



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

# SUMMARY OF CORPORATE PLAN FOR 2024-25 TO 2028-29

## OPERATING AND CAPITAL BUDGETS FOR 2024-25

**Canadian Museum of Immigration at Pier 21**

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Canada 

## TABLE OF CONTENTS

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Executive Summary .....	2
1. Overview .....	3
2. Operating environment .....	5
3. Objectives, activities, risks, expected results, and performance indicators .....	9
4. Financial overview .....	12
Appendix 1: Corporate governance structure .....	16
Appendix 2: Planned results .....	18
Appendix 3: Financial statements and budgets .....	26

## EXECUTIVE SUMMARY

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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, a National Historic Site, was the gateway to Canada for just under 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, it is home to the Canadian Museum of Immigration at Pier 21 – Atlantic Canada's only national museum.

The Board of Trustees and senior management have established the following five strategic priorities, derived from the Museum's mandate and the Board's vision:

1. Lead an outstanding and relevant museum with pan-Canadian reach, sharing diverse and meaningful collections and programs.
2. Facilitate enhanced access for all on-site, on the road and digitally.
3. Build and nurture exceptional partnerships engaging with others to amplify our complementary missions.
4. Champion an inclusive team that is agile, responsive and collaborative.
5. Serve as a model Crown corporation, financially responsible, sustainable and fully accountable to Canadians.

The Canadian Museum of Immigration at Pier 21 has an operating budget of \$12.987 million and a capital budget of \$360,000 for 2024-25. The Museum has been allocated base appropriations from the Government of Canada of \$8.799 million per year for the planning period. Since 2015-16, personnel costs and the non-discretionary costs for the facilities have exceeded the amount of appropriations. In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance. The Museum received COVID-19 relief funds in 2020-21, 2021-22 and 2022-23 to address financial pressures caused by COVID-19. A deficit of \$405,000 is projected in 2026-27, growing to \$1.1 million at the end of the planning period. The Museum's unrestricted net assets of over \$6 million at March 31, 2023 can cover the deficits until the end of the planning period. Past that date, there are risks to program integrity as fiscal imbalances force decisions to cut programs or reduce opening hours.

From 2023-24, a return to pre-pandemic self-generated revenue levels is projected. The Museum embraces its responsibility to generate revenue above and beyond its appropriation from the Government of Canada and has historically been successful in doing so.

## 1. 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."

Detailed information about the Corporation's recent program results can be found in the 2022-23 Corporation's annual report, available on the Museum's website.

### VISION

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*The Canadian Museum of Immigration at Pier 21 ensures that Canada's important immigration stories are captured, shared, discussed, appreciated and preserved. The Museum is widely recognized as both an iconic symbol and a leading museum. It reflects migration stories including those based in collaboration and co-learning with Indigenous peoples.*

### 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.



## KEY STRATEGIC PRIORITIES

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The Board of Trustees and senior management have established five strategic priorities, derived from the Museum’s mandate and the Board’s vision. They are designed to reflect the importance of partnerships and access to all Canadians through digital channels.

1. **Lead an outstanding and relevant museum** with pan-Canadian reach, sharing diverse and meaningful collections and programs.
2. **Facilitate enhanced access for all** on site, on the road and digitally.
3. **Build and nurture exceptional partnerships** engaging with others to amplify our complementary missions.
4. **Champion an inclusive team** that is agile, responsive and collaborative.
5. **Serve as a model Crown corporation**, financially responsible, sustainable and fully accountable to Canadians.

## 2. 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 environment, as well as the Museum's progress against prior Corporate Plan commitments. Highlights are summarized below.

### INTERNAL ENVIRONMENT

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The Canadian Museum of Immigration at Pier 21 benefits from capable staff and volunteers, an inclusive and enabling work environment, a deep and broad collection, compelling exhibitions, and a growing array of digital offerings. Equally valuable are the Museum's location and the historical significance of the Halifax Port Authority's "Pier 21" facilities that house it. These factors contribute to a unique visitor experience.

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.

