

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21



Summary Corporate Plan and Operating and Capital Budgets

2014-15 to 2018-19

Canada

Canadian Museum of Immigration at Pier 21

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THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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1. EXECUTIVE SUMMARY

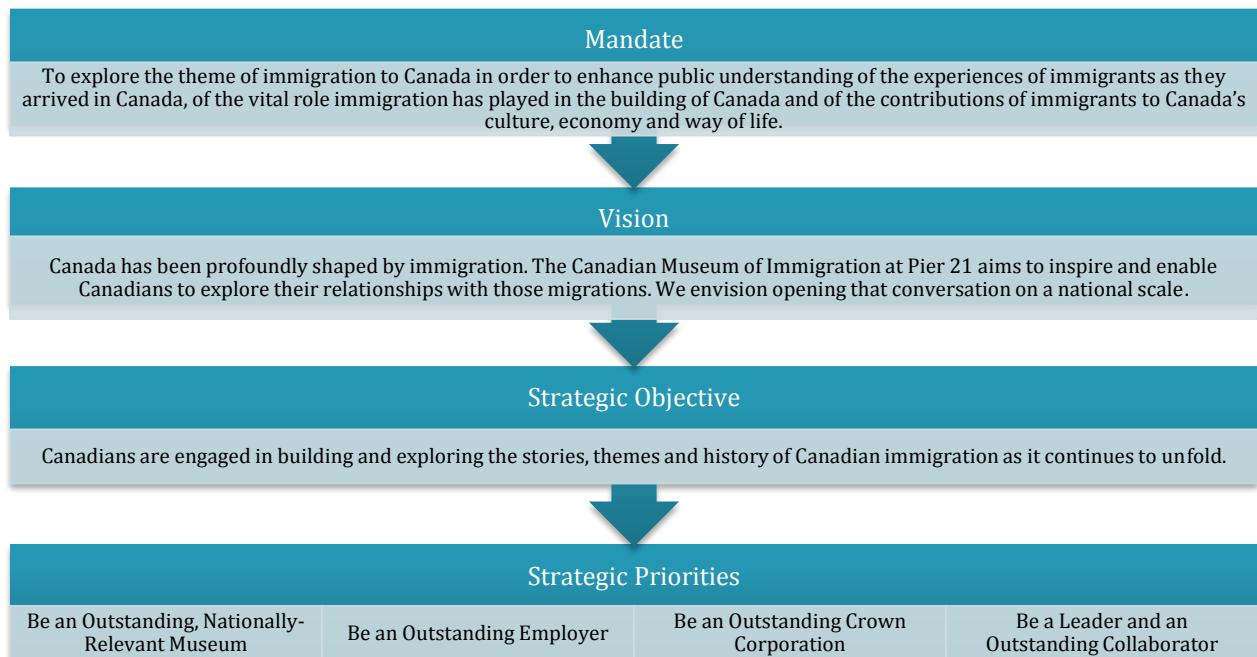
THE CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

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

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

STRATEGIC DIRECTION

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



KEY PRIORITIES

In 2014-15, key priorities will be:

- The national launch and roll-out of the *Canada: Day 1* travelling exhibition. The exhibit will travel across Canada leading up to 2017, sharing first experience stories from immigrants and refugees, and gathering additional stories for the Museum's collection.
- Completion of the capital expansion project, including exhibition installation and preparation for the launch of the expanded Museum in May 2015. This includes the closure of the Museum from November 2014 until May 2015, during which time it will be important to manage visitor expectations and deliver on-site and on-line experiences.
- A continued focus on marketing, communications and fund development to grow awareness, generate visitation both on-site and on-line, and meet self-generated revenue targets. A strong web presence, digital engagement strategies, implementation of a major gifts program, and a continued focus on visitor experience will be key priorities.

FINANCIAL OVERVIEW

The Museum had a net loss of \$59,950 at the end of fiscal year 2013-14. This loss was covered by the unrestricted net assets of \$2.7 million the Museum had at March 31, 2013. These unrestricted net assets are the result of a delay in the formation of the Corporation in 2010-11 and the resulting delay in the start of major projects including the capital expansion.

The spending of the unrestricted net assets will continue in 2014-15 and 2015-16 as the Museum completes its capital expansion and prepares for the launch of the expanded Museum in May 2015.

The Museum received approval for total capital appropriations of \$24.9 million over the first five years from 2010-11 to 2014-15 for an extensive five year renovation to consolidate previously disconnected spaces, add considerable new space, and redevelop the Museum to deliver on its national mandate.

There are no planned capital appropriations once the expansion is complete in 2015-16. Capital requirements for the subsequent years will be reviewed and refined once the capital expansion is complete but are expected to be minimal over the next five years.

The Museum received approval for operating expenditures of \$34.4 million over the initial five year period, followed by a base amount of \$7.7 million per year thereafter. Operating appropriations will be augmented by self-generated revenues including admissions, sponsorships, facility rentals, retail operations, income from the endowment fund, and an increased focus on fundraising, specifically through major gifts.

The Museum is forecasting a balanced budget for the remainder of the planning period (2016-17 to 2018-19) based on stringent expense management, increased visitation and revenue generation upon the opening of the new Museum, and an ambitious fundraising campaign.

2. MANDATE

GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

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

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

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

3. CORPORATE PROFILE

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

VISION AND CORE VALUES

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

VISION

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

CORE VALUES

We will contribute to the realization of this vision through compelling, experiential programming that explores the common themes of the immigrant experience and legacy as well as the exceptional contributions of so many who have made Canada their home.

We will engage Canadians in telling our collective story as a nation built on immigration and will reach and have relevance to Canadians across the country.

We will do this with a heavy emphasis on gathering, preserving and sharing oral histories and stories that capture the memories and perceptions of individual Canadians.

