available online also continues. A key priority in 2021-22 will be the addition of a digital preservation system to ensure this important national treasure is protected and preserved.

## OVERALL CONDITION AND KEY RISKS

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The Museum was in a strong financial position prior to the pandemic, and has a history of, and commitment to, fiscal prudence. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) have exceeded the amount of appropriations. This means that all funds for programming, operating expenses (other than personnel and building operations), and some capital requirements, must be covered by self-generated revenue. Self-generated revenue, combined with the Museum's unrestricted net assets and earnings from the endowment fund, have historically been sufficient to fund the Museum's requirements.

The COVID-19 pandemic has significantly impacted the Museum in all areas, especially its ability to generate revenue.

The Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22. Thanks to this funding, the Museum is forecasting a balanced budget for 2021-22 and can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$5 million at March 31, 2020.

## 2. OVERVIEW

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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.*

As a parent 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. The Museum's 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."

### 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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Collaboration – We share authority with our staff, volunteers, visitors and partners.

Impact – We inspire empathy for the Canadian immigration experience.

Authenticity – We create the space for an authentic experience by providing a historical context for real voices.

**CORE RESPONSIBILITIES**

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Consistent with the Government of Canada’s Policy on Results (July 1, 2016), the Museum has adopted three core responsibilities. These core responsibilities, as well as internal services, support the overall strategic outcome for the Museum as derived from its legislated mandate.



### 3. KEY STRATEGIC PRIORITIES

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The Board and management have established four strategic priorities, derived from the Museum's mandate and the Board's vision.

#### 1. TO BE AN OUTSTANDING, NATIONALLY-RELEVANT MUSEUM

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

#### 2. TO BE A LEADER AND AN OUTSTANDING COLLABORATOR

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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 to deliver their mandates to more Canadians.

#### 3. TO BE AN OUTSTANDING CROWN CORPORATION

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To be an **Outstanding Crown Corporation** that is fiscally responsible, well-managed and fully accountable to Canadians for results.

#### 4. TO BE AN OUTSTANDING EMPLOYER

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To be an **Outstanding Employer** that fosters a workplace that is fair, enabling, healthy and safe and a workforce that is productive, principled, adaptive and representative of the diversity inherent in Canadian society.



## 4. OPERATING ENVIRONMENT

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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. Highlights are summarized below.

### INTERNAL ENVIRONMENT

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The Canadian Museum of Immigration at Pier 21 benefits 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 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 has 55 permanent employees. The Museum did not lay off any staff during the closure, and is not planning any layoffs in the 2021-22 fiscal year however hourly staff have been reduced to reflect low visitation.

The Museum typically has 95 volunteers who contribute more than 2,500 hours to the Museum each year. This has been reduced to 40-45 volunteers at present. Museum staff and volunteers exemplify the priorities of culture and diversity with a wide range of ethnicities, backgrounds, languages and abilities.

The Museum is very proud of its *Welcome Home to Canada* program, a six-month employability program for new immigrants to Canada. The Museum provides valuable work experience and helps program participants with future employment opportunities. Since 2004 the Museum has welcomed 200 immigrants from over 50 different countries through the program. Over 70 percent of participants obtain meaningful employment or further their education after successfully completing the program, including six who are now full-time Museum employees.

The *Welcome Home to Canada* program has been reduced significantly for 2020-21, with three employees versus ten. This reduction is based on space limitations as well as need, as a number of full-time employees have been temporarily redeployed to roles that were historically filled by hourly employees or *Welcome Home to Canada* participants.

The Museum is undergoing a unionization process with the Service Employees International Union Local 2, Brewery, General and Professional Workers' Union. Certification took place on March 12, 2019 and collective bargaining commenced in November of 2020.

## EXTERNAL ENVIRONMENT

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The COVID-19 pandemic has devastated the tourism industry in Nova Scotia, with provincial tourism revenues expected to be down by more than 65% in the 2020 calendar year, and the Metro Halifax market hit even more severely. According to Destination Canada, tourism is the hardest hit sector of economic activities and will lag other sectors in recovery.

The tourism sector in Halifax employs more than 34,000 people and generates over \$1.3 billion in direct spending each year. While Nova Scotia has fared better than many parts of the country in containing the spread of COVID-19, tourism has been hit hard: unemployment rates are high and many businesses are struggling. Travel restrictions and border closures will continue to affect tourism for the foreseeable future.

Typically, more than 90% of the Museums' visitors come from outside of Atlantic Canada; 32% are international visitors. According to Destination Canada, revenue from international visitors collapsed by 98% during the first three months of 2020 and domestic demand fell by 63%. Destination Canada forecasts that the tourism sector will not return to 2019 pre-COVID levels until 2024 at the earliest.

The decimation of the cruise market also has an impact on the Museum. During a typical year, as many as 10,000 cruise passengers per day disembark just outside the Museum's doors. Before the pandemic, The Halifax Port Authority was expecting a record-breaking year, anticipating 350,000 tourists coming to the Seaport aboard 203 cruise ships. Cruise passengers were expected to spend \$165 million in Halifax. There was no cruise season in 2020-21. It is expected that there will be no cruise season in 2021-22 and recovery will take time. A recent Leger marketing survey indicating that 27% of Canadians would only be comfortable going on a cruise once a vaccine has been developed, and 40% saying they will never go on a cruise.

Museum visitation was only 5% of previous levels during the Q2 and Q3 peak season. All museums in Nova Scotia were ordered to close again on November 25, 2020, which will be followed by the Museum's preexisting plans to close in mid-December for renovations. When the Museum reopens in early 2021-22, promotional efforts will be focus on the local market and visitation is forecast to increase slightly to approximately 10% of previous levels.

## KEY STRATEGIC ISSUES

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### **Financial Stability**

The Museum was in a strong financial position prior to the pandemic, and has a history of fiscal prudence. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT, utilities, repairs and maintenance) have exceeded the amount of appropriations. This means that all funds for programming, operating expenses (other than personnel and building operations), and some capital requirements, must be covered by self-generated revenue. Self-generated revenue, combined with the Museum's unrestricted net assets and earnings from the endowment fund, have historically been sufficient to fund the Museum's requirements.

The COVID-19 pandemic has significantly impacted the Museum in all areas, especially its ability to generate revenue. Fortunately, COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million in 2021-22 will enable the Museum to balance its budget for 2021-22, and preserves the unrestricted net assets to cover the planned deficits in the remaining years of the plan.

The Museum is facing two other financial pressures not related to COVID:

- The Museum is undergoing a unionization process with the Service Employees International Union Local 2, Brewery, General and Professional Workers' Union. Certification took place on March 12, 2019 and collective bargaining began in mid-November 2020. This is expected to have an impact on human resource costs but it is too early to quantify the impact.
- Compliance with the Accessible Canada Act will also pose pressures for the Museum. In addition to physical improvements to the national historic site, the Museum will require new technology, hardware and software upgrades to deliver digital content in a fully accessible and inclusive experience. The Museum has contracted the Rick Hansen Foundation to produce a report on onsite accessibility. A funding proposal for a physical accessibility project may be submitted via the Budget 2021 stimulus request.

The Museum will face financial pressures in the longer term as all funds for programming, operating expenses (other than personnel and building operations) and capital requirements, must be covered by self-generated revenue. Revenue-generation from fund development, facility rentals, gift shop and ticket sales has limitations, and may be further impacted by slow economic and tourism recovery.

### **Digitization**

The other key strategic issue facing the Museum is the impact of digitization. The Museum's Collection is largely born-digital, and requires a digital preservation system which will be implemented in 2021-22 and has ongoing costs, as detailed in Appendix C. The shift to digital engagement, accelerated by the pandemic, also has implications for the Museum in terms of its approach to outreach, engagement, programming and partnerships in support of the Museum's mandate. Priorities for 2021-22 are highlighted throughout this plan and this will be a growing area of focus for the Museum going forward.

### **AUDITS AND REVIEWS**

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The Office of the Auditor General of Canada (OAG) conducts an annual attestation audit, as well as a special examination at least once every 10 years per the *Financial Administration Act*.

The Museum completed its first special examination in March of 2020, covering the period from October 2018 to May 2019. It was tabled in November 2020 and is [available online](#). The OAG examined the Museum's systems and practices in the areas of governance; strategic and operational planning; collection management, exhibitions and public programs.

The OAG made eight recommendations for improvement in the areas of collection development and management, risk management, operational planning, governance and board training. The Museum has accepted these recommendations and has developed an action plan in response with work underway.

The Museum also conducts internal audits annually utilizing an external accounting firm, presently KPMG.

## 4. OBJECTIVES, ACTIVITIES AND RESULTS

The Museum has three core responsibilities, as well as internal services. All three support the overall strategic outcome derived from the legislated mandate:

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

The key activities and results listed below are at a high level. Details on activities, specific targets and key milestones are included in Appendix B attached. The activities below are all existing multi-year strategic priorities. Most are impacted by the COVID-19 pandemic in the short term, with targets as noted in Appendix B, but are achievable over the length of this plan.

### CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Objective 1	Key Activities	Expected Results
<b>Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada's nation-building.</b>	Actively collect and share oral histories, stories, digital images, archival materials and artifacts that reflect the Museum's mandate, and strive to reflect Canada's multicultural mosaic and its linguistic duality. Detailed Collection Development plan completed by the end of 2021-22.	Expanded Collection that fulfills mandate.
	Catalogue the Collection and make a selection available to Canadians onsite and online.	Canadians can access and experience the Collection from anywhere.
	A digital preservation system ensures long-term preservation of the Collection.	The Collection is protected and preserved.

Objective 2	Key Activities	Expected Results
<b>Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.</b>	The Contributions Zone of the Canadian Immigration Hall is renovated in response to audience feedback and experiences and reopened in Q1 2021-22.	Enhanced visitor experience.
	The Museum's second travelling and temporary exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Expanded national outreach and awareness.
	The Museum's third travelling exhibition is planned and developed for launch in 2025-26.	Expanded national outreach and awareness.

	Programming continues to explore a wide range of cultures and historic themes and engage community partners.	Virtual programming ensures continued community engagement and public programming visitors.
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Objective 3	Key Activities	Expected Results
<b>The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.</b>	Maximize visitation and visitor experience onsite and online.	Visitation targets achieved in all categories. 90 percent visitor satisfaction.

Objective 4	Key Activities	Expected Results
<b>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.</b>	A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.	Increased awareness, visitation targets and self-generated revenue targets met.
	Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.	Online visitation and engagement targets met.
	Marketing and communications messaging enhances understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.	Consistency of message that builds awareness and empathy with broad national reach.