Many innovations generated during pandemic lockdowns remain in place: Visitor Experience staff has carried forward the digital education and tour programs; Public Programming now offers a combination of in-person, online, and hybrid events. This enables audiences across Canada to participate in Museum programming. Many of the physical upgrades made for public health and safety concerns also have made the Museum more accessible, in compliance with the *Accessible Canada Act*.

The Museum is at its cap of 56 permanent employees and has 50+ active volunteers per year. Staff and volunteers exemplify the priorities of culture and diversity with a wide range of ethnicities, backgrounds, languages and abilities.

*Welcome Home to Canada* (WHTC) is a six-month employability program which provides valuable work experience for recent immigrants. Since 2004, the Museum has welcomed 200 immigrants from over 50 different countries through the program, which normally hosts 8-10 participants per year. Over 70 percent of participants have obtained meaningful employment or furthered their education after completing the program, including four who are now full-time Museum employees.

### EXTERNAL ENVIRONMENT

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The Museum is important to Canada. Social cohesion in our country is threatened by growing ideological divides, often manifesting as anti-immigrant rhetoric. Learning about the experiences of newcomers to Canada builds empathy; seeing experiences like your own reflected in a national museum engenders pride and belonging. Honouring the contributions of newcomers to Canada, through their own words, is a foundational role of the Museum. In a landscape where public trust in institutions is being eroded, museums maintain a high level of public trust and have a significant role to play in maintaining and creating social cohesion, which is fundamental to a healthy democracy.

The increased cost of living, driven by inflation and higher interest rates, puts financial strain on many Canadians, limiting disposable income for travel and visitation. This year also saw a shift in Canadian attitudes towards immigration. A September 2023 Environics Institute survey found that these economic concerns, as well as the housing crisis, have contributed to an increase in the number of Canadians who think immigration levels are too high (Environics, 2023).

Tourism numbers are down in Nova Scotia, and visitation to the Museum in 2023-24 is forecast to be 21 percent lower than targets despite visitor satisfaction ratings of 98 percent as well as ongoing positive reviews and media coverage. Management is working with staff and industry colleagues to gather data and information and evaluate causes and strategies for the future, including building local audiences and awareness.

The past several years have seen an increase in the frequency and severity of hurricanes, tropical storms, and forest fires in the Atlantic region. After seeing news coverage of these events, would-be visitors concerned about travel disruptions and personal safety may be more hesitant to include Halifax and Nova Scotia in their travel plans.

Unfortunately, air access to Halifax has not returned to pre-pandemic levels, making travel to the region more difficult and more expensive.

Pier 21 alumni (those who are among the nearly one million immigrants who entered Canada at the site of the Museum between 1928 and 1971) are aging. Among non-local respondents to visitor surveys, 24 percent said that their trip to Halifax was motivated by a desire to visit Pier 21. With time, this important demographic is decreasing, creating pressure for the Museum to attract new groups of visitors. However, we are noticing an encouraging increase in interest from the children of those who passed through Pier 21.

Halifax has a growing population, including the fastest-growing downtown population in the country from 2016 to 2021 (Statistics Canada). The Museum, located just outside the core, is positioned to benefit from that growth.

## KEY STRATEGIC ISSUES

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### Financial Stability

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The Museum's sustainability is being eroded over time as the purchasing power of the parliamentary appropriation diminishes. As salaries and rent continue to increase, the non-indexed appropriation covers a smaller and smaller portion of the overall cost of operating the Museum.

Since 2015-16, personnel costs and the non-discretionary costs for the facilities have exceeded the Museum's parliamentary appropriation. 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. These self-generated revenues, combined with the Museum's unrestricted net assets and earnings from the endowment fund, have historically been sufficient to fund the Museum's requirements. With more and more self-generated revenue flowing toward personnel

and non-discretionary costs for the facilities, this is no longer the case, and there are encroaching risks to program integrity. The Museum, jointly with the other national Museums, has evaluated the funding required to address this structural shortfall and to cover new costs, including those associated with digital preservation and programming. In Budget 2023, \$2.2 million was allocated to the Museum to address facilities operations and maintenance in 2023-24 and 2024-25.