We will be brave when making content choices and will not shy away from sensitive, challenging topics. Our programming and work environment will reflect the following core values:

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

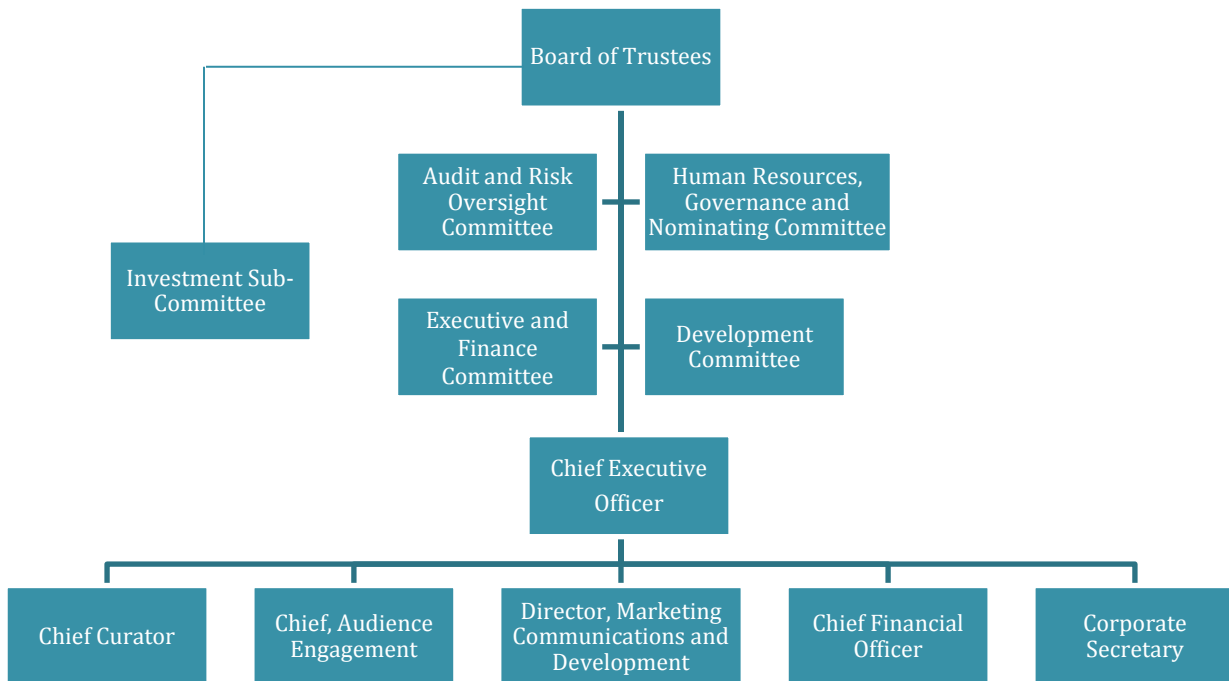
GOVERNANCE

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

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

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

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



PROGRAM ALIGNMENT ARCHITECTURE

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

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

Key themes include:

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

The Museum's PAA is comprised of three programs:



4. STRATEGIC ISSUES

In developing the strategic priorities and short-term goals, the Board and management considered a range of factors in the internal and external environment and the Museum's progress against prior Corporate Plan commitments. Highlights are summarized below.

EXTERNAL ECONOMIC AND BUSINESS ENVIRONMENT

Outlook for Tourism and the Economy

The Museum attracts almost 80% of its visitors from Canada, 10% from the US and 10% from other countries. Its attendance is highly dependent on the tourism market, which is down 3% for 2013 and is expected to remain flat in 2014. Key factors include: an unstable global economy; a decrease in air travel; relatively high gas prices; and an increasingly competitive travel market. Other Museums and national sites in Nova Scotia have experienced a decrease in visitation for the 2013 year.

In 2013-14, the largest proportion of the visitors to the museum originated from Ontario (36%) while 9% of visitors were from Alberta, 10% from Nova Scotia and 7% from British Columbia. An additional 46,000 people experienced the Museum in 2013-14 through events, school trips, public programs and the Scotiabank Family History Centre. It is expected that a national museum, with a broader mandate, a larger space, more comprehensive exhibitions, an enhanced travelling exhibit program, and an engaging on-line presence will draw a significantly increased number of visitors.

The Halifax Seaport

Despite the broader economic environment, Pier 21 is well-located at the heart of the Halifax Seaport and Halifax itself is a major economic centre for the East Coast, with an international airport and a projected population of 450,000 by 2020. With ongoing increases in the number of festivals and events, the Seaport has become a significant destination for local residents, tourists and cruise passengers. Annually, it hosts in excess of 550,000 visitors, including cruise passengers and crew. During peak season, this can mean as many as 10,000 cruise passengers per day.

INTERNAL ENVIRONMENT

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

STRONG RELATIONSHIPS AND COMMUNITY OUTREACH

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

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

- The *Community Presents program*, which encourages cultural groups to create their own exhibitions and tell their own stories while celebrating themes related to immigration, cultural diversity, cultural heritage and identity.
- The *Diversity Spotlight* program, which encourages cultural groups to screen films that tell their story and explore the themes of immigration, diversity, cultural heritage and identity.
- The *Welcome Home to Canada Program (WHTC)*, where new immigrants gain significant Canadian work experience and enhance their employment opportunities.
- The *Digital Storytelling Project* where groups across the country are trained in producing, and preserving their own immigration stories.

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

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

FINANCIAL STABILITY AND CAPACITY TO GENERATE REVENUES

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

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

The Museum has forecast a balanced budget for the planning period, however it should be noted that by the end of the 2018-19, personnel costs and rent alone will almost amount to the full operating appropriations of \$7.7 million.