Objective 5	Key Activities	Expected Results
<b>The Museum is viewed as a positive collaborator with key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.</b>	Continue to strengthen partnerships with the tourism sector, community partners, the academic community, official language stakeholders and other key stakeholders and develop new audiences across Canada.	Partnership targets met.
	Continue to build a relationship with the Assembly of Nova Scotia Mi'kmaq Chiefs.	Exhibitions and programming continue to be respectful.

## CORE RESPONSIBILITY 2: ACCOMMODATION

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Objective 6	Key Activities	Expected Results
<b>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.</b>	Capital improvements optimize the use of the space, improve accessibility, are managed prudently and respect the historic nature of the site.	Key capital projects completed on time, on budget, and meet requirements noted.

## CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

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Objective 7	Key Activities	Expected Results
<b>The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.</b>	Fund development and total self-generated targets are met.	Engaged and loyal donors. Financial stability.

## INTERNAL SERVICES

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Objective 8	Key Activities	Expected Results
<b>The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and diverse employees and volunteers who are respectful of the Museum's mission and mandate.</b>	Ensure that employees have performance agreements that are linked to the corporate plan.	Employees meet performance commitments.
	All permanent employees participating in learning and development opportunities.	Engaged, empowered employees.
	Volunteers and <i>Welcome Home to Canada</i> participants play an important role in the Museum's culture, diversity and the organization's success.	A diverse, healthy and respectful work environment.

## 5. RISKS

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The Museum takes an enterprise approach to risk management. A risk assessment heat map is reviewed quarterly by management and twice per year by the Board of Trustees. The Museum monitors and manages its risk profile and tracks risks in the following categories: Financial, Health & Safety, Service Delivery, Public Confidence and Stakeholder Concern. Risks are rated based on likelihood and impact.

At present, four risks are rated as high, largely due to the impact of COVID-19:

1. Expenditures are greater than revenues relative to budget (2021-22 to 2022-23);
2. Pandemic significantly impacts operations;
3. Lack of board members with proven ability to generate major gifts limits revenue generation;  
and
4. Damage to facilities and/or Collection from hurricane or other weather event.

Risks 1 and 3 are financial in nature and are compounded by the impact of the COVID-19. The second risk is the pandemic itself and its impact on operations. The fourth risk reflects the Museum's location on the waterfront and the increased risk of impacts from climate change and extreme weather events.

## 6. FINANCIAL OVERVIEW

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The Canadian Museum of Immigration at Pier 21 requires an operating budget of \$10.503 million (excluding amortization) and a capital budget of \$35,000 for 2021-22. In subsequent years, the operating budget ranges from \$11.5 million to \$11.9 million. The capital budget is minimal, in the range of \$27,000 to \$43,000 per year for the planning period.

The Museum has been allocated base appropriations of \$8.111 million per year for the planning period. In addition, the Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22. The decrease in relief funds required in 2021-22 is attributable to expense savings and higher budgeted revenues. The Museum is forecasting a balanced budget for 2021-22 and can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$5 million at March 31, 2020.

### REVENUE GENERATION

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In addition to its base annual appropriations, the Museum has self-generated revenues: earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue; and contributed revenues from donations, interest and earnings from the endowment fund.

Self-generated revenue from all sources typically generates \$3 million per year for the Museum. As detailed in Appendix C, the forecast for 2020-21 is \$512,832, growing to \$956,797 in 2021-22, \$1.7 million in 2022-23, returning to levels prior to COVID-19 in 2023-24 and beyond.

Fund development, particularly through major gifts, is a key priority for the Museum. Typically, donations would generate revenue in the range of \$1.5 million per year for the Museum which is crucial for ongoing financial success. An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 was launched by the Museum in 2019-20 to achieve this target. This plan has been significantly impacted by the COVID-19 pandemic, and delayed. It is anticipated the Museum will only raise \$361,000 in donation revenue in 2020-21, growing to \$641,400 in 2021-22. A return to pre-COVID levels is not forecast until 2023-24.

In addition to contributed revenue from donations, interest and the endowment fund earnings, the Museum generates earned revenues typically in the range from \$1.5 million to \$1.6 million. The COVID-19 pandemic has significantly affected these revenue streams as well with a forecast of \$59,100 in 2020-21, growing to \$166,380 in 2021-22 and \$695,650 in 2022-23; returning to prior levels in 2023-24 and beyond.

COVID-19 relief funding is essential to bridge the revenue gap. The \$1.435 million in relief funding from Budget 2021 for 2021-22 enables the Museum to balance its budget. The planned deficits in the remaining years of the plan can be covered by the unrestricted net assets of \$5 million at March 31, 2020.

Before becoming a Crown corporation, the Museum operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation was an extremely successful fundraiser and created an endowment fund with pledges of \$7 million. These endowment funds are no longer held in a foundation but directly by the Museum where the capital is protected in perpetuity and the endowment funds are invested by the Museum in accordance with the Investment Policy approved by the Board. The value of the endowment at September 30, 2020 was \$9.439 million. The Museum can only draw upon the endowment earnings to fund educational and public programming, national outreach, travelling exhibitions, exhibition development and other similar priorities of the Museum.



The Board and management are committed to prudent management of the endowment fund resources. The overall investment objective is to provide sufficient liquidity to meet the annual anticipated spending requirements, allowable from endowment earnings, while providing adequate growth to maintain the purchasing power of the endowment fund's capital. The Museum is assisted in the oversight and management of its portfolio by an Investment Sub-Committee with financial expertise. In order to manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. As the investment markets continue to evolve, the Investment Sub-Committee works with the investment advisor to determine the best asset mix to meet the overall acceptable risk of the portfolio. The current Investment Policy, approved by the Board in July 2019, has permissible ranges of 0-10 percent cash and short-term investments, 40-75 percent fixed income, 25-60 percent global equity and 0-30 percent alternative assets. (See financial instrument note in the annual audited financial statements for further descriptions of investments.) Funds are invested in a prudent manner that seeks to reflect positively on the Museum.

The Museum uses an enterprise risk management approach to manage risks proactively and prudently. The Museum's Board and management ensure that an accountability regime, governance structure and systems are in place to appropriately manage risks. The Museum has exposure to credit risk and market risks (foreign currency, interest rate and other price risks) on its investments. (See financial instrument note in the annual audited financial statements for further risk management information.) The Museum monitors the performance and the status of its investments on a quarterly basis. A stabilization reserve has been established to ensure financial certainty for the programs and activities funded by the endowment. It cushions the inevitable fluctuations of the investment marketplace and covers approximately one year's spending. In a year of negative investment performance, the Museum may decide to utilize this reserve. The Museum's credit and market risks are not considered significant to the endowment.

## OPERATING BUDGET

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The Museum's operating budget is in the range of \$10.5 million to \$11.9 million at the end of the planning period. In 2020-21, the revised COVID-19 budget was \$10.345 million and is forecast to be \$10.230 million at year-end.

The Museum requires an operating budget of \$10.503 million for 2021-22. The operating budget increases in 2022-23 to 2024-25 are due to the costs of the next temporary and travelling exhibition, an expense every five years as outlined in the financial overview in Appendix C. The operating budget remains at this level in 2025-26, primarily due to the contractual rent increase.

The two most significant operating expenses are building operations at approximately \$3 million per year, and personnel costs at \$6.315 million in 2021-22, growing to \$6.933 million at the end of the planning period due to salary and cost-of-living increases and benefit cost increases. These two areas combined exceed the Museum's base appropriations by 11.9 percent in 2021-22 and by 24.2 percent by the end of the planning period. This means funds for programming and all other operating expenses must come from self-generated revenue.

The increase in expenses in 2022-23 to 2024-25 is for the development and presentation of the Museum's third temporary and travelling exhibition (delayed by a year due to the pandemic). This exhibition is a key tool for national engagement and outreach as established by the Museum's first two exhibitions *Canada: Day 1* and *Refuge Canada*. The Museum has determined it can produce a new exhibition every five years based on its resources (human and financial).

Expenses decrease in 2025-26 when the five-year cycle commences again. As detailed in the Statement of Changes in Net Assets, the Museum will utilize unrestricted net assets to fund the deficits from 2022-23 to 2025-26.

## CAPITAL BUDGET

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In 2020-21, the Museum is forecasting total capital spending of \$595,210, primarily for the completion of the renovation of the Contributions Zone in the core exhibition space. This project is in response to visitor experiences and feedback, and is being funded mainly by the unrestricted net assets. The redeveloped space will reopen to the public in Q1 2021-22.

There is minimal capital spending planned for the next five years, \$35,000 in 2021-22, \$27,000 in 2022-23, \$42,000 in 2023-24 and \$43,000 in 2024-25 and \$33,000 in 2025-26. Minimal maintenance and updates are all that can be accommodated in the current budget.

The Museum is considering a request for additional funding for a capital project to improve physical accessibility via the Budget 2021 stimulus request. This project will only proceed if funding is received.

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. However, capital includes all items that, 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. This includes equipment over \$5,000 (including information technology) and leasehold improvements projects over \$20,000. These capital needs are not funded and will become a pressure in the longer term.

## FINANCIAL SUSTAINABILITY

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The Museum has been significantly impacted by the COVID-19 pandemic, which reduced the Museum's ability to generate funds by approximately 96 percent in 2020-21 compared to 2019-20 and an estimated 89 percent in 2021-22 and 54 percent in 2022-23.

The Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22. The decrease in the amount required for 2021-22 is attributable to expense savings and higher budgeted revenues. With the relief funding, the Museum is forecasting a balanced budget for 2021-22 and can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$5 million at March 31, 2020.

The Museum will face financial pressures in the longer term. As noted above, the \$8.111 million in base appropriations the Museum receives does not cover the building operations and personnel costs. This means funds for programming, all other operating expenses and capital requirements must be covered by self-generated revenue. Revenue-generation from fund development, facility rentals, gift shop and ticket sales has limitations, and may be further impacted by slow economic and tourism recovery.

## APPENDIX A: CORPORATE GOVERNANCE STRUCTURE

The Museum is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act* and the *Museums Act*. This means that, among other requirements, it must develop and submit a Corporate Plan for Treasury Board approval each year. A summary of the Corporate Plan and an Annual Report are submitted and tabled in Parliament annually. The Museum is an agent of the Crown.

Its financial statements are audited by the Office of the Auditor General and, once every 10 years, the corporation is subject to a Special Examination — an independent and objective assessment of the corporation’s management systems and practices.

The Museum completed its first special examination by the Office of the Auditor General in March of 2020, it was tabled in November 2020. An action plan was developed in response to the findings and is reviewed with the Audit and Risk Oversight Committee quarterly, who then reports to the board on progress.

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

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 11 member Board of Trustees, including the Chairperson and Vice-Chairperson, who are appointed by the Minister with the approval of the Governor-in-Council. All trustees are part-time. Biographies are available on the [Museum’s website](#).