### High Inflation

High inflation accelerates the erosion of the Museum's financial stability. Labour and material costs continue to increase, as does the cost of contracted services and utilities. The Museum experiences a significant impact of increased inflation on the expense side that it is simply impossible to recoup by increasing admission and rental prices on the revenue side.

### Unrestricted Net Assets

The COVID-19 relief funds received in 2020-21, 2021-22 and 2022-23 and the operations and maintenance funding from Budget 2023 allowed the Museum to preserve its unrestricted net assets. From 2024-25 to the end of the planning period, the unrestricted net assets are adequate to cover the net planned deficits totalling \$1.785 million.

### Compounding Financial Pressures

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, are 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 the expected economic slowdown. This increasing gap is not sustainable.

### Cost of compliance with the *Accessible Canada Act*

Compliance with the *Accessible Canada Act* poses new financial pressures for the Museum. In addition to physical improvements to the physical site, the Museum will require new technology, hardware and software upgrades to deliver digital content for a fully accessible and inclusive experience. Ensuring content meets accessibility standards requires more human resources. The Museum engaged the Rick Hansen Foundation to produce a report on on-site accessibility and received the designation of "Rick Hansen Foundation Accessibility Certified". As part of the report, a list of actions to further enhance accessibility was developed. When projects are undertaken, accessibility requirements are included in both costing and timing.

### Digitization

A key strategic opportunity for the Museum is the impact of digitization. The Museum's collection is largely born-digital, and a digital preservation system was implemented in 2021-22. This created new ongoing costs, as detailed in Appendix 3. The expansion to digital engagement has had implications for the Museum in terms of its approach to outreach, engagement, programming and partnerships in support of the Museum's

mandate. Digital programming is a key area of focus for the Museum. Priorities for 2024-25 are highlighted throughout this plan.

The COVID-19 pandemic spurred an increase in the breadth and depth of digital offerings, identified as a strategic priority during planning in 2021. While revenues derived from digital programming do not come close to covering the cost, these initiatives increase the Museum's accessibility and national reach. To that end, further allocation of human and financial resources has been earmarked for the Museum's current planning period. These investments will be made in alignment with best practices for accessibility.

### **Partnerships are a strength**

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As a relatively small organization, partnering is the default position with every exhibition, event and program. From organization-wide, formal, multi-year partnerships to one-time events, the team embraces the value of working beside others with common goals.

Emphasis is placed on partners who share common goals and who motivate, mobilize, and inspire the Museum to evolve. Key anniversaries and milestones offer opportunities for joint commemoration with other organizations. Special events continue to be the genesis of partnerships; shared authority through partnerships continues to be the cornerstone of exhibit development. An example is a partnership with the Black Cultural Centre of Nova Scotia for the new exhibition *Slavery in Canada* with guest curator Dr. Afua Cooper.

In 2028, the Museum will celebrate the 100th anniversary of the opening of the Pier 21 immigration shed. Preparation for this milestone will commence in the latter part of this planning period and provide another significant opportunity for partnerships, including those beyond Canada's borders.

### **AUDITS AND REVIEWS**

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

The Museum also conducts annual internal audits, utilizing an external accounting firm, presently Grant Thornton. The most recent internal audit, which concluded on March 31, 2023, was a fraud risk assessment. No major risks were identified. Recommendations are currently being implemented.

### 3. OBJECTIVES, ACTIVITIES, RISKS, EXPECTED RESULTS, AND PERFORMANCE INDICATORS

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#### OBJECTIVES, ACTIVITIES, EXPECTED RESULTS AND PERFORMANCE INDICATORS

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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, expected results and performance indicators below are high-level. Details on activities, specific targets and key milestones are in Appendix 2. The activities below are existing multi-year strategic priorities.

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

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**Objective 1: Museum content explores the theme of Canadian immigration and the contribution of all immigrants to Canada’s culture, economy and way of life, and Canadians have greater access to the Museum’s Collection, programs and expertise.**

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##### Key Activities

- Actively collect and share oral histories, stories, digital images, archival materials and artifacts that reflect the Museum’s mandate, and strive, over time, to reflect Canada’s multicultural mosaic and its linguistic duality.
- Catalogue and make a selection of the Collection available to Canadians onsite and online.