CORPORATE RISK

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

The risk areas that are reviewed include:

- Programming risks that would impact the ability to develop and deliver our programs, services and experiences to visitors.

- Accommodations risks around the lease for space, leasehold improvements and building security.
- Internal risks around employee retention and development, internal processes and reputational risk.
- Financial risks for the period beyond 2015-16 when ongoing rent increases, capital expenses and salary increases are not included in the appropriation levels.

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

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

- The risk of delays in developing the new permanent exhibit (rated as unlikely, with a moderate impact). Mitigation strategies include the hiring of a professional project manager and implementation of a detailed project management plan with oversight by an integrated project team.
- Accommodations risks including capital cost overruns and delays inherent in any construction project (rated as moderate risk, moderate impact). Mitigation strategies include retaining a professional project management firm, a realistic contingency provision, financial management and oversight mechanisms that are clearly defined, and strong working relationships with the landlord, the Halifax Port Authority.
- The financial risk will become increasingly significant post 2015-16 (rated as moderate risk, moderate impact). Expense management and projected increases in self-generated revenue will help mitigate the risk for the planning period. A balanced budget is forecast in this plan, however it should be noted that this is based on stringent expense management and ambitious fundraising targets. A fundraising plan has been developed that focuses on major gifts as the key contributor to self-generated revenue with targets of \$1.30 million in 2016-17, \$1.65 million in 2017-18, and \$1.61 million in 2018-19. The Board of Trustees is committed to this plan and recognizes that Board recruitment and succession planning must focus on the capacity to generate major gift contributions as a key qualification.




5. PERFORMANCE IN 2013-14

In the 2013-14 fiscal year, the Museum delivered on key priorities that will set the stage for the next period of growth. Highlights are outlined below.

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






RESEARCH AND CONTENT DEVELOPMENT

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

-  Per the Collection Development Strategy developed in 2013-14, engaging oral histories and stories that reflect the Museum's national mandate continue to be collected.
-  The national advertising campaign generated 81 story submissions, enhancing the collection of non-Pier 21 immigration stories.
-  A multi-year project to catalogue the Collection and make it accessible on the *CollectiveAccess* database continues. On track to achieve targets of 90% of the existing collection fully catalogued by the end of 2017, and 50% of the oral history and story collections accessible on-line.

INTERPRETATION AND CONNECTIONS

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

-  A detailed Interpretive Plan as well as Exhibition and Content development plans were completed to guide the direction and development of the permanent exhibit.
-  Exhibition development is underway and on-track for the May 2015 launch.
-  The first travelling exhibition, *Canada: Day 1* has been developed and is being booked at venues across the country through 2017.
-  Continued expansion of the website, the national advertising campaign, and digital engagement strategies exceed targets of 20% new web content and a 15% increase in unique visitors.
-  Continuation of popular programs such as the *Diversity Spotlight* film series, *Discover Culture* family program and community outreach programs attracted more than 8,000 public programming visitors to the Museum.

VISITOR EXPERIENCE

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

- 🌸 More than 80,000 people experienced the Museum in 2013-14, including 35,000 paid visitors, 5,000 school children, 25,000 visitors to the Scotiabank Family History Centre, and 15,000 event and program participants.
- 🌸 94% of respondents surveyed rated their visitor experience as satisfying or very satisfying.
- 🌸 Attendance measurement (on-site and on-line) has been enhanced.
- 🌸 The monograph and journal collections continue to be expanded to reflect the breadth of the Canadian immigration experience.

ACCESS AND AWARENESS

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

- 🌸 Increased awareness of the Museum and its national mandate as evidenced web visitation and on-line impressions generated by the national advertising campaign (111,000 web visits and 200 million on-line impressions).
- 🌸 20% increase in new content added to the web.
- 🌸 870 subscribers to the HTML newsletter.
- 🌸 Successful expansion of the *Breakfast with a Fascinating Canadian* series, a fundraising event where attendees hear from a Canadian with a special personal or professional connection to the Canadian immigration story. The first event outside of Halifax was held in Toronto in March 2014.

STRATEGIC PRIORITY 2: TO BE AN OUTSTANDING EMPLOYER

INTERNAL SERVICES

Objective: The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and dynamic employees and volunteers who are respectful of the Museum's mission and mandate.

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

STRATEGIC PRIORITY 3: TO BE AN OUTSTANDING CROWN CORPORATION

SOUND GOVERNANCE

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

- 🌸 Continued development of key governance documents including an enhanced risk assessment framework.
- 🌸 Continued positive results from the Board of Director's annual governance self-assessments.
- 🌸 The Museum's first Annual Public Meeting outside of Halifax was held in Vancouver in June 2013 with more than 100 donors, media and friends in attendance.

SOUND MANAGEMENT OF RESOURCES

Objective: The organization and its resources are aligned in a way that enables the Museum to achieve its mandate and to adopt sound and efficient governance and stewardship practices.

- 🌸 No negative feedback from the Office of the Auditor General on the Corporation's governance, resource and risk management practices and its financial controls.
- 🌸 Development and implementation of an internal audit plan, with payroll and capital expenditure audits completed in 2013-14.
- 🌸 Development of a new major gifts campaign with key prospect visits and cultivation underway.
- 🌸 On track to increase the percentage of the Museum's self-generated revenues to \$1.78 million in 2014-15 (23% of operating appropriations), growing to \$2.88 million (37% of operating appropriations in 2018-19).

ACCOMMODATIONS

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

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

BUILDING OPERATIONS AND SECURITY

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

- 🌸 Zero accidents on-site in 2013-14.
- 🌸 All visitors have access to all public areas of the Museum facility, regardless of physical challenge, and are able to fully engage in the on-site Museum experience.
- 🌸 Lead discovered during an August 2013 hazardous materials assessment was successfully removed by February 2014 with no risk to employees or visitors.
- 🌸 Operating efficiencies from the new HVAC, electrical and communications systems are anticipated.