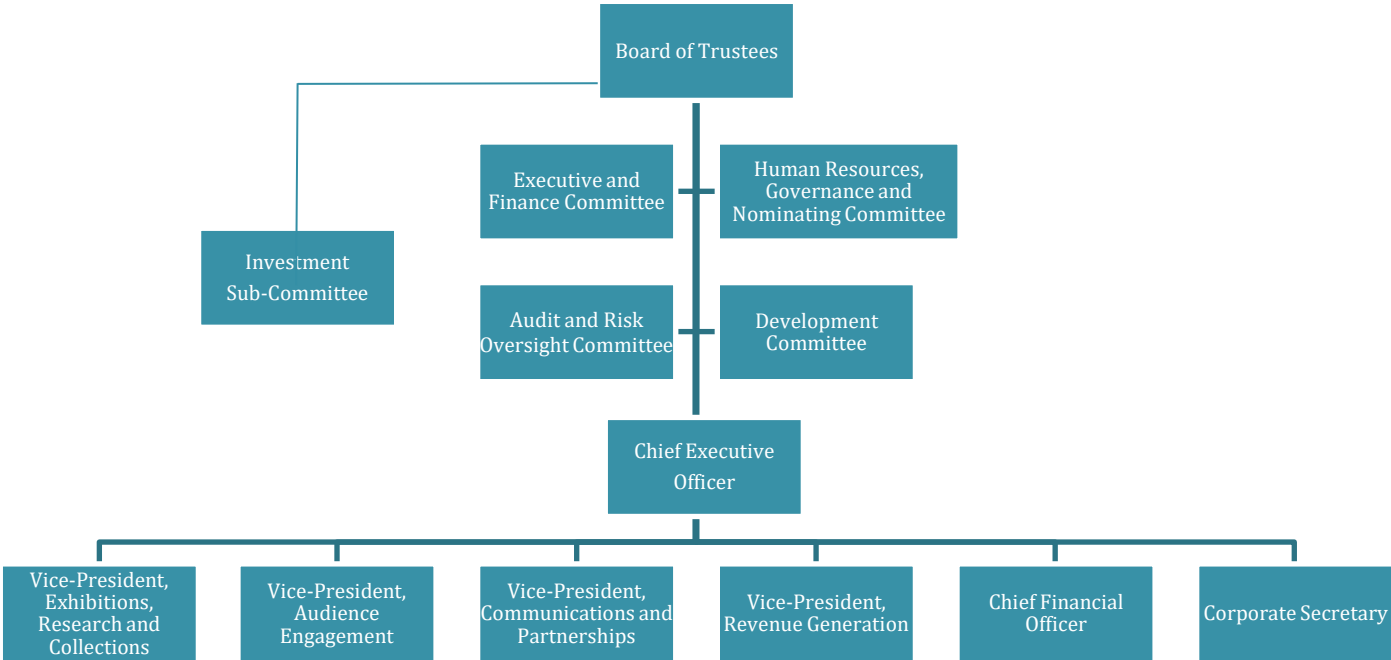
Trustee	Residence	Appointment Date	Term Expiry
<b>Robert Vineberg, Chairperson</b>	Winnipeg, Manitoba	2017-12-14	2021-12-13
<b>Bruce Manion, Vice-Chairperson</b>	Fall River, Nova Scotia	2019-01-31	2023-01-30
<b>Salima Ebrahim</b>	Edmonton, Alberta	2018-06-01	2022-05-31
<b>Omar Farouk</b>	Brampton, Ontario	2019-07-01	2022-06-30
<b>Katherine Hambly</b>	Charlottetown, Prince Edward Island	2019-01-18	2023-01-17
<b>Daniel Hurley</b>	Gabriola Island, British Columbia	2019-01-18	2023-01-17
<b>Mona Kumar</b>	Mississauga, Ontario	2018-06-01	2022-05-31
<b>Caroline Lavoie</b>	Montréal, Quebec	2018-03-01	2022-02-28
<b>Terrie Miller</b>	Toronto, Ontario	2019-01-18	2021-01-17
<b>Donald Obonsawin</b>	Stouffville, Ontario	2019-01-18	2023-01-17
<b>Cynthia Price Verreault</b>	Montréal, Quebec	2019-01-18	2023-01-17

### GOVERNANCE RESPONSIBILITIES

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;
- developing stakeholder strategies and communications; and
- succession planning for the Board and key management positions.

While the Board is accountable for results and the business activities of the Museum, the CEO, supported by a senior leadership team, is accountable to the Board of Trustees for the day-to-day administration of the Museum’s performance and the achievement of objectives.



## APPENDIX B: PLANNED RESULTS

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

The five-year corporate plan is designed to deliver on the Museum’s national mandate and contribute to the achievement of the Federal Government’s broad policy objectives. COVID-19 has had significant impacts on all areas of the Museum’s operations. While this health crisis continues, it is difficult to predict the full impact or the length of the pandemic. For the purposes of this plan, we have assumed that 2021-22 will be similar to 2020-21, and 2022-23 will be approximately 50% of normal operations assuming a vaccine is developed and widely disseminated, and the remaining three years of the plan will return to previously forecast levels. The targets outlined below reflect these assumptions.

### STRATEGIC PRIORITY 1:

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

#### SUPPORTS CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Research and Content Development		
<i>Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada’s nation-building.</i>		
Indicator	Targets	Baseline and Data Strategy
Collection records are accessible online.	<u>2021-22</u> 1,870 written story records 787 oral history records 8,000 digital archival records available online <u>2022-23 to 2025-26</u> An additional 10 story records, 20 oral history records and 500 digital image records will be added each year.	Baseline: 2019-20 actuals 1,720 written story records 747 oral history records 7,000 digital archival records Quarterly report on progress.
New acquisitions are catalogued.	<u>2021-22</u> 100 new acquisitions catalogued by March 2022. <u>2022-23 to 2025-26</u> 100 additional per year, depending on acquisition rate.	Baseline: 1,412 acquisitions catalogued in 2019-20 Quarterly report on progress.

The Collection includes oral histories, stories, digital images, archival materials and artifacts that reflect the Museum’s mandate, and strive to reflect Canada’s multicultural mosaic and its linguistic duality.	<u>2021-22</u> Identify a diversity baseline utilizing new Collection Management system. By March 2022: Fields for country of origin and acquisition period completed for all assets. Fields for language completed for all oral history and story assets. A detailed Collection Development Plan is completed by the end of 2021-22.	Baseline N/A, new target.  Quarterly report on progress.
A digital preservation system ensures long-term preservation of the Collection.	A digital preservation system is implemented in 2021-22.	Baseline N/A

### Interpretation and Connections

*Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.*

Indicator	Targets	Baseline and Data Strategy
The Contributions Zone of the Canadian Immigration Hall is renovated and reopened, responding to audience feedback.	Reopened to the public in Q1 2021-22. Visitation and visitor satisfaction targets (below) are met.	Baseline: N/A Project management reporting.
The Museum’s second travelling exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Exhibition is booked through 2024-25.	Baseline: N/A Quarterly report on progress.
The Museum’s third travelling exhibition is planned and developed for launch in 2025-26.	Exhibition planning and design 2022-23 and 2023-24. Onsite exhibition opens March 2024. Tour launching in 2025-26.	Baseline N/A Project management reporting.
Programming continues to explore a wide range of cultures and themes and engages community partners.	<u>2021-22</u> 20 public programs, combination of small onsite events and online programs with 10,000 participants. <u>2022-23 to 2024-25</u> Targets not yet set	Baseline: At Q2 2020-21: 5 virtual public programs with 79,895 attendees. (Note: 60,000 due to virtual Canada Day event that was one time).  Quarterly report on progress.

## Visitor Experience

*The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat attendance.*

Indicator	Targets	Baseline and Data Strategy
Visitation targets are met in all categories.	<u>2021-22</u> <ul style="list-style-type: none"> <li>- Paid visitation: 6,500</li> <li>- 30 virtual field trips for 600 students</li> <li>- Scotiabank Family History Centre visitors: 3,250</li> <li>- Online visitation: 520,000</li> </ul> <u>Paid visitation:</u> 2022-23: 33,500 2023-24: 67,000 2024-25: 67,500 2025-26: 67,500	Baseline: at Q2 2020-21: <ul style="list-style-type: none"> <li>- Paid visitation: 1,163</li> <li>- School visitors: 0</li> <li>- Scotiabank Family History Centre visitors: 404</li> <li>- Online visitation: 203,870</li> </ul> Visitation measured weekly and reported on quarterly.
Visitors (onsite and online) utilize the Scotiabank Family History Centre for genealogical research and historical inquiries.	<u>2021-22</u> 8,000 requests answered (onsite and online)	Baseline: N/A new target Quarterly reports on progress.
Visitors are satisfied or very satisfied with their overall experience.	<u>2021-22</u> No visitor satisfaction survey <u>2022-23 to 2025-26</u> 90 percent visitor satisfaction each year.	Baseline: 95 percent in 2019-20 (Note: target is below baseline as anything over 90 percent is an exceptional rating.)

## Access and Awareness

*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.*

Indicator	Targets	Baseline and Data Strategy
A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.	<u>2021-22</u> 1,500 media mentions. 6 travel media and bloggers reached. <u>2022-23 to 2025-26</u> Targets not yet set.	Baseline: 878 media mentions at Q2 2020-21. 3 travel media/bloggers reached at Q2 2020-21. Quarterly report on progress.
Digital strategies build online engagement with local, national and international audiences that is planned, interactive and experiential.	<u>2021-22</u> Increase Twitter and Facebook followers by 5% (Facebook – 10,400 followers, Twitter – 8,018 followers) Increase Instagram followers by 10% (Instagram – 2,575 followers) 385,000 social media engagements. <u>2022-23 to 2025-2026</u> Targets not yet set.	Baseline: 620 new Twitter followers (9.5% increase) and 188 new Instagram followers (10% increase) at Q2 2020-21. 91,991 social media interactions at Q2 2020-21. Quarterly report on progress.
Marketing and communications messaging enhance understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.	<u>2021-22</u> Targeted potential earned media reach of 200 million. Launch the Museum's second podcast series. <u>2022-23 to 2025-26</u> Targets not yet set.	Baseline: 366.8 million at the end of Q2 2020-21. (Note: target below baseline as one or two media mentions can quickly skew the results if picked up by a large number of media outlets with significant reach.) Quarterly report on progress.



## STRATEGIC PRIORITY 2:

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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 CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS*

#### **Outreach and Collaboration**

*The Museum is viewed as a positive collaborator with key stakeholders including other museums, cultural and immigration groups, universities and tourism organizations.*

<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
The community engagement strategy results in strengthened partnerships with the tourism sector, community partners, the academic community and other key stakeholders.	<u>2021-22 to 2025-26</u> Six significant partnerships* per year.	Baseline: eight significant partnerships at Q2 2020-21. Quarterly reports on progress.
Exhibitions and programming continue to be respectful of the impact of immigration on Indigenous peoples, from an Indigenous perspective.	Continue to build a relationship with the Assembly of Nova Scotia Mi'kmaq Chiefs.	Baseline: N/A Quarterly reports on progress.