##### Expected Results and Performance Indicators

- Canadians can access and experience much of the Collection from anywhere.
- An expanded and fiscally sustainable Collection increasingly represents the diversity of Canada.
- In-person, digital, and hybrid programming ensures continued community engagement without geographic barriers.

**Objective 2: Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.**

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##### Key Activities

- The Museum’s second temporary and travelling exhibition, *Refuge Canada*, is booked at sites across Canada.
- Planning and development for the Museum’s third temporary and travelling exhibition continues.
- Programming continues to engage local and national audiences by partnering with individuals, community groups and institutions.

- New exhibition content management system implemented to address technology obsolescence, improve the visitor experience, and meet digital accessibility standards.

#### Expected Results and Performance Indicators

- Expanded national reach and awareness.
- New Temporary exhibition opens 2025/26 and launches as a travelling exhibition 2026-27.
- Digital content and interactive displays in the permanent exhibitions use up-to-date technology that is under service contract.

### **Objective 3: The Museum enjoys increased public awareness, support and visitation.**

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#### Key Activities

- Undertake research into audience behaviour, motivation and satisfaction.
- A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.
- Increased investment in financial and human resources means digital strategies build targeted online engagement with local, national and international audiences that is planned, interactive and experiential.
- Targeted marketing and communications activities and messaging enhance understanding of the experiences of immigrants and their contributions to Canada's culture, economy and way of life.

#### Expected Results and Performance Indicators

- Research findings inform communications, marketing, exhibition design and digital product design.
- Increased awareness, visitation targets and self-generated revenue targets met.
- Online visitation and engagement targets met.

### **Objective 4: The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action**

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#### Key Activities

- Targeted partnerships add to national understanding and discourse on all aspects of immigration and develop new audiences across Canada.
- Continue to seek collaboration with Indigenous partners and creators and evolve best practices for collaboration.

#### Expected Results and Performance Indicators

- Partnership targets met.
- Exhibitions, programming and communications reflect Indigenous expertise.

## CORE RESPONSIBILITY 2: ACCOMMODATION

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**Objective 5: The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all and are maintained in a cost-effective manner with a focus on greening.**

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### Key Activities

- Capital improvements optimize the use of the space, improve accessibility, are managed prudently, respect the historic nature of the site and decisions are made with climate change at top of mind.

### Expected Results and Performance Indicators

- Key capital projects completed on time, on budget, and meet the above-noted requirements.

## CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

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**Objective 6: The organization and its resources are aligned in a way that enables the Museum to achieve its mandate**

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### Key Activities

- Continue successful strategies to meet fundraising development and total self-generated targets.

### Expected Results and Performance Indicators

- Engaged and loyal donors.
- Return rental clients.
- Committed stakeholders.
- Financial stability.

## INTERNAL SERVICES

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**Objective 7: 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**

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### Key Activities

- Ensure that employees have performance agreements that are linked to the Corporate Plan.
- All employees participating in learning and development opportunities, including (but not exclusive to) training in language, accessibility, anti-racism and inherent bias.
- Volunteers and WHTC participants play an important role in the Museum's culture, diversity and the organization's success.
- Justice, Equity, Diversity and Inclusion will continue to inform decisions on recruitment and advancement, exhibitions and programming.

### Expected Results and Performance Indicators

- Employees meet performance commitments.
- Engaged, empowered employees.
- A diverse, healthy and respectful work environment.

### 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, and appropriate mitigation strategies are generated.

At present, there is just one risk area rated as high: damage to facilities and/or collection from hurricane or other weather event.

This risk reflects the Museum's physical location on the waterfront and the increased risk of impacts from climate change and extreme weather events.

In addition, the Corporation is closely monitoring the following risks: Board fundraising capacity, financial sustainability and cyber-security.

## 4. FINANCIAL OVERVIEW

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The Canadian Museum of Immigration at Pier 21 has an operating budget of \$12.987 million (excluding amortization) and a capital budget of \$360,000 for 2024-25. The Museum has been allocated base appropriations of \$8.799 million per year for the planning period by the Government of Canada. Supplementary funding of \$975,000 in 2023-24 and \$1.225 million in 2024-25 was allocated in Budget 2023 for facilities operations and maintenance.