STRATEGIC PRIORITY 4: TO BE A LEADER AND OUTSTANDING COLLABORATOR

NATIONAL OUTREACH AND COLLABORATION

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

- 🌸 Successful collaboration with York House and ten community groups across the country on digital storytelling project that has evolved into a priority program area for the Museum.
- 🌸 Working with the Canadian Museum of History to co-produce *The Empress of Ireland* exhibit in 2015.
- 🌸 Ongoing collaboration with other national Museums and portfolio organizations such as the CBC on areas of content development including shared exhibits, research and artifacts.
- 🌸 Relationships established across the country for the national roll-out of the *Canada: Day 1* travelling exhibit.

6. OUR PLAN

The 2014-19 Corporate Plan sets objectives, priorities and strategies for the next five years and reaffirms the Museum’s strategic outcome:

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

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

STRATEGIC PRIORITY 1:

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

SUPPORTS PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS

RESEARCH AND CONTENT DEVELOPMENT

Objective 1: Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada’s nation-building.

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of the planning period, the oral history and story collections will be documented, indexed and available to the public on-site and on-line within the requirements of access to information and privacy legislation. The artifact collection will also be catalogued.</p> <p>A comprehensive approach to gathering oral histories —in conjunction with a major travelling exhibition and other community outreach efforts — will produce a rich resource for all Canadians.</p>	<ul style="list-style-type: none"> Actively collect engaging oral histories, documents and stories that reflect the Museum’s mandate, Canada’s multicultural mosaic and its linguistic duality; these, along with original research projects, will contribute to the development of the Museum’s permanent exhibit and its web content. Continue to catalogue the Museum’s collection on the <i>CollectiveAccess</i> database to enhance the Museum’s ability to manage and publish its materials. 	<ul style="list-style-type: none"> Qualitative reports on the extent to which the collection expands and becomes more diverse, consistent with the Interpretive Plan and the Collection Policy. Existing artifacts and archival images will be catalogued as follows: <ul style="list-style-type: none"> 85% by March 2015 90% by March 2016 95% by March 2017 100% by March 2019 The oral history and story collections will be accessible on-line as follows: <ul style="list-style-type: none"> 30% by March 2016 50% by March 2017 70% by March 2018 75% by March 2019

INTERPRETATION AND CONNECTIONS

Objective 2: Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada; and visitors, both on-site and virtual, have access to unique and innovative content and experiences in both Official Languages.

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of the 2017, the Museum's on-site content and programming will fully reflect the Museum's mandate to cover the broader story of immigration to Canada.</p> <p>The permanent exhibitions reflecting the full scope of the national mandate will be open to visitors in 2015.</p> <p>National roll-out of the Museum's first travelling exhibition, <i>Canada: Day 1</i>, from 2014-17. Its content will reflect the diversity of the immigrant experience from Confederation to present. The exhibit will be a major tool for audience engagement and for building the collection through host sites and virtual applications.</p> <p>Bilingual on-line content and activities will fully reflect the diverse immigrant experience and will engage audiences on-site and across the country.</p>	<ul style="list-style-type: none"> • Develop the new permanent exhibitions (opening May 2015). • Launch (June 2014) and national roll-out of the first travelling exhibit, <i>Canada: Day 1</i>. • Through the Digital Storytelling Project, work with hosts of <i>Canada: Day 1</i> exhibit to gather stories from across Canada. • Increase on-line content by 20% and to more fully reflect the diversity of the immigration experience in Canada. • Implement digital engagement strategies to build on-line audiences through social media, mobile guide applications, and other interactive on-line applications to build user-generated content. • Continue to showcase French language films and those that explore a wide range of cultures and historic themes through the <i>Diversity Spotlight</i> film series. 	<ul style="list-style-type: none"> • Permanent, travelling and temporary exhibits will open on time, within budget, will receive positive audience feedback for quality and visitor engagement and will be accessible in both Official Languages. • 20% increase in on-line content in 2014-15 and in each of the next four years. • Digital engagement strategies will increase unique web visitors by 10% in 2014-15 and in each of the next four years.

VISITOR EXPERIENCE

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

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of 2017, the visitor experience will be heightened by a robust Family History Centre, an active oral history and research group and the new technologies supporting interaction with visitors before, during and after their visit.</p> <p>Enhance on-line and in-person experiences by making key collections available through digitization, indexing and transcription (donated ship passenger lists, post-war newspaper clippings) by 2016.</p>	<ul style="list-style-type: none"> • Further enhance the Museum’s ability to provide a compelling visitor experience throughout the visit by providing for full integration, cross-training and knowledge-sharing of the visitor services staff and volunteers. • Continue to enhance the visitor satisfaction measurement program and act on key findings. • Collect qualitative and quantitative visitor data to inform future plans for museum development and inform training needs. • Manage visitor expectations and deliver on-site and on-line experiences during Museum closure (November 2014 to May 2015) through communications strategies, enhanced on-line presence, and alternate locations for alumni and other visits. • Launch a guest speaker series to attract new and repeat visitors to the Museum. • Enhance the visitor experience and broaden the range of visitors by expanding the monograph, microfilm and journal collections in the areas of genealogy and throughout all periods of immigration to Canada. 	<ul style="list-style-type: none"> • 35,000 paid visitors and 4,300 school children in 2014-15. • 65,000 visitors experiencing the museum on-site in 2014-15 and 146,300 on-line. • Over 250,000 people visiting the National Historic Site in 2014-15. • 90% of visitors surveyed report a satisfying or very satisfying rating of their museum experience.