## STRATEGIC PRIORITY 3:

To be an **Outstanding Crown Corporation** that is fiscally responsible, well-managed and fully accountable to Canadians for results.

*SUPPORTS CORE RESPONSIBILITIES 2: ACCOMMODATION AND 3: FUNDRAISING AND COMMERCIAL ACTIVITIES*

### Sound Management of Resources

*The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.*

Indicator	Targets	Baseline and Data Strategy
Budget targets are met.	<u>2021-22 to 2025-26</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved.	Development targets are achieved: <u>2021-22</u> \$641,400 <u>2022-23</u> \$782,650 <u>2023-24 to 2025-26</u> \$1,439,400 per year Total self-generated revenues are achieved: <u>2021-22</u> \$956,796 <u>2022-23</u> \$1,695,816 <u>2023-24</u> \$3,237,616 <u>2024-25</u> \$3,341,016 <u>2025-26</u> \$3,394,616	Baseline: Development: 2020-21 forecast \$361,000 Self-generated revenues: 2020-21 forecast \$512,832 Quarterly financial statements.

## Accommodation

*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.*

<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
Capital projects optimize the use of the space, improve accessibility, are managed prudently and respect the historic nature of the site.	<u>2021-22</u> Contributions Zone renovation completed and reopened to the public in Q1.	Baseline: N/A Project management reporting.

## STRATEGIC PRIORITY 4:

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: INTERNAL SERVICES*

Internal Services		
<i>The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and diverse employees and volunteers who are respectful of the Museum's mission and mandate.</i>		
Indicator	Targets	Baseline and Data Strategy
An integrated performance management program recognizes results and the Museum's core values.	<u>2021-22 to 2025-26</u> Corporate plan commitments incorporated in all employee performance agreements with results measured via annual performance management program.	Baseline: N/A Quarterly report on progress.
Learning and development opportunities contribute to a workplace where employees are engaged and empowered.	<u>2021-22 to 2025-26</u> 75 percent of employees participating in learning and development, including language training.	Baseline: 87 percent employee participation in professional development and education at Q2 2020-21. Quarterly report on progress.
Volunteers and <i>Welcome Home to Canada</i> program participants play an important role in the Museum's culture, diversity and the organization's success.	<u>2021-22</u> 30 volunteers engaged virtually and on-site as needed. 5 <i>Welcome Home to Canada</i> program participants. <u>2022-23 to 2025-26</u> Targets not yet set.	Baseline: historically 95+ volunteers and 10 <i>Welcome Home to Canada</i> participants each year, reduced due to COVID. Quarterly report on progress.

## APPENDIX C: FINANCIAL STATEMENTS AND BUDGETS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2021-22 and estimates for the remaining four years of the plan. They are also based on the Museum's estimates for self-generated revenue.

The Museum presents 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**  
**2021-22 CORPORATE PLAN**  
 PRO FORMA STATEMENTS OF FINANCIAL POSITION  
 FOR THE YEARS ENDING MARCH 31, 2020 TO MARCH 31, 2026

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>ASSETS</b>							
<b>Current Assets</b>							
Cash	4,831,000	4,515,280	4,480,280	2,697,280	2,118,280	1,601,280	1,185,780
Accounts receivable	225,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	136,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	271,000	80,000	80,000	80,000	80,000	80,000	80,000
	5,463,000	4,945,280	4,910,280	3,127,280	2,573,280	2,056,280	1,640,780
<b>Other Assets</b>							
Endowment cash and investments	8,753,000	8,758,000	8,858,000	8,958,000	9,058,000	9,058,000	9,058,000
Capital assets	11,464,000	9,789,010	7,577,210	6,250,410	5,079,410	3,914,910	3,232,710
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	20,218,000	18,548,010	16,436,210	15,209,410	14,138,410	12,973,910	12,291,710
<b>TOTAL ASSETS</b>	<b>25,681,000</b>	<b>23,493,290</b>	<b>21,346,490</b>	<b>18,336,690</b>	<b>16,711,690</b>	<b>15,030,190</b>	<b>13,932,490</b>
<b>LIABILITIES AND NET ASSETS</b>							
<b>Liabilities</b>							
Accounts payable and accrued liabilities	775,000	600,000	600,000	500,000	500,000	500,000	500,000
Deferred revenues	175,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	11,411,000	9,736,010	7,524,210	6,197,410	5,026,410	3,861,910	3,179,710
	12,361,000	10,536,010	8,324,210	6,897,410	5,726,410	4,561,910	3,879,710
<b>Net Assets</b>							
Unrestricted	5,013,000	4,645,280	4,610,280	2,927,280	2,373,280	1,856,280	1,440,780
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	7,955,000	7,960,000	8,060,000	8,160,000	8,260,000	8,260,000	8,260,000
	13,320,000	12,957,280	13,022,280	11,439,280	10,985,280	10,468,280	10,052,780
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>25,681,000</b>	<b>23,493,290</b>	<b>21,346,490</b>	<b>18,336,690</b>	<b>16,711,690</b>	<b>15,030,190</b>	<b>13,932,490</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2021-22 CORPORATE PLAN**  
PRO FORMA STATEMENTS OF OPERATIONS  
FOR THE YEARS ENDING MARCH 31, 2020 TO MARCH 31, 2026

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>GOVERNMENT FUNDING</b>							
Base appropriations	7,805,183	7,805,183	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694
Supplementary estimates	-	2,049,575	1,435,000	-	-	-	-
Budget 2016 - capital allocation	100,000	90,000	-	-	-	-	-
Total appropriations	7,905,183	9,944,758	9,546,694	8,111,694	8,111,694	8,111,694	8,111,694
Amount used to purchase depreciable assets	(100,000)	(90,000)	-	-	-	-	-
Amortization of deferred capital funding	2,279,000	2,270,200	2,246,800	1,353,800	1,213,000	1,207,500	715,200
	<b>10,084,183</b>	<b>12,124,958</b>	<b>11,793,494</b>	<b>9,465,494</b>	<b>9,324,694</b>	<b>9,319,194</b>	<b>8,826,894</b>
<b>OTHER REVENUES (NET)</b>							
Exhibition hall ticket sales	654,800	17,700	63,960	318,500	637,000	725,000	725,000
Programming	97,800	17,700	52,600	65,600	91,850	70,600	88,600
Scotiabank family history centre	113,600	8,500	8,350	58,400	118,200	119,800	121,400
Gift shop	123,000	8,500	10,670	83,100	182,900	190,000	194,700
Hall rental	539,300	6,700	30,800	170,050	559,200	587,150	616,500
Donations	994,400	361,000	641,400	782,650	1,439,400	1,439,400	1,439,400
Endowment	459,600	70,000	125,000	200,000	200,000	200,000	200,000
Interest and other	111,417	22,732	24,016	17,516	9,066	9,066	9,016
	<b>3,093,917</b>	<b>512,832</b>	<b>956,796</b>	<b>1,695,816</b>	<b>3,237,616</b>	<b>3,341,016</b>	<b>3,394,616</b>
<b>EXPENSES</b>							
Visitor experience and connections	4,098,900	4,449,500	4,398,960	5,057,520	5,205,230	5,235,410	5,005,540
Accommodation	4,843,200	5,027,400	5,056,920	4,199,290	4,123,030	4,152,670	3,795,650
Fundraising and commercial	1,048,000	1,003,300	949,550	1,059,710	1,141,420	1,138,290	1,152,490
Internal services	2,264,000	2,020,100	2,344,860	2,500,790	2,604,630	2,607,840	2,650,330
	<b>12,254,100</b>	<b>12,500,300</b>	<b>12,750,290</b>	<b>12,817,310</b>	<b>13,074,310</b>	<b>13,134,210</b>	<b>12,604,010</b>
<b>NET RESULT OF OPERATIONS</b>	<b>924,000</b>	<b>137,490</b>	<b>-</b>	<b>(1,656,000)</b>	<b>(512,000)</b>	<b>(474,000)</b>	<b>(382,500)</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2021-22 CORPORATE PLAN**  
 PRO FORMA STATEMENTS OF CASH FLOWS  
 FOR THE YEARS ENDING MARCH 31, 2020 TO MARCH 31, 2026

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>OPERATING ACTIVITIES</b>							
Appropriations received	7,805,183	9,854,758	9,546,694	8,111,694	8,111,694	8,111,694	8,111,694
Cash received from clients and donors	3,407,817	562,832	831,796	1,495,816	3,037,616	3,141,016	3,194,616
Cash paid to suppliers	(4,431,000)	(4,655,500)	(4,427,460)	(5,284,440)	(5,388,560)	(5,336,870)	(5,205,950)
Payments related to salary and benefi	(5,770,000)	(5,572,600)	(6,076,030)	(6,279,070)	(6,497,750)	(6,589,840)	(6,682,860)
Endowment allocation received	-	-	125,000	200,000	200,000	200,000	200,000
	<b>1,012,000</b>	<b>189,490</b>	<b>-</b>	<b>(1,756,000)</b>	<b>(537,000)</b>	<b>(474,000)</b>	<b>(382,500)</b>
<b>CAPITAL ACTIVITIES</b>							
Acquisition of capital assets	(329,000)	(595,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
	<b>(329,000)</b>	<b>(595,210)</b>	<b>(35,000)</b>	<b>(27,000)</b>	<b>(42,000)</b>	<b>(43,000)</b>	<b>(33,000)</b>
<b>INVESTING ACTIVITIES</b>							
Net increase in endowment cash and investments	(576,000)	(5,000)	(100,000)	(100,000)	(100,000)	-	-
	<b>(576,000)</b>	<b>(5,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>							
Appropriations received for the acquisition of capital assets	100,000	90,000	-	-	-	-	-
Contributions to endowment	117,000	5,000	100,000	100,000	100,000	-	-
	<b>217,000</b>	<b>95,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>INCREASE (DECREASE) IN CASH</b>	<b>324,000</b>	<b>(315,720)</b>	<b>(35,000)</b>	<b>(1,783,000)</b>	<b>(579,000)</b>	<b>(517,000)</b>	<b>(415,500)</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>4,507,000</b>	<b>4,831,000</b>	<b>4,515,280</b>	<b>4,480,280</b>	<b>2,697,280</b>	<b>2,118,280</b>	<b>1,601,280</b>
<b>CASH, END OF YEAR</b>	<b>4,831,000</b>	<b>4,515,280</b>	<b>4,480,280</b>	<b>2,697,280</b>	<b>2,118,280</b>	<b>1,601,280</b>	<b>1,185,780</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2021-22 CORPORATE PLAN**  
PRO FORMA STATEMENTS OF CHANGES IN NET ASSETS  
FOR THE YEARS ENDING MARCH 31, 2020 TO MARCH 31, 2026