For the remainder of the planning period, the operating budget ranges from \$12.345 million to \$13.515 million and the capital budget ranges from \$35,000 to \$40,000 per year, as only small capital expenditures can be accommodated in budgets and unrestricted net assets. The Museum can cover the projected deficits in the remaining years of the plan with its unrestricted net assets of \$6.572 million at March 31, 2023. This will present risk in the latter years of the planning period.

In Budget 2023, the Government indicated that it would work with Crown corporations to ensure they achieve spending reductions, comparable to departments, starting in 2024-25. Although exempt from this cost-reduction measure due to the relatively small size of its budget, the Museum continues to exercise sound fiscal management in alignment with this exercise.

## REVENUE GENERATION

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In addition to its base 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 typically generated \$3 million per year prior to the pandemic. As detailed in Appendix 3, the forecast for 2023-24 is \$3.018 million and \$3.5 million in 2024-25 and beyond. The revenue mix is different than many of the other museums. A large portion of the Museum's self-generated revenue is major gift philanthropy, predicted to be \$1.1 million per year starting in 2024-25.

The Museum's earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue are typically in the range from \$1.5 million to \$1.7 million. Contributed revenues from donations, interest and earnings from the endowment fund typically range from \$1.5 million to \$1.8 million. Donations, particularly major gifts, are a key priority for the Museum and are crucial for ongoing financial success. An ambitious effort to raise \$5 million in new major gifts pledges by December 2020, was extended to December 2023 due to the COVID-19 pandemic. As of September 30, 2023, \$2.983 million in major gifts has been confirmed. It is anticipated that the Museum will raise \$1.178 million in donation revenue in 2023-24, growing to \$1.4 million for the remainder of the planning period.

Before becoming a Crown corporation, the Museum operated as a self-sustaining, non-profit society. The previous Pier 21 Foundation created an endowment fund with pledges of \$7 million. These endowment funds were transferred to the Museum, where the capital is protected in perpetuity and the funds are invested in accordance with an Investment Policy approved by the Board of Trustees. 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. The value of the endowment as of September 30, 2023, was \$9.695 million.

Management and the Board oversee the endowment. 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. To manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. The current Investment Policy, reviewed every three years and last approved by the Board in October 2022, has permissible ranges of 0-10 percent cash and short-term investments, 20-60 percent fixed income, 30-65 percent global equity and 0-40 percent alternative assets. See the financial instrument note in the annual audited financial statements for further descriptions of investments.

## OPERATING BUDGET

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The Museum's 2023-24 operations are forecast to be \$11.961 million at year-end, budgeted to be \$12.987 million for 2024-25 and reach \$13.515 million by the end of the planning period in 2028-29.

The operating budget increase is mainly due to the costs for the development of the Museum's third travelling exhibition and the implementation of a new exhibition content management system. The travelling exhibition is a key tool for national engagement and outreach, as demonstrated by the successful reception of the Museum's first two exhibitions, *Canada: Day 1* and *Refuge Canada*. The Museum has determined that it can produce a new travelling exhibition every five years based on its resources (human and financial). Expenses related to exhibition decrease in 2025-26 when the five-year cycle commences again. The content management system stores, manages and runs the digital content in exhibitions. The current content management system is beyond its service life.

The two most significant operating expenses are building operations (excluding amortization) and personnel costs. Building operation costs are budgeted at \$2.710 million in 2024-25, growing to \$3.019 million at the end of the planning period, mainly due to contractual increases built into the lease agreement with the Halifax Port Authority. Personnel costs are budgeted at \$7.153 million in 2024-25, growing to \$7.716 million at the end of the planning period due to salary, cost-of-living and benefit cost increases. These two areas combined exceed the Museum's base appropriations by 12.1 percent in 2024-25 and 22.0 percent by the end of the planning period. This means all funds for programming and all other operating expenses must come from self-generated revenues, in addition to covering the shortfall for building operations and personnel costs.