ACCESS AND AWARENESS

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

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>An integrated marketing and communications plan will be in place to raise awareness and public support across the country and on-line exhibits and social media initiatives will be enhancing public programming and driving virtual and on-site attendance.</p> <p>The Museum implements integrated strategies to increase revenue generation and public awareness in connection with Canada’s 150th anniversary celebrations in 2017-18.</p>	<ul style="list-style-type: none"> • Implement a communications strategy to support the national roll-out of the first travelling exhibit, <i>Canada: Day 1</i>. • Launch a mobile guide app to enhance the <i>Canada: Day 1</i> exhibit experience. • Continue to grow the mailing list through active offer to museum patrons and build audience engagement through a monthly e-newsletter. • Develop an integrated marketing and communications plan to launch the expanded Museum on multiple platforms. • Leverage opportunities for revenue generation and public awareness in conjunction with: <ul style="list-style-type: none"> – the rollout of the travelling exhibition – the Museum’s second annual public meeting outside of Halifax in June 2013 – Canada’s 150th anniversary celebrations. 	<ul style="list-style-type: none"> • Garner positive media coverage around key milestones such as the national rollout of <i>Canada: Day 1</i>. • Positive response to the mobile guide app as evidenced by downloads and user feedback. • 20% increase in new content added to the web in each of the next five years. • 1,000 subscribers to the HTML newsletter by the end of 2014-15.

STRATEGIC PRIORITY 2:

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

SUPPORTS PROGRAM 3: INTERNAL SERVICES

Objective 1: The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and dynamic employees and volunteers who are respectful of the Museum's mission and mandate.

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>To continue recruitment to support the organizational structure and the national mandate.</p> <p>To continue to recruit, engage and develop volunteers in a way that reflects the Museum's mandate.</p> <p>To further the development and implementation of the management frameworks, policies, systems, structures and procedures necessary to support sound resource management and a positive, values-based workplace.</p>	<ul style="list-style-type: none"> Implement a performance management program across the Corporation that recognizes results and the Museum's core values. Continue the succession planning process. Offer room for advancement and learning within the organization, supported by training, development and education opportunities. 	<ul style="list-style-type: none"> 95% full-time staff retention rate. 75% of employees participating in professional development and educational opportunities. 85% of staff are bilingual or participating in language training (English and French).

STRATEGIC PRIORITY 3:

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

SUPPORTS PROGRAM 3: INTERNAL SERVICES AND PROGRAM 2: ACCOMMODATIONS

SOUND GOVERNANCE

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

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>The Museum will meet or exceed recognized standards for corporate governance, including a robust performance management regime and integrated risk management.</p> <p>To continue to develop and improve the instruments, policies, processes and systems required to support the sound governance and effective operation of the Corporation.</p>	<ul style="list-style-type: none">• Further refine the Museum's Performance Management Framework as a tool for monitoring and reporting on performance, and for course-correction as required.• Test the Business Continuity Plan for the Museum as part of the risk management regime.• Implement the internal audit plan and act on key findings.• Hold the Museum's third Annual Public Meeting, which all Crown corporations are required to hold as a good governance practice, in Toronto in June 2014.	<ul style="list-style-type: none">• No negative reports from the Office of the Auditor General related to corporate governance.• Two internal audits completed, payroll and capital expansion, with findings implemented.• Continuing positive results from the Board of Director's annual governance self-assessments.

SOUND MANAGEMENT OF RESOURCES

Objective 2: The organization and its resources are aligned in a way that enables the Museum to achieve its mandate and to adopt sound and efficient governance and stewardship practices.

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>To further the development and implementation of the management frameworks, policies, systems, structures and procedures necessary to support sound resource management and a positive, values-based workplace.</p> <p>The Museum will continue to be fiscally responsible, to deliver its mandate within its budget, and meet self-generated revenue targets.</p>	<ul style="list-style-type: none"> • Leverage opportunities for revenue generation and public awareness in conjunction with the Museum’s first travelling exhibit. • Identify, cultivate and solicit major gift donors for new Museum spaces and programs. • Continue to steward past/current donors to the Museum. • Continue the popular <i>Breakfast with a Fascinating Canadian</i> fundraiser in Halifax and hold a second event in another city in 2014-15. • Continue to work with sister national museums on shared services, opportunities for collaborative promotions and shared programming. 	<ul style="list-style-type: none"> • No negative feedback from the Office of the Auditor General on the Corporation’s governance, resource and risk management practices and its financial controls. • Increase the Museum’s self-generated revenues to \$1.79 million in 2014-15 (23% of operating appropriations), growing to \$2.88 million by 2018-19 (37% of operating appropriations).

ACCOMMODATIONS

Objective 3: The Museum’s facilities are upgraded and/or expanded as appropriate to provide suitable and accessible space for visitors, staff, volunteers and exhibits/programming; and construction projects are governed by an effective project management regime, including robust risk management strategies and respect the heritage aspects of the site.

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of the planning period, the Museum will have completed all planned upgrade and expansion projects on time and within budget.</p>	<ul style="list-style-type: none"> • Complete the refit of the existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and renovate and refit Shed 22 for exhibition space in preparation for the opening of the new permanent exhibit in May 2015. • Complete design, fabrication and installation of new exhibitions for May 2015 opening. • Implement communications plan to ensure public and key stakeholders are aware of Museum closure during construction (November 2014 - May 2015). • Continue to manage contracts in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk-management practices throughout. 	<ul style="list-style-type: none"> • The new permanent exhibitions will be complete and open to visitors in May 2015. • The Museum stays within budgeted targets; and completes key projects on time.