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>NET ASSETS, BEGINNING OF PERIOD</b>	12,872,000	13,320,000	12,957,280	13,022,280	11,439,280	10,985,280	10,468,280
Net results of operations	924,000	137,490	-	(1,656,000)	(512,000)	(474,000)	(382,500)
Remeasurement gains (losses)	(593,000)	-	-	-	-	-	-
Contributions to endowment	117,000	5,000	100,000	100,000	100,000	-	-
Utilization of unrestricted net assets for capital purchases	-	(505,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
<b>NET ASSETS, END OF PERIOD</b>	<b>13,320,000</b>	<b>12,957,280</b>	<b>13,022,280</b>	<b>11,439,280</b>	<b>10,985,280</b>	<b>10,468,280</b>	<b>10,052,780</b>
<i>Per Financial Position Variance</i>	13,320,000	12,957,280	13,022,280	11,439,280	10,985,280	10,468,280	10,052,780
	-	-	-	-	-	-	-

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	4,089,000	5,013,000	4,645,280	4,610,280	2,927,280	2,373,280	1,856,280
Net results of operations	924,000	137,490	-	(1,656,000)	(512,000)	(474,000)	(382,500)
Utilization of unrestricted net assets for capital purchases	-	(505,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>5,013,000</b>	<b>4,645,280</b>	<b>4,610,280</b>	<b>2,927,280</b>	<b>2,373,280</b>	<b>1,856,280</b>	<b>1,440,780</b>

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**  
**2021-22 CORPORATE PLAN**  
SUMMARY OF OPERATING AND CAPITAL BUDGETS  
FOR THE YEARS ENDING MARCH 31, 2020 TO MARCH 31, 2026

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Forecast	Budget	Projections			
<b>TOTAL FUNDING REQUIRED</b>							
Operating	9,975,100	10,230,100	10,503,490	11,463,510	11,861,310	11,926,710	11,888,810
Capital	100,000	595,210	35,000	27,000	42,000	43,000	33,000
	<b>10,075,100</b>	<b>10,825,310</b>	<b>10,538,490</b>	<b>11,490,510</b>	<b>11,903,310</b>	<b>11,969,710</b>	<b>11,921,810</b>
<b>LESS:</b>							
Other revenues (net)	(3,093,917)	(512,832)	(956,796)	(1,695,816)	(3,237,616)	(3,341,016)	(3,394,616)
	<b>(3,093,917)</b>	<b>(512,832)</b>	<b>(956,796)</b>	<b>(1,695,816)</b>	<b>(3,237,616)</b>	<b>(3,341,016)</b>	<b>(3,394,616)</b>
Utilization of unrestricted net assets for capital purchases	-	(505,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
Budget 2016 - capital allocation	(100,000)	(90,000)	-	-	-	-	-
Net result of operations	924,000	137,490	-	(1,656,000)	(512,000)	(474,000)	(382,500)
	<b>824,000</b>	<b>(457,720)</b>	<b>(35,000)</b>	<b>(1,683,000)</b>	<b>(554,000)</b>	<b>(517,000)</b>	<b>(415,500)</b>
<b>GOVERNMENT FUNDING COMMITTED</b>	<b>7,805,183</b>	<b>9,854,758</b>	<b>9,546,694</b>	<b>8,111,694</b>	<b>8,111,694</b>	<b>8,111,694</b>	<b>8,111,694</b>



## FINANCIAL OVERVIEW

The table below outlines the Museum's projections for the five-year period from 2021-22 to 2025-26. The Museum requires an operating budget of \$10.503 million (excluding amortization) and a capital budget of \$35,000 for 2021-22. The operating budget increases in 2022-23 to 2024-25 due to the costs of the next temporary and travelling exhibition, an expense every five years. The operating budget remains at this level in 2025-26, primarily due to the contractual rent increase.

The capital budget increased in 2020-21 to reflect the renovation of the Contributions Zone in the core exhibition. It returns to minimal levels (\$43,000 or less) for the five-year planning period.

The Museum has been allocated base appropriations of \$8.111 million per year for the planning period. In addition, the Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22. The decrease in relief funding required is attributable to expense savings and higher budgeted revenues. The Museum is forecasting a balanced budget for 2021-22 and can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$5 million at March 31, 2020.

**Table 1: Funding Required**

(dollars)	2019-20 Actuals	2020-21 Forecast	2021-22 Budget	2022-23	2023-24	2024-25	2025-26
				Projections			
<b>TOTAL FUNDING REQUIRED</b>							
Operating	9,975,100	10,230,100	10,503,490	11,463,510	11,861,310	11,926,710	11,888,810
Capital	100,000	595,210	35,000	27,000	42,000	43,000	33,000
	<b>10,075,100</b>	<b>10,825,310</b>	<b>10,538,490</b>	<b>11,490,510</b>	<b>11,903,310</b>	<b>11,969,710</b>	<b>11,921,810</b>
<b>LESS:</b>							
Other revenues (net)	(3,093,917)	(512,832)	(956,796)	(1,695,816)	(3,237,616)	(3,341,016)	(3,394,616)
	<b>(3,093,917)</b>	<b>(512,832)</b>	<b>(956,796)</b>	<b>(1,695,816)</b>	<b>(3,237,616)</b>	<b>(3,341,016)</b>	<b>(3,394,616)</b>
Utilization of unrestricted net assets for capital purchases	-	(505,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
Budget 2016 - capital allocation	(100,000)	(90,000)	-	-	-	-	-
Net result of operations	924,000	137,490	-	(1,656,000)	(512,000)	(474,000)	(382,500)
	<b>824,000</b>	<b>(457,720)</b>	<b>(35,000)</b>	<b>(1,683,000)</b>	<b>(554,000)</b>	<b>(517,000)</b>	<b>(415,500)</b>
<b>GOVERNMENT FUNDING COMMITTED</b>	<b>7,805,183</b>	<b>9,854,758</b>	<b>9,546,694</b>	<b>8,111,694</b>	<b>8,111,694</b>	<b>8,111,694</b>	<b>8,111,694</b>

## FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

### PARLIAMENTARY APPROPRIATIONS

The Museum receives \$8.111 million per year in base appropriations. It also received \$930,000 in additional funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21. The Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22.

## SELF-GENERATED REVENUE

**Table 2: Self-Generated Revenues (net)**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Exhibition hall ticket sales	564,000	698,600	654,800	28,400	17,700	63,960	318,500	637,000	725,000	725,000
Programming	84,000	73,800	97,800	28,650	17,700	52,600	65,600	91,850	70,600	88,600
Family history centre	112,300	111,800	113,600	6,630	8,500	8,350	58,400	118,200	119,800	121,400
Gift shop	153,500	147,600	123,000	10,730	8,500	10,670	83,100	182,900	190,000	194,700
Hall rental	461,400	566,600	539,300	35,640	6,700	30,800	170,050	559,200	587,150	616,500
<b>Earned Revenues (net)</b>	<b>1,375,200</b>	<b>1,598,400</b>	<b>1,528,500</b>	<b>110,050</b>	<b>59,100</b>	<b>166,380</b>	<b>695,650</b>	<b>1,589,150</b>	<b>1,692,550</b>	<b>1,746,200</b>
Donations	1,308,000	1,258,800	994,400	291,920	361,000	641,400	782,650	1,439,400	1,439,400	1,439,400
Endowment	178,800	257,200	459,600	70,000	70,000	125,000	200,000	200,000	200,000	200,000
Interest and other	49,800	93,097	111,417	19,007	22,732	24,016	17,516	9,066	9,066	9,016
<b>Contributed Revenues (net)</b>	<b>1,536,600</b>	<b>1,609,097</b>	<b>1,565,417</b>	<b>380,927</b>	<b>453,732</b>	<b>790,416</b>	<b>1,000,166</b>	<b>1,648,466</b>	<b>1,648,466</b>	<b>1,648,416</b>
<b>Self-Generated Revenues (net)</b>	<b>2,911,800</b>	<b>3,207,497</b>	<b>3,093,917</b>	<b>490,977</b>	<b>512,832</b>	<b>956,796</b>	<b>1,695,816</b>	<b>3,237,616</b>	<b>3,341,016</b>	<b>3,394,616</b>

Self-generated revenue from all sources was in the range of \$3 million per year before the pandemic, representing approximately 40 percent of base appropriations. The COVID-19 pandemic has reduced this to a forecast of \$512,832 in 2020-21, growing to \$956,796 in 2021-22 due to some growth in visitation and donations. Minimal growth continues in 2022-23 with a return to prior levels in the remaining three years of the plan.

The Museum typically generates earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue in the range of \$1.5 million per year historically. It is anticipated that earned revenues will decrease by approximately 96 percent in 2020-21 to \$59,100, due to the impacts of COVID-19. Earned revenue is budgeted to increase slightly to \$166,380 in 2021-22 and to \$695,650 in 2022-23 when it is anticipated that a vaccine will be widely disseminated and travel and rental events will resume in part. Earned revenue is projected to return to prior levels in 2023-24 and beyond.

**Table 3: Paid Visitation**

	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Target	Forecast	Target	Projections			
Visitor Attendance	57,400	71,500	66,600	2,800	1,700	6,500	32,750	67,000	67,500	67,500

Ticket sales revenues for 2021-22 are based on a target of 6,500 paid visitors at an average ticket price of \$9.80, including limited revenue from group tours and school groups. Visitation increases in 2022-23 to approximately 50 percent of previous levels, and is forecast to resume to pre-COVID volume in 2023-24 and beyond.

The other key earned revenue area is rental revenue which is typically in the range of \$500,000 per year. COVID-19 restrictions have virtually eliminated all rental bookings in 2020-21 and a nominal increase is forecast for 2021-22. This revenue stream will not resume until travel and gathering restrictions are lifted, and even then will lag behind other areas as large events and conferences are planned well in advance, and may never return to previous levels.

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 and has been severely impacted by the pandemic. An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 has been postponed, and a return to pre-COVID levels is not forecast until 2023-24.

While major gifts are the key priority, fund development activities also include special event fundraising, annual and planned giving, sales of commemorative bricks and plaques and the Pier 21

Club – a mid-level donor program. Work continues in these areas, with an overall fund development budget of \$641,400 for 2021-22.

Endowment income represents net earnings on the endowment fund that can be utilized for Museum programming. The Museum plans to draw on the endowment fund earnings in 2020-21 and will continue to do so over the planning period. In accordance with the *Endowment Spending Policy*, only earnings will be utilized and the capital maintained.