## CAPITAL BUDGET

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There is minimal capital spending planned for the next five years, between \$35,000 and \$360,000. In addition to the minimal maintenance and updates that can be accommodated in the current budget, \$150,000 is earmarked in 2024-25 for the equipment purchase component of the new exhibition content management system. This expense may be delayed a year or two if this turns out to be better for the overall project outcomes. Capital spending 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.

It should be noted that the Museum is a tenant of the Halifax Port Authority and, as such, does not have many of the same capital responsibilities and requirements as the other national museums. The Museum pays payments in lieu of taxes (PILT) through its lessor the Halifax Port Authority. It should also be noted that the maintenance and replacement of the heating, ventilation and air conditioning (HVAC) systems and the elevators are the responsibility of the Museum. The HVAC system is a significant, but necessary, cost as international museological standards for artifact protection must be maintained.

## FINANCIAL SUSTAINABILITY

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The Museum has been significantly affected by the COVID-19 pandemic, which reduced its ability to generate funds. The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and \$845,000 in 2022-23, primarily to offset lost revenues due to COVID-19.

In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance. With this additional funding, the Museum can cover the planned deficits from 2024-25 to the end of the planning period with its unrestricted net assets of \$6.572 million at March 31, 2023.

The Museum will face financial pressures in the longer term. As noted above, the \$8.799 million in base appropriations the Museum receives does not cover the building operation expenses and personnel costs. This means all costs for programming, all other operating expenses and capital requirements must be covered by self-generated revenues. Revenue generation from ticket sales and gift shop has been impacted by slow tourism and economic recovery and the increased cost of living. Fund development and rentals are making up for the revenue shortfalls in these areas. Audience research is being undertaken to understand and address the downturn in visitation to the extent possible, given the Museum's location in a relatively small-market urban area.

## APPENDIX 1: CORPORATE GOVERNANCE STRUCTURE

The Museum is governed by the Crown Corporation control and accountability regime established under Part X of the FAA and the *Museums Act*. This means that, among other requirements, it must develop and submit a Corporate Plan and operating and capital budgets for TB approval each year. A summary of the Corporate Plan and an annual report are submitted to the Minister of Canadian Heritage, who tables them 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 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. An open, transparent and merit-based selection process was undertaken to identify highly qualified individuals to fill vacancies. The term of a Trustee is part-time and may not exceed four years. They continue in office until reappointed (a maximum of three consecutive terms) or until a successor is appointed. Biographies are available on the Museum’s website.

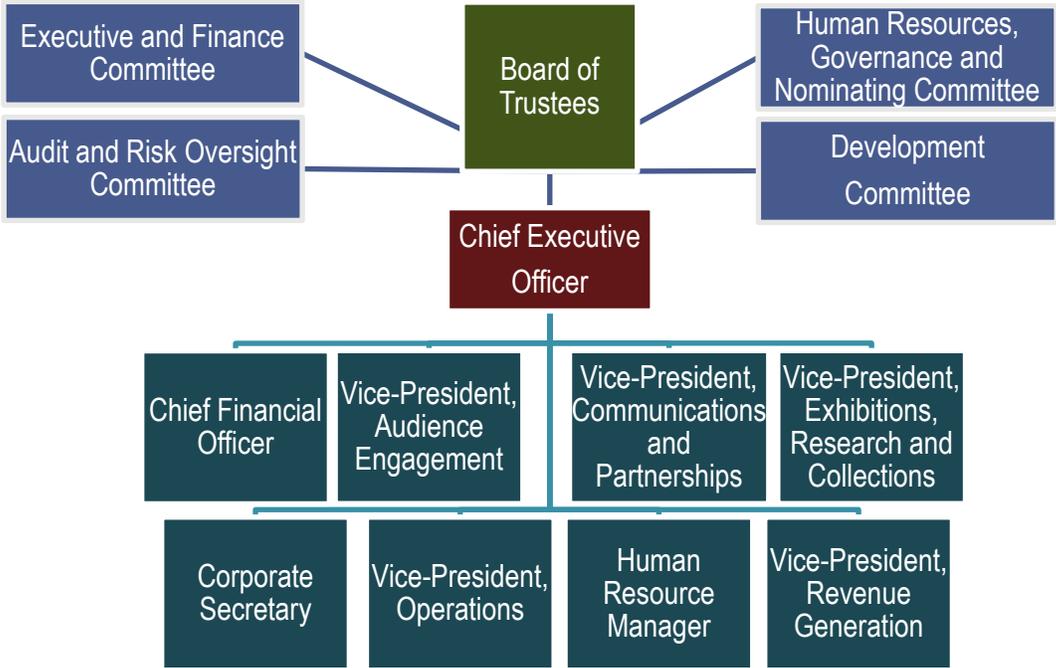
Board of Trustees	Residence	Appointment Date	Term Expiry
Cynthia Price Verreault, Chairperson	Montréal, Quebec	2024-03-04	2028-03-03
Vivek Sood, Vice-Chair	Halifax, Nova Scotia	2024-03-04	2028-03-03
Sarah Crawford	Toronto, Ontario	2023-05-31	2027-05-30
Salima Ebrahim	Edmonton, Alberta	2018-06-01	2025-09-28
Omar Farouk	Brampton, Ontario	2019-07-01	2025-09-14
David Goldbloom	Toronto, Ontario	2024-02-02	2028-02-01
Sara Hradecky	Victoria, British Columbia	2023-10-06	2027-10-05
Mona Kumar	Mississauga, Ontario	2018-06-01	2025-09-28
Louise Sicuro	Saint-Jean-de-Matha, Quebec	2023-06-22	2027-06-21
Catherine Woodman	Halifax, Nova Scotia	2023-05-04	2027-05-03