BUILDING OPERATIONS AND SECURITY

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

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of the planning period, the entire space available for public purposes will be open to the public and will be accessible, welcoming, safe and stimulating for all visitors.</p> <p>Visitors will be greeted in the Official Language of their choice, and in many other languages reflecting the diverse nature of Canada’s population.</p> <p>All exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.</p>	<ul style="list-style-type: none"> • Ensure the appropriate measures are in place to provide for the ongoing safety and security of staff, volunteers, visitors and museum materials; and for accessibility to all. • Continue to implement operating efficiencies embedded in the renovation and expansion (i.e. the move to natural gas for the HVAC system) and to benefit from operational efficiencies and cost savings due to the fully operational HVAC, electrical and communications systems. • Where possible, work with landlord on projects that involve shared spaces to maximize efficiencies. 	<ul style="list-style-type: none"> • Continued compliance with all applicable codes and zero accidents. • All visitors will have access to all public areas of the Museum facility regardless of physical challenge, and are able to fully engage in the on-site Museum experience. • Exhibits will be easily interpreted and accessible by the visually and hearing impaired as well as those with mobility challenges.

STRATEGIC PRIORITY 4:

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

SUPPORTS PROGRAM 1: VISITOR EXPERIENCE AND CONNECTIONS

NATIONAL OUTREACH AND COLLABORATION

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

Five-Year Strategies	Key Activities to March 31, 2015	Key Performance Measures
<p>By the end of the planning period, the Museum will have a network of relationships from coast to coast to assist in the development of emerging immigration themes, identify key stakeholders in their communities and leverage the unique experience offered by the Museum.</p> <p>The Museum will collaborate with local, provincial and national tourism departments and be viewed as a valuable piece of the tourism landscape.</p> <p>Work with Official Language stakeholders will strengthen linguistic duality in the region.</p>	<ul style="list-style-type: none"> National roll-out of the first travelling exhibit, <i>Canada: Day 1</i>. Host digital storytelling workshops at <i>Canada: Day 1</i> venues, providing a unique opportunity to digitally capture immigration stories across the country and grow the Museum's collection. Establish five relationships with museums or key cultural groups across the country, representing different cultures and geographies, to support the permanent exhibit, travelling exhibit and other national programming. Implement the Community Engagement Strategy, a strategic approach to community engagement that will develop new audiences across Canada. Build on the connections with the other national museums in the Canadian Heritage portfolio in an 	<ul style="list-style-type: none"> Expanded diversity of on-line and in-house content resulting from an increase in quality collaboration with key stakeholders. Successful roll-out of <i>Canada: Day 1</i> as evidenced by media coverage, visitation numbers, and both quantitative and qualitative feedback. Visit two multicultural festivals per year to grow networks, expand the Museum's reach, and build awareness. Co-produce <i>The Empress of Ireland</i> exhibit in 2015 with the Canadian Museum of History. Positive reviews from Francophone

effort to collaborate on exhibits and the sharing of resources and learning.

organizations and by the Office of the Commissioner of Official Languages.

- Positive feedback from participation in multi-cultural festivals, expanded network and additional story submissions.

7. FINANCIAL STATEMENTS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2014-15 and estimates for the remaining four years of the Plan. They are also based on the Museum's estimates for self-generated revenues.

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

CAPITAL BUDGET

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

Table 1: Annual Capital Appropriations (\$ millions)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Planned	1.723	7.525	2.250	10.750	2.200	TBD	TBD	TBD	TBD	24.448
Revised	0.723	8.525	2.250	10.750	2.200	TBD	TBD	TBD	TBD	24.448

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

In 2014-15, the Museum has a \$2.2 million capital budget for completion of the capital expansion to launch the new Museum.

Work to be completed in 2014-15 includes:

- Completion of the refit of Shed 22 space, including the installation of new exhibits.
- Construction and completion of new rental spaces.
- Completion of the refit of current exhibition space, including fabrication and installation of new exhibits.

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

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

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

Once the capital expansion is completed in 2014-15, there are no planned capital appropriations. The Museum anticipates that it will need \$50,000 per year in capital funds to maintain the facilities. Capital requirements for the five year period beginning in 2015-16 will be reviewed and refined once the capital expansion is complete.

OPERATING BUDGET

Total funding approved for the Museum to cover its operating costs was \$34.4 million over the initial five year period from 2010-11 to 2014-15, followed by a base amount of \$7.7 million per year thereafter. With the operating freeze announced in the October 2013 Speech from the Throne, the Museum does not anticipate any increases in operating appropriations over the planning period.

The Museum has developed an operating budget based on stringent expense management and an increase in self-generated revenue through admissions, facility rentals, retail and food operations,

income from the endowment fund (which is restricted to programming only), and a significant focus on fundraising, specifically through major gifts.

Table 2: Self-Generated Revenue Sources and Amounts

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actuals	Actuals	Actuals	Budget	Budget	Budget	Budget	Budget
Exhibition hall ticket sales & Programming	272,980	236,900	254,930	333,870	560,490	593,120	611,400	631,400
Family history centre	72,400	59,535	64,990	71,080	87,500	91,600	91,600	93,400
Gift shop	103,230	115,990	138,940	123,010	166,600	176,400	186,200	191,100
Hall rental	263,350	321,055	305,180	229,010	190,190	327,170	340,970	350,340
Donations	474,090	365,440	355,910	1,000,000	1,150,000	1,300,000	1,650,000	1,610,000
Interest and other	104,680	84,470	83,440	33,000	18,000	8,000	8,000	8,000
	1,290,730	1,183,390	1,203,390	1,789,970	2,172,780	2,496,290	2,888,170	2,884,240
Allocation from Endowment	-	-	161,550	-	100,000	150,000	150,000	150,000
	1,290,730	1,183,390	1,364,940	1,789,970	2,272,780	2,646,290	3,038,170	3,034,240

Donation revenue is forecast to grow significantly from \$356,000 in 2013-14 to \$1 million in 2014-15. The launch of the Museum's first travelling exhibit, the development of the new permanent exhibit, and expanded programming all present opportunities for major gift fundraising in 2014-15 and 2015-16. Combined, the revenue generating activities will see self-generated revenue as a percentage of the operating appropriations grow to 23% in 2014-15 and 28% in 2015-16.