Interest income represents interest earned on any cash balances. 2018-19 and 2019-20 amounts are higher due to larger cash balances (higher revenues and savings generated to fund the development of the next big temporary and travelling exhibition scheduled at the end of the planning period) and higher interest rates. Interest income is minimal for the remainder of the planning period as rates are expected to remain low and the funds for the capital projects have been spent and most of the unrestricted net assets utilized.

## OPERATING BUDGET

The Museum has three core responsibilities, as well as internal services.

### Core Responsibility 1: Visitor Experience and Connections

*Canadians have access to — and are engaged in building — Museum content and programming that reflect the diverse experiences and contributions of immigrants throughout Canada’s history.*

### Core Responsibility 2: Accommodation

*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.*

### Core Responsibility 3: Fundraising and Commercial Activities

*The Museum’s fundraising and commercial activities provide essential financial support.*

**Table 4: Expenses by Core Responsibility**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Visitor experience and connections	4,410,300	4,547,000	4,098,900	4,401,230	4,449,500	4,398,960	5,057,520	5,205,230	5,235,410	5,005,540
Accommodation	4,847,300	4,838,500	4,843,200	5,213,760	5,027,400	5,056,920	4,199,290	4,123,030	4,152,670	3,795,650
Fundraising and commercial activities	936,500	957,700	1,048,000	1,028,005	1,003,300	949,550	1,059,710	1,141,420	1,138,290	1,152,490
Internal services	2,101,600	2,187,600	2,264,000	2,075,640	2,020,100	2,344,860	2,500,790	2,604,630	2,607,840	2,650,330
	<b>12,295,700</b>	<b>12,530,800</b>	<b>12,254,100</b>	<b>12,718,635</b>	<b>12,500,300</b>	<b>12,750,290</b>	<b>12,817,310</b>	<b>13,074,310</b>	<b>13,134,210</b>	<b>12,604,010</b>

The first core responsibility, **Visitor Experience and Connections**, aims to give the Museum’s audience access to rich content and programming that reflect 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. This area includes core and temporary exhibitions; programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2020-21 is \$4.401 million, with a forecast of \$4.449

million due to COVID related costs including an enhanced digital presence. The budget decreases slightly in 2021-22 and increases in 2022-23 to \$5.057 million due to necessary updates to the content management system and the rental of temporary exhibits. The budget grows to just over \$5 million in 2023-24 and 2024-25 for the development of the Museum’s third temporary and travelling exhibition.

The second core responsibility, **Accommodation**, provides secure and functional facilities that meet all safety, building code and accessibility requirements and contribute to a visitor experience that furthers the vision and mandate of the Museum. 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 lease and building operations costs, including security.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2020-21 is \$5.214 million, with a forecast of \$5.027 million at the end of the second quarter. The budget remains just over \$5 million for 2021-22, and then decreases to a \$4 million range for the remainder of the planning period reflecting the decrease in amortization due to fully amortized 2011-12 leasehold improvements.

The third core responsibility, **Fundraising and Commercial Activities**, includes all fund development activities, as well as revenue generating areas including the gift shop and facility rentals. It should be noted that expenses related to other revenue generating activities, like ticket sales revenue, continue to be included in Visitor Experience and Connections.

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2020-21 is \$1.028 million, with a forecast of \$1.003 million at the end of the second quarter. The budget decreases in 2021-22 reflecting reduced personnel costs with some rentals staff reallocated to other areas and reduced hourly staff in the gift shop. The budget resumes to the \$1 million per year range for the remainder of the plan when activities return to pre-COVID levels.

Finally, **Internal Services** includes activities and resources 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.

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

Appendix B of this corporate plan outlines key strategies, activities and performance measures for this area. The budget for internal services in 2020-21 is \$2.075 million, with a forecast of \$2.020 million at the end of the second quarter. The budget for internal services for 2021-22 is \$2.345 million reflecting anticipated increases in personnel costs and other administration costs as business returns to prior levels. The internal services budget is projected to remain at the \$2.5 to \$2.6 million level for the remainder of the planning period.

**Table 5: Internal Services**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Office supplies and administration	216,800	156,700	205,600	167,150	134,500	159,970	203,995	230,850	213,570	216,310
Operating supplies and services	14,200	73,100	14,500	39,510	32,400	40,130	54,770	55,920	53,210	52,180
Personnel costs	1,605,500	1,626,100	1,734,700	1,594,670	1,601,000	1,871,380	1,852,560	1,876,660	1,901,560	1,926,530
Professional and special services	36,700	59,700	39,500	140,800	119,000	127,500	125,000	125,000	125,000	125,000
Repairs and maintenance - IT	77,900	78,100	73,000	77,970	80,700	77,970	82,250	84,250	86,250	88,250
Travel and hospitality expenses	114,100	151,100	138,800	7,540	500	11,510	128,815	175,950	169,450	180,320
Utilities (phone)	36,400	42,800	57,900	48,000	52,000	56,400	53,400	56,000	58,800	61,740
	<b>2,101,600</b>	<b>2,187,600</b>	<b>2,264,000</b>	<b>2,075,640</b>	<b>2,020,100</b>	<b>2,344,860</b>	<b>2,500,790</b>	<b>2,604,630</b>	<b>2,607,840</b>	<b>2,650,330</b>

## BUILDING OPERATIONS

**Table 6: Building Operations**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Rent	1,621,300	1,621,700	1,622,100	1,668,400	1,651,800	1,719,000	1,724,100	1,729,200	1,733,700	1,821,800
Repairs and maintenance and building operation	383,200	398,300	358,800	578,700	566,700	464,620	608,100	502,850	529,200	561,050
Utilities	316,900	352,900	356,400	340,100	339,300	379,400	387,300	400,300	413,400	426,990
Payments in lieu of taxes (PILT)	159,200	174,700	174,600	200,000	211,200	200,000	200,000	220,000	220,000	240,000
<b>Building operations expenses</b>	<b>2,480,600</b>	<b>2,547,600</b>	<b>2,511,900</b>	<b>2,787,200</b>	<b>2,769,000</b>	<b>2,763,020</b>	<b>2,919,500</b>	<b>2,852,350</b>	<b>2,896,300</b>	<b>3,049,840</b>
Amortization of capital assets	2,308,700	2,253,500	2,279,000	2,372,900	2,270,200	2,246,800	1,353,800	1,213,000	1,207,500	715,200
<b>Building operations expenses including amortization</b>	<b>4,789,300</b>	<b>4,801,100</b>	<b>4,790,900</b>	<b>5,160,100</b>	<b>5,039,200</b>	<b>5,009,820</b>	<b>4,273,300</b>	<b>4,065,350</b>	<b>4,103,800</b>	<b>3,765,040</b>

Building operations costs are approximately \$5 million per year for the Museum. The largest expenditure area, excluding amortization, is rent budgeted at \$1.668 million in 2020-21, increasing to \$1.719 million in 2021-22 due to a contractual increase that impacts rent from 2020-21 to 2024-25, with another \$100,000 increase in 2025-26. 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 \$2.763 million in 2021-22, growing to \$3.050 million by the end of the planning period. This is a significant and growing financial pressure for the Museum, representing 21.7 percent of the Museum's total budgeted expenses in 2021-22 and 34.1 percent of base appropriations. By 2025-26, this grows to 24.2 percent of the total budgeted expenses and 37.6 percent of base appropriations.

PILT is not 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 Services and Procurement Canada (PSPC) to individual organizations. Unlike PSPC, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriation to reflect PILT increases. This could eventually pose challenges to small cultural organizations like museums.

## PERSONNEL

**Table 7: Personnel**

	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Personnel costs (dollars)	5,629,200	5,908,100	5,924,400	5,881,740	5,757,100	6,314,810	6,529,270	6,747,950	6,840,040	6,933,060
Visitor experience and connections	31	31	31	31	31	31	31	31	31	31
Accommodation	2	2	2	2	2	2	2	2	2	2
Fundraising and commercial activities	9	9	9	9	9	9	9	9	9	9
Internal services	13	13	13	13	13	13	13	13	13	13
<b>Total FTEs</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>

**Table 8: Personnel Costs**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Full time employees	4,170,300	4,365,000	4,351,600	4,390,000	4,365,000	4,754,860	4,846,590	4,817,300	4,882,070	4,946,900
Part time employees	436,800	461,300	501,400	365,190	521,100	298,910	390,450	644,800	658,120	672,370
Employee Benefits Plan	848,900	882,700	889,700	943,920	686,500	1,022,260	1,042,030	1,035,650	1,049,650	1,063,590
<b>Total Salaries</b>	<b>5,456,000</b>	<b>5,709,000</b>	<b>5,742,700</b>	<b>5,699,110</b>	<b>5,572,600</b>	<b>6,076,030</b>	<b>6,279,070</b>	<b>6,497,750</b>	<b>6,589,840</b>	<b>6,682,860</b>
Board remuneration	77,200	102,300	86,100	78,630	75,900	85,780	82,200	82,200	82,200	82,200
Professional development & training	92,700	94,500	92,600	96,000	103,500	145,000	160,000	160,000	160,000	160,000
Other HR costs	3,300	2,300	3,000	8,000	5,100	8,000	8,000	8,000	8,000	8,000
<b>Total Other Personnel Costs</b>	<b>173,200</b>	<b>199,100</b>	<b>181,700</b>	<b>182,630</b>	<b>184,500</b>	<b>238,780</b>	<b>250,200</b>	<b>250,200</b>	<b>250,200</b>	<b>250,200</b>
<b>Total Personnel Costs</b>	<b>5,629,200</b>	<b>5,908,100</b>	<b>5,924,400</b>	<b>5,881,740</b>	<b>5,757,100</b>	<b>6,314,810</b>	<b>6,529,270</b>	<b>6,747,950</b>	<b>6,840,040</b>	<b>6,933,060</b>

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$6.315 million for 2021-22 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. As outlined in table 7, the number of permanent employees is consistent at 55.

## TRAVEL, HOSPITALITY AND CONFERENCES

**Table 9: Travel, Hospitality and Conference Expenditures**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Travel	152,200	197,600	176,100	13,140	300	11,510	143,915	211,700	201,950	217,970
Hospitality	59,900	44,600	50,300	4,020	1,100	9,000	22,820	42,920	42,970	43,550
Conferences	40,000	36,900	30,200	33,000	20,000	50,000	62,950	66,450	66,250	67,500
	<b>252,100</b>	<b>279,100</b>	<b>256,600</b>	<b>50,160</b>	<b>21,400</b>	<b>70,510</b>	<b>229,685</b>	<b>321,070</b>	<b>311,170</b>	<b>329,020</b>

In 2016-17, the Museum implemented the Directive on Travel, Hospitality, Conference and Event Expenditures and continues to align the Museum's policies on travel, hospitality, conference and event expenditures with Treasury Board policies, directives and related instruments in this area in a manner consistent with its legal obligations. The summary of travel, hospitality and conference expenditures is disclosed in table 9 per the requirements of the Directive. Amounts may be included in other tables.