# 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 Museum’s day-to-day administration and the achievement of objectives.



## APPENDIX 2: PLANNED RESULTS

The corporate plan is designed to deliver on the Museum’s mandate and contribute to the achievement of the federal government’s broad policy objectives.

STRATEGIC PRIORITY 1: LEAD AN **OUTSTANDING AND RELEVANT MUSEUM** WITH PAN-CANADIAN REACH, SHARING DIVERSE AND MEANINGFUL COLLECTIONS AND PROGRAMS.

*Supports Core Responsibility 1: Visitor Experience and Connections*

### Research and Content Development

*Objective: Museum content explores the theme of Canadian immigration and the contribution of all immigrants to Canada’s culture, economy and way of life, and Canadians have greater access to the Museum’s Collection, programs and expertise.*

Indicator	Targets	Baseline and Data Strategy
Collection records are accessible online.	<u>2024-25 to 2028-29</u> An additional 100 records will be added each year.	Baseline: At end of 2022-23, 11,037 records online. Quarterly progress report.
New acquisitions are catalogued.	<u>2024-25</u> Backlog of 350+ acquisitions is catalogued. <u>2025-26 to 2028-29</u> Cataloguing keeps pace with acquisitions.	Baseline: 113 acquisitions catalogued in 2022-23. Quarterly progress report.
The Collection, over time, represents the diversity of Canadian immigrants and immigrant experiences.	New acquisitions reflect the priorities of the Collections Development Plan by focusing on under- or unrepresented groups of immigrants.	Baseline: N/A Qualitative reports on the extent to which new acquisitions meet established priorities. Quarterly progress report.

## Interpretation and Connections

*Objective: 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 Museum's second travelling exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Exhibition is booked through Q1 2025-26.	Baseline: N/A Quarterly progress report.
The Museum's third travelling exhibition is planned and developed for launch in 2026-27.	Exhibition planning and design in 2023-24 and 2024-25. Onsite exhibition opens Q1 2025-26. Tour launches 2026-27.	Baseline N/A Project management reporting.
Programming engages local and national audiences by partnering with individuals, community groups and institutions to deliver onsite, virtual and hybrid programs on a wide range of themes.	<u>2024-25 to 2028-29</u> 30 Public programs with 7,000 attendees. Canada Day: 4,000 attendees.	Baseline: In 2022-23, 36 Public programs with 8,317 attendees. Quarterly progress report.
New exhibition content management system, which meets digital accessibility standards, is implemented.	Procurement process completed by March 31, 2024. Implementation and migration completed by March 31, 2025.	Baseline N/A Project management reporting.