Table 3: Paid Visitation (thousands)

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

While visitation is expected to drop in 2014-15, due to the closure of the Museum for renovations, on-site revenues are expected to grow slightly for 2014-15. This is primarily based on an increase in ticket price of 15% to reflect that ticket prices are now plus tax as opposed to tax included. Visitation is expected to increase significantly once the expanded Museum opens in the spring of 2015.

Operating Expenses

The two major operating expenses, personnel and facilities costs (including rent, Payments in Lieu of Taxes, utilities, repairs and maintenance and building operation), account for 86% of the \$7.7 million in operating appropriations in 2014-15 and will continue to increase.

Unlike other national museums, the Museum does not own the Pier 21 premises but leases from the Halifax Port Authority, a related party. When the Museum became a Crown corporation, the government negotiated a 40 year lease (to 2051) with the Port of Halifax on the Museum's behalf. Rent

is expected to increase from approximately \$1.8 million in 2014-15 to \$2.1 million at the end of the planning period in 2018-19.

Table 4: Number of Full-time Equivalent Employees (FTEs)

	2013-14 Actuals	2014-15 Forecast	2015-16 Forecast	2016-17 Forecast	2017-18 Forecast	2018-19 Forecast
Total FTEs	52	53	56	56	56	56

Salaries account for just over 63% of the operational appropriations in 2014-15. One position will be added in 2014-15, a reference coordinator for the Scotiabank Family History Centre. An additional reference coordinator and two interpreters for the expanded Museum will be added in 2015-16 to reflect requirements of the expanded Museum.

Table 5: Revenues versus Expenses

	2013-14 Actuals	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
GOVERNMENT FUNDING	9,462,790	10,594,400	10,615,300	10,186,700	10,120,500	10,073,300
OTHER REVENUE	1,364,940	1,789,970	2,272,780	2,646,290	3,038,170	3,034,240
EXPENSES	10,887,680	13,684,370	13,288,080	12,832,990	13,158,670	13,107,540
EXCESS OF EXPENSES OVER REVENUES	(59,950)	(1,300,000)	(400,000)	-	-	-

The excess of expenses over revenues of \$59,950 in 2013-14, \$1.3 million in 2014-15 and \$0.4 million in 2015-16 will be covered by the unrestricted net assets of \$2.7 million the Museum had at March 31, 2013. These unrestricted net assets are the result of a delay in the formation of the Corporation in 2010-11 and the resulting delay in expenditures.

The Museum is forecasting a balanced budget for the remainder of the planning period (2016-17 to 2018-19), based on stringent expense management, increased visitation and revenue generation upon the opening of the expanded Museum, and ambitious fundraising targets of \$1.3 million in 2016-17, \$1.65 million in 2017-18 and \$1.61 million in 2018-19.

8. PRO FORMA FINANCIAL STATEMENTS

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

	2013-14 Actuals	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
ASSETS						
Current Assets						
Cash	11,445,200	1,475,000	720,000	715,000	720,000	715,000
Accounts receivable	494,200	30,000	40,000	45,000	40,000	45,000
Inventories	135,400	150,000	170,000	170,000	170,000	170,000
Prepaid expenses	309,300	15,000	15,000	15,000	15,000	15,000
	<u>12,384,100</u>	<u>1,670,000</u>	<u>945,000</u>	<u>945,000</u>	<u>945,000</u>	<u>945,000</u>
Other Assets						
Endowment cash and investments	6,765,400	7,009,000	7,519,000	7,679,000	7,704,000	7,729,000
Capital assets	12,452,700	19,858,200	16,942,900	14,456,200	12,035,700	9,662,400
	<u>19,218,100</u>	<u>26,867,200</u>	<u>24,461,900</u>	<u>22,135,200</u>	<u>19,739,700</u>	<u>17,391,400</u>
TOTAL ASSETS	<u>31,602,200</u>	<u>28,537,200</u>	<u>25,406,900</u>	<u>23,080,200</u>	<u>20,684,700</u>	<u>18,336,400</u>
LIABILITIES AND NET ASSETS						
Accounts payable and accrued liabilities	1,401,500	575,000	250,000	250,000	250,000	250,000
Deferred contribution - other	1,093,900	407,100	-	-	-	-
Deferred contributions related to capital assets	19,795,500	19,451,100	16,942,900	14,456,200	12,035,700	9,662,400
	<u>22,290,900</u>	<u>20,433,200</u>	<u>17,192,900</u>	<u>14,706,200</u>	<u>12,285,700</u>	<u>9,912,400</u>
Net Assets						
Endowment	6,495,500	6,930,000	7,440,000	7,600,000	7,625,000	7,650,000
Restricted	282,000	282,000	282,000	282,000	282,000	282,000
Unrestricted	2,533,800	892,000	492,000	492,000	492,000	492,000
	<u>9,311,300</u>	<u>8,104,000</u>	<u>8,214,000</u>	<u>8,374,000</u>	<u>8,399,000</u>	<u>8,424,000</u>
TOTAL LIABILITIES AND NET ASSETS	<u>31,602,200</u>	<u>28,537,200</u>	<u>25,406,900</u>	<u>23,080,200</u>	<u>20,684,700</u>	<u>18,336,400</u>