Travel and hospitality costs are primarily attributable to travel for fund development activities, the travelling exhibition, the oral history program and Board of Trustee meetings. The budget dropped significantly as a result of the COVID-19 pandemic, from previous levels in excess of \$150,000 to a forecast of \$21,400 in 2020-21 and a budget of \$70,510 in 2021-22. There are still some conference expenditures for events that have transitioned to a virtual format. Expenditures in this area are forecast to resume to prior levels in 2022-23 and beyond once a vaccine is in wide distribution and travel resumes.

## EXHIBITIONS AND PROGRAMMING

**Table 10: Exhibitions and Programming**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Exhibition and programming	517,000	603,000	306,400	292,230	286,000	114,300	304,950	531,800	507,200	199,800
Operating supplies and services	227,100	143,300	154,900	273,460	460,000	244,490	491,130	360,250	362,900	361,050
	744,100	746,300	461,300	565,690	746,000	358,790	796,080	892,050	870,100	560,850

The exhibition and programming budget includes all programming done by visitor experience, public programming, the oral history program; all costs related to the core exhibition, the temporary and travelling exhibitions; as well as all collections related costs. Prior to the pandemic, expenses for this area were in the range of \$500-\$600,000 per year including the development of our temporary and travelling exhibit *Refuge Canada*. This dropped by half in 2020-21 due to the impacts of the pandemic on onsite programming, offset by increased expenditures for the permanent exhibition due to the modifications necessary following COVID-19 restrictions. The budget for 2021-22 is only \$114,300 for minimal programming and exhibitions expenses, growing to \$304,950 in 2022-23 and then back up to prior levels in 2023-24 and beyond once onsite programming and regular business resumes and with the development of our next temporary and travelling exhibit. The budget then decreases in 2025-26 per the Museum's typical cycle of saving funds for three years to fund the development of the next temporary and travelling exhibition in a five-year cycle.

The operating supplies and services budget reflects operating costs for programming activities. This includes costs for digital preservation, transcription and editing, videographers, space for the oral history interviews and costs related to the Scotiabank Family History Centre. The 2020-21 revised budget was \$273,460, and is forecast to be \$460,000. This increase is attributable to the shift to digital platforms in response to the pandemic, including an enhanced web presence and online programming expenditures.

In 2021-22 this budget area includes costs for the implementation of a new digital preservation system to protect the Collection. Because the Museum's Collection is 90 percent born-digital, it is more susceptible to file corruption, alteration, and loss due to file decay and human interference, or technological obsolescence. A digital preservation system actively monitors the health of digital assets. The software would automatically check the condition of individual files and alert the Collections team to problems, such as 'bit rot' and 'file corruption', to help manage challenges as they arise and protect the overall health of the digital archive. The system is anticipated to cost an additional \$115,000 per year, which is reflected in the increased budget for this area through the remainder of the plan.

## CAPITAL BUDGET

**Table 11: Capital Budget**

(dollars)	2017-18	2018-19	2019-20	2020-21		2021-22	2022-23	2023-24	2024-25	2025-26
	Actuals	Actuals	Actuals	Revised Budget	Forecast	Budget	Projections			
Leasehold improvements	-	246,995	59,830	100,000	-	-	-	-	-	-
Core exhibitions	-	-	275,700	550,500	585,210	-	-	-	-	-
Equipment	55,300	54,585	34,425	45,000	10,000	35,000	27,000	42,000	43,000	33,000
	55,300	301,580	369,955	695,500	595,210	35,000	27,000	42,000	43,000	33,000

The capital budget for 2020-21 includes the renovation of the Contributions Zone in the core exhibition. Once this is completed, the capital budget can only accommodate minimal capital spending in the range of \$30,000 to \$40,000 per year. 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. Capital pressures will become an issue in the longer term as there are no funds for capital projects beyond minimal maintenance of aging infrastructure.

**Table 12: Budget 2016 Capital Allocation**

(dollars)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Budget 2016 - capital allocation	420,000	200,000	100,000	90,000	-	-	-	-	-

Budget 2016 provided \$60 million in funding to national museums for capital expenditures, of which \$930,000 was allocated to the Museum for the period from 2016-17 to 2020-21. Budgeted capital expenditures included an escalator replacement project (completed), washroom renovations (completed), and technology and exhibition 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. These technology and exhibition upgrades will be completed in 2020-21.

## NET RESULT

**Table 13: Utilization of unrestricted net assets**

(dollars)	2019-20 Actuals	2020-21 Forecast	2021-22 Budget	2022-23	2023-24	2024-25	2025-26
				Projections			
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	4,089,000	5,013,000	4,645,280	4,610,280	2,927,280	2,373,280	1,856,280
Net results of operations	924,000	137,490	-	(1,656,000)	(512,000)	(474,000)	(382,500)
Utilization of unrestricted net assets for capital purchases	-	(505,210)	(35,000)	(27,000)	(42,000)	(43,000)	(33,000)
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>5,013,000</b>	<b>4,645,280</b>	<b>4,610,280</b>	<b>2,927,280</b>	<b>2,373,280</b>	<b>1,856,280</b>	<b>1,440,780</b>

The Museum is forecasting a balanced budget for 2021-22.

A deficit of \$1.656 million is projected for 2022-23, primarily due to the loss in revenues as a result of COVID-19 and expenditures for necessary updates to the content management system. Smaller deficits are forecast in the remaining three years of the plan to cover the annual cost of the digital preservation system as well as costs of the next temporary and travelling exhibition, an expense every five years. These deficits can be covered by the unrestricted net assets, as outlined in the table above.



## APPENDIX D: COVID-19 PANDEMIC IMPACTS

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The following appendix seeks to provide a high-level overview of COVID-19 pandemic impacts on the Canadian Museum of Immigration at Pier 21's business line and activities. Additionally, the impacts of the pandemic are included throughout the plan.

### IMPACTS

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#### **a. Activities**

In response to the COVID-19 pandemic, the Canadian Museum of Immigration at Pier 21 (the Museum) closed its doors to the public on March 14, 2020 and reopened on July 7, 2020. Employees worked from home during the closure with many projects continuing. The Museum closed again on November 25, 2020 however the offices remained open during the second closure.

Following the closure, an enhanced digital and online presence quickly became a priority and key activities included enhanced web content, virtual Canada Day activities and the launch of the Museum's first podcast series, *Countless Journeys*. The Museum's digital presence will continue to be a key focus as public and educational programs are delivered online, the second podcast series is developed, and Web/social media are the key channels for audience attraction and engagement.

Other key activities include the continuation of the national tour of the travelling exhibition *Refuge Canada*. The Museum has developed ways to support the installation and de-installation virtually and most bookings have continued. The exhibit will be a draw for smaller museums at a crucial time and play a key role in supporting the delivery of the national mandate.

The project to redesign the Contributions Zone of the Canadian Immigration Hall is continuing as planned. The Museum will be closed to the public from mid-December 2020 until the end of March 2021 for renovations. During this period, the Museum will also make other changes to support public health measures, including touchless doors, changes to the exhibition listening areas to make them hands-free, and other physical modifications that support both accessibility and visitor experience. The redeveloped space will reopen to the public in Q1 2021-22 and plans are in development to focus on attracting local visitation until tourism activity resumes.

Work to catalogue the Collection and make a selection available online also continues. A key priority in 2021-22 will be the addition of a digital preservation system to ensure this important national treasure is protected and preserved.

Although all areas of the Museum were impacted, the Visitor Experience and Connections and the Fund Development and Commercial Activity core responsibilities are most significantly impacted, and will continue to be for the foreseeable future.

#### **b. Services**

As outlined throughout this plan, visitation projections have been dramatically impacted by the pandemic, with the target for 2020-21 reduced from 63,500 paid visitors to 2,800 (less than 5%), and are forecast to increase to 10% of prior levels for 2021-22 and 50% in 2022-23 when it is assumed that a vaccine will be widely disseminated and travel will resume.

Onsite public programs have been dramatically reduced, with programming shifted online. There are no onsite visits anticipated from school groups, education and community groups, or tour groups for the remainder of 2020-21 and minimal activity for 2021-22.

For those that do visit the Museum in person when it is open, guided group tours have been reduced and visitors are encouraged to explore the galleries on their own and download the new interactive Pier 21 app. Other onsite public health measures include increased cleaning and disinfection, decreased capacity limits for all Museum spaces, additional directional signage to guide visitors through the Museum while adhering to social distancing protocols, the requirement to wear a mask, the provision of a stylus to each visitor to use for any touch screens, and hand sanitization stations throughout the Museum.

The Scotiabank Family History Centre continues to offer its expert genealogical research services both online and onsite when the Museum is open. Modifications have been made to the space to ensure physical distancing protocols can be maintained. The gift shop is also open to visitors onsite when the Museum is open, with a small online retail option. Visitation to both the gift shop and the Scotiabank Family History Centre are expected to remain low for the remainder of 2020-21 and both 2021-22 and 2022-23.

All facility rentals have been cancelled from March 2020 to the end of the 2020-21 fiscal year. Minimal bookings are anticipated in 2021-22 and with a slight increase in 2022-23. Business will not resume until travel and gathering restrictions are lifted, and even then will lag behind other areas as large events and conferences are planned well and in advance, and may never return to previous levels.

The target for online visitation for 2021-22 is 520,000, slightly above the pre-COVID level of 489,000 in 2019-20 reflecting the focus on enhanced online content.

**c. Labour**

The Museum did not lay off any staff during the closure, and is not planning any layoffs in this planning period. Hourly staff have been kept at a minimum to reflect reduced visitation. Of the 55 permanent positions, there are three vacancies at the end of the second quarter (one parental leave and two employee departures). It is anticipated that one of the vacant positions will not be staffed until demand warrants. Two additional contract staff have also been hired to assist in the shift to an enhanced digital presence.

The Museum's *Welcome Home to Canada* program (a six-month employability program for new immigrants to Canada), has been reduced significantly for 2020-21, with three employees versus ten. This reduction was based on space limitations as well as need, as a number of full-time employees have been temporarily redeployed to roles that were historically filled by hourly employees or *Welcome Home to Canada* participants. Five *Welcome Home to Canada* employees are forecast for 2021-22.

**d. Financial**

The COVID-19 pandemic has, and will continue to have, a negative impact on the results of operations. Given the uncertainty around the extent and duration of COVID-19, we cannot fully estimate the impact on our future results of operations and financial position. See Appendix D for the detailed financial statements and analysis. The following table outlines the pre-COVID budget for 2020-21, a revised budget and forecast for 2020-21 based on the anticipated COVID-19 impacts, and the proposed budget for 2021-22.

**CANADIAN MUSEUM OF IMMIGRATION AT PIER 21**

	2020-21			2021-22 Budget
	Corporate Plan Budget	Funded Budget	Forecast	
<b>GOVERNMENT FUNDING</b>				
Base appropriation	7,805,183	7,805,183	7,805,183	8,111,694
Emergency funding	-	2,049,575	2,049,575	1,435,000
Amortization of deferred capital funding	2,372,900	2,372,900	2,372,900	2,246,800
	<b>10,178,083</b>	<b>12,227,658</b>	<b>12,227,658</b>	<b>11,793,494</b>
<b>OTHER REVENUES (NET)</b>				
Exhibition hall ticket sales	637,110	28,400	17,700	63,960
Programming	82,030	28,650	17,700	52,600
Scotiabank family history centre	114,000	6,630	8,500	8,350
Gift shop	166,700	10,730	8,400	10,670
Hall rental	483,070	35,640	6,700	30,800
Donations	1,441,500	291,920	361,000	641,400
Endowment	125,000	70,000	70,000	125,000
Interest and other	51,007	19,007	22,842	24,017
	<b>3,100,417</b>	<b>490,977</b>	<b>512,842</b>	<b>956,797</b>
<b>EXPENSES</b>				
Visitor experience and connections	4,564,520	4,401,230	4,449,400	4,398,960
Accommodation	5,099,710	5,213,760	5,130,100	5,056,920
Fundraising and commercial activities	1,073,820	1,028,005	1,003,300	949,550
Internal services	2,540,450	2,075,640	2,020,000	2,344,860
	<b>13,278,500</b>	<b>12,718,635</b>	<b>12,602,800</b>	<b>12,750,290</b>
<b>NET RESULT OF OPERATIONS</b>	<b>-</b>	<b>-</b>	<b>137,700</b>	<b>-</b>

**GOVERNMENT FUNDING**

The Museum received \$7.805 million in base appropriations in 2020-21. In addition, the Museum received COVID relief funds of \$2.049 million in 2020-21 and \$1.435 million is allocated in Budget 2021 for 2021-22. The decrease in relief funds required for 2021-22 is attributable to expense savings and higher budgeted revenues. The Museum is forecasting a balanced budget for 2021-22.

## REVENUE

In addition to its base annual appropriations, the Museum has self-generated revenues: earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue; and contributed revenues from donations, interest and earnings from the endowment fund.

Self-generated revenue from all sources typically generates \$3 million per year for the Museum. As outlined in Appendix D, the forecast for 2020-21 is \$512,832, growing to \$956,796 in 2021-22, \$1.7 million in 2022-23, and returning to levels prior to COVID-19 in 2023-24 and beyond.

Fund development, particularly through major gifts, is a key priority for the Museum. Typically, donations would generate revenue in the range of \$1.5 million per year for the Museum which is crucial for ongoing financial success. An ambitious effort to raise \$5 million in new major gifts commitments by December 2020 was launched by the Museum in 2019-20 to achieve this target. This plan has been significantly impacted by the COVID-19 pandemic and delayed. It is anticipated that the Museum will only raise \$361,000 in donation revenue in 2020-21, growing to \$641,400 in 2021-22. A return to pre-COVID levels is not forecast until 2023-24.

In addition to contributed revenue from donations, interest and the endowment fund earnings, the Museum generates earned revenues typically in the range from \$1.5 million to \$1.6 million. The COVID-19 pandemic has significantly affected these revenue streams as well with a forecast of \$59,100 in 2020-21, growing to \$166,800 in 2021-22 and \$695,650 in 2022-23; returning to prior levels in 2023-24 and beyond.

The \$1.435 million in COVID-19 relief funding for 2021-22 enables the Museum to bridge its revenue gap and to forecast a balanced budget for the year. The planned deficits in the remaining years of the plan can be covered by the unrestricted net assets of \$5 million at March 31, 2020.

## EXPENSES

The Museum has three core responsibilities, as well as internal services:

### **Core Responsibility 1: Visitor Experience and Connections**

The 2020-21 pre-COVID budget for Visitor Experience and Connections was \$4.565 million, which decreased to \$4.401 million in the revised COVID funded budget, with a forecast of \$4.449 million at the end of the second quarter. The decrease is attributable to reduced programming, the cancellation of temporary exhibitions, and a reduction in part-time staffing, offset by increases in communications costs for an enhanced digital presence and modifications to onsite exhibitions to meet public health requirements. The 2021-22 budget of \$4.399 million is slightly lower than the 2020-21 funded budget due to reduced travelling exhibit costs and further modifications required for onsite exhibitions.

### **Core Responsibility 2: Accommodation**

The initial 2020-21 budget for this area was \$5.10 million, increasing to \$5.214 million for COVID-19 related expenses including increased cleaning and reopening expenses as well as onsite modifications to meet public health requirements. This budget returns prior levels of \$5.057 million for 2021-22 with higher rent cost offset by lower amortization and no reopening expenses or onsite modifications.

### **Core Responsibility 3: Fundraising and Commercial Activities**

The 2020-21 budget for this area decreased from \$1.074 million pre-COVID to \$1.028 million due to the elimination of travel and hospitality costs related to fund development, reduced advertising and

other expenditures for the gift shop, and a reduction in personnel costs due to reduced part-time staff. The budget remains low for 2021-22 at \$949,590 with reduced activities continuing due to the pandemic and full-time staff being reallocated to other sections.

### **Internal Services**

The initial 2020-21 budget for this area was \$2.540 million, dropping to \$2.076 million due to the elimination of travel and hospitality expenses for the year including travel costs related to professional development, reduced costs for board meetings, and a reduction in professional services fees. The 2021-22 budget for this area increases to \$2.345 million reflecting increases in professional development and training costs and the reallocation of full-time staff to this area.

## **ACTIONS**

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### **a. *Emergency funding received***

On June 18, 2020, the Honourable Steven Guilbeault, Minister of Canadian Heritage, announced \$25.7 million in funding for national museums and the National Battlefields Commission to help maintain essential services and to allow them to be ready to reopen their doors to the public once precautionary measures were lifted. The Museum received \$2.049 million in 2020-21 and \$1.435 million is allocated in the Budget 2021 for 2021-22. This funding helps offset lost revenues from ticket sales, fund development and facility rentals. In addition, \$33,000 was utilized in 2020-21 for direct reopening expenditures, including signage, cleaning, personal protective equipment and supplies, the installation of plexiglass barriers, stylus pens for high touch interactive exhibits, etc.

This relief funding enables the Museum to forecast a balanced budget for 2021-22. The planned deficits in the remaining years of the plan can be covered with the unrestricted net assets of \$5 million at March 31, 2020.

### **b. *Emergency relief***

Not applicable.

### **c. *Anticipated stimulus***

The renovation of the Contributions Zone area and the additional renovations mentioned to accommodate public health and accessibility requirements will provide work for local contractors in the period from December 2020 to March 2021. In addition, the Museum's *Artist in Residence* program provides some funding for local artists. Although small, these projects are significant to the recipients.

The Museum may submit a funding proposal for a physical accessibility project via the Budget 2021 stimulus request.

## APPENDIX E: MINISTERIAL LETTER

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Minister  
of Canadian Heritage



Ministre  
du Patrimoine canadien

Ottawa, Canada K1A 0M5

To: [rvineberg@shaw.ca](mailto:rvineberg@shaw.ca)

Subject: Workplace Wellbeing and Diversity

Dear Mr. Vineberg:

As Minister of Canadian Heritage, I would like to express my sincere appreciation to you for your leadership as Chairperson of the Canadian Museum of Immigration at Pier 21 under these difficult circumstances.

As you are well aware, these are extremely challenging times for the arts, cultural, and heritage sectors across the country. The COVID-19 pandemic has brought with it unprecedented financial hardship to countless organizations and to the thousands of artists and employees who bring them to life. Our workplaces are facing significant adjustments as they have moved to accommodate remote and virtual work environments. All the while, public and private institutions are facing increasing pressure to respond quickly and meaningfully to calls for systematic change to deeply rooted structures and processes that have, whether consciously or unconsciously, marginalized many Canadians.

It is within this challenging context, however, that we must redouble our collective efforts to ensure that federal workplaces are diverse, inclusive, healthy, and free of all forms of harassment. I would like to underline that our government takes these issues seriously. Those appointed by the Governor in Council (GIC) must meet the highest standards of probity and respectful behaviour in their interactions with staff, stakeholders, and the Canadian public.

Recognizing your organization's independence, I nonetheless encourage you and your board colleagues to draw upon best practices and tools to assess organizational progress in workplace wellbeing and diversity, including a review of internal harassment policies and diversity and inclusion practices and targets.

.../2

Canada

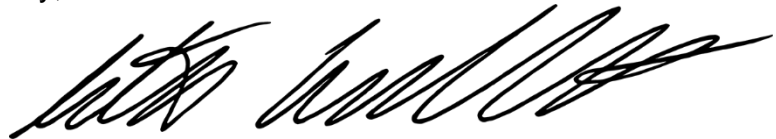
Department of Canadian Heritage officials will work with the Privy Council Office, the Treasury Board Secretariat, and the Canada School of Public Service to provide portfolio organizations with a range of tools, including training, to help monitor and assess effective people management and workplace health; advance diversity and inclusion goals; and ensure that employees have viable avenues to raise workplace concerns. This will be a topic of ongoing discussion between Ms. Hélène Laurendeau, Deputy Minister of Canadian Heritage, and her colleagues in the portfolio. I encourage your board to work with your Director and Chief Executive Officer (CEO) on meaningful measures that will underpin both CEO performance assessments, corporate plans and annual reporting to Parliament.

With respect to GIC appointments, our government has made demonstrable progress since 2016 to increase diversity across the Canadian Heritage portfolio. We recognize, however, that more work must be done. Through the Government of Canada's open, transparent and merit-based appointments process, my office will continue to work closely with you, the Prime Minister's Office, and the Department of Canadian Heritage to ensure that dedicated and qualified Canadians with the right skill sets are appointed to boards from across the full spectrum of our society and who properly reflect the population we serve.

I have had the occasion to raise these issues with Ms. Laurendeau and the CEOs of our portfolio organizations on September 11, 2020, and I would welcome the opportunity to discuss these matters with you and to hear your views at a future meeting of Chairs, similar to the one last held in September 2019.

Please accept my best wishes and my thanks for your continued efforts on behalf of all Canadians.

Sincerely,



The Honourable Steven Guilbeault, P.C., M.P.

c.c.: Hilary Leftick, Director of Appointments, Office of the Prime Minister  
Janine Sherman, Deputy Secretary to the Cabinet, Senior Personnel and  
Public Service Renewal, Privy Council Office