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

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
 PRO FORMA STATEMENTS OF OPERATIONS
 FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actuals	Budget	Budget	Budget	Budget	Budget
GOVERNMENT FUNDING						
Parliamentary appropriations	18,450,000	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000
Amount used to purchase depreciable assets	(10,750,000)	(2,200,000)	-	-	-	-
Amortization of deferred capital funding	1,762,790	2,894,400	2,915,300	2,486,700	2,420,500	2,373,300
	9,462,790	10,594,400	10,615,300	10,186,700	10,120,500	10,073,300
OTHER REVENUE						
Exhibition hall ticket sales & Programming	254,930	333,870	560,490	593,120	611,400	631,400
Scotiabank family history centre	64,990	71,080	87,500	91,600	91,600	93,400
Gift shop	138,940	123,010	166,600	176,400	186,200	191,100
Hall rental	305,180	229,010	190,190	327,170	340,970	350,340
Donations	355,910	1,000,000	1,150,000	1,300,000	1,650,000	1,610,000
Interest and other	83,440	33,000	18,000	8,000	8,000	8,000
	1,203,390	1,789,970	2,172,780	2,496,290	2,888,170	2,884,240
Allocation from Endowment	161,550	-	100,000	150,000	150,000	150,000
	1,364,940	1,789,970	2,272,780	2,646,290	3,038,170	3,034,240
EXPENSES						
Visitor experience and connections	3,522,990	3,765,040	3,124,400	2,967,610	3,290,300	3,138,400
Internal services	3,737,700	4,266,510	4,147,820	4,223,340	4,251,210	4,361,210
Accommodation	3,626,990	5,652,820	6,015,860	5,642,040	5,617,160	5,607,930
	10,887,680	13,684,370	13,288,080	12,832,990	13,158,670	13,107,540
EXCESS OF EXPENSES OVER REVENUES	(59,950)	(1,300,000)	(400,000)	-	-	-

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

Note 2: The Museum shortfalls of \$59,950 in 2013-14, \$1.3 million in 2014-15 and \$0.4 million in 2015-16 will be covered by the unrestricted net assets of \$2.7 million the Museum had at March 31, 2013.

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

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
 PRO FORMA STATEMENTS OF CASH FLOWS
 FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

	2013-14 Actuals	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget	2018-19 Budget
OPERATING ACTIVITIES						
Appropriations received	7,726,470	7,700,000	7,700,000	7,700,000	7,700,000	7,700,000
Other cash received	1,776,950	1,789,970	2,162,780	2,491,290	2,893,170	2,879,240
Cash paid to employees and suppliers	(9,378,250)	(10,964,970)	(10,717,780)	(10,346,290)	(10,738,170)	(10,734,240)
Endowment allocation received	-	-	100,000	150,000	150,000	150,000
	125,170	(1,475,000)	(755,000)	(5,000)	5,000	(5,000)
CAPITAL ACTIVITIES						
Acquisition of capital assets	(2,372,370)	(2,200,000)	-	-	-	-
	(2,372,370)	(2,200,000)	-	-	-	-
INVESTING ACTIVITIES						
Increase in endowment cash and investments	(569,260)	(373,000)	(510,000)	(160,000)	(25,000)	(25,000)
	(569,260)	(373,000)	(510,000)	(160,000)	(25,000)	(25,000)
FINANCING ACTIVITIES						
Appropriation received for the acquisition of capital assets	10,750,000	2,200,000	-	-	-	-
Contributions to endowment	406,370	373,000	510,000	160,000	25,000	25,000
	11,156,370	2,573,000	510,000	160,000	25,000	25,000
(DECREASE) INCREASE IN CASH	8,339,910	(1,475,000)	(755,000)	(5,000)	5,000	(5,000)
CASH, BEGINNING OF YEAR	3,105,290	2,950,000	1,475,000	720,000	715,000	720,000
CASH, END OF YEAR	11,445,200	1,475,000	720,000	715,000	720,000	715,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actuals	Budget	Budget	Budget	Budget	Budget
FUNDING						
Operating	9,124,890	10,789,970	10,372,780	10,346,290	10,738,170	10,734,240
Capital	10,750,000	2,200,000	TBD	TBD	TBD	TBD
	19,874,890	12,989,970	10,372,780	10,346,290	10,738,170	10,734,240
LESS:						
Unspent operating funds from previous years	59,950	1,300,000	400,000	-	-	-
Other revenues	1,203,390	1,789,970	2,172,780	2,496,290	2,888,170	2,884,240
Allocation from Endowment	161,550	-	100,000	150,000	150,000	150,000
	1,424,890	3,089,970	2,672,780	2,646,290	3,038,170	3,034,240
GOVERNMENT FUNDING REQUIRED	18,450,000	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
OPERATING AND CAPITAL BUDGETS BY ACTIVITY
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actuals	Budget	Budget	Budget	Budget	Budget
Visitor experience and connections	3,143,120	2,060,090	2,076,410	2,282,890	2,587,300	2,413,600
Internal services	2,692,680	2,881,490	2,523,030	2,261,770	1,916,040	2,051,770
Accommodation	12,614,200	4,958,420	3,100,560	3,155,340	3,196,660	3,234,630
TOTAL BUDGET REQUIREMENT	18,450,000	9,900,000	7,700,000	7,700,000	7,700,000	7,700,000

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2014-15 CORPORATE PLAN
PROJECTED REVENUES FROM ON-SITE ACTIVITIES AND ATTENDANCE
FOR THE YEARS ENDING MARCH 31, 2014 TO MARCH 31, 2019

(in thousands of dollars)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Actuals	Budget	Budget	Budget	Budget	Budget
Exhibition hall ticket sales & Programming	255	334	560	593	611	631
Scotiabank family history centre	65	71	88	92	92	93
Gift shop	139	123	167	176	186	191
Hall rental	305	229	190	327	341	350
Donations - Walls of service and tribute	60	80	80	80	90	90
TOTAL ON-SITE REVENUE	824	837	1,085	1,268	1,320	1,355
Paid visitation (in thousands)	35	35	60	63	65	65

Canadian Museum of Immigration at Pier 21

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