## Visitor Experience

*Objective: The Museum enjoys increased public awareness, support and visitation.*

Indicator	Targets	Baseline and Data Strategy
Visitation targets are met in all categories.	<p><u>Paid visitation:</u>            2024-25: 67,500            2025-26: 67,500            2026-27: 68,000            2027-28: 70,000            2028-29: 70,000</p> <p><u>Student visitors:</u>            4,500 onsite paid students            30 virtual field trips for 900 paid students</p> <p><u>Online visitation:</u> 625,000</p>	<p>Baseline: In 2022-23,</p> <ul style="list-style-type: none"> <li>- Paid visitation: 64,392</li> <li>- Onsite paid students: 2,711</li> <li>- 52 Virtual Field Trips for 912 students</li> <li>- Online visitation: 855,000</li> </ul> <p>Visitation measured weekly, reported on quarterly.</p>
Canadians engage with new digital immigration history timeline.	<p><u>2024-25</u>            100,000 views</p>	<p>Baseline: N/A; new metric            Data analytics.</p>
Visitors (onsite and online) utilize the Scotiabank Family History Centre for immigration-focused genealogical research	<p><u>2024-25</u>            24,000 visitors.            35,400 research requests.</p>	<p>Baseline: In 2022-23, 25,021 visitors and 31,940 requests.            Quarterly progress report.</p>
Visitors are satisfied or very satisfied with their overall experience.	<p><u>2024-25 to 2028-29</u>            90% visitor satisfaction each year.</p>	<p>Baseline: 97% in 2023-24            (Note: target is below baseline as anything over 90% is an exceptional rating.)</p>

**STRATEGIC PRIORITY 2: FACILITATE ENHANCED ACCESS FOR ALL ON SITE, ON THE ROAD AND DIGITALLY.**

*Supports Core Responsibility 1: Visitor Experience and Connections and 2: Accommodation*

**Accommodation**

*Objective: The Museum’s facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for all; are maintained in a cost-effective manner with a focus on greening the organization.*

<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, respect the historic nature of the site and decisions are made with climate change at top of mind.	<u>2024-25 to 2028-29</u> Continue facility upgrades based on Rick Hansen Foundation recommendations. Use <i>Accessible Canada Act</i> and Greening of Government standards as a minimum.	Baseline: N/A Project management reporting.

**Access and Awareness**

*Objective: The Museum enjoys increased public awareness, support and visitation.*

<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
As tourism industry continues to recover, outreach and opportunities to cultivate relationships with travel media will return.	<u>2024-25</u> 25 Travel media/bloggers reached. 2,300 Media mentions.	Baseline: In 2022-23, 2,619 media mentions. Quarterly progress report.
A data-driven approach to digital advertising focusing on key markets and customized messaging will facilitate visitation.	<u>2024-25 to 2028-29</u> 625,000 web visitors.	Baseline: In 2022-23, 855,000 web visitors.

<p>Social media content is educational, relevant and engaging, amplifying online reach across Canada .</p>	<p><u>2024-25</u>  Increase Facebook by 7%, Instagram by 12%.  275,000 social media engagements.  <u>2025-26 to 2028-29</u>  Targets not yet set.</p>	<p>Baseline: In 2022-23, Facebook grew by 16.5% and Instagram 19.4%.  In 2022-23, social media engagements were 410,956.  Quarterly progress report.</p>
<p>Canadians are inspired and educated by the Museum’s podcasts (one in each official language)</p>	<p><u>2024-25</u>  Launch Season Five.  35,000 downloads.  <u>2025-26 to 2028-29</u>  Targets not yet set.</p>	<p>Baseline: In 2022-23, 26,054 downloads</p>

STRATEGIC PRIORITY 3: **BUILD AND NURTURE EXCEPTIONAL PARTNERSHIPS** ENGAGING WITH OTHERS TO AMPLIFY OUR COMPLEMENTARY MISSIONS.

*Supports Core Responsibility 1: Visitor Experience and Connections*

**Outreach and Collaboration**

*Objective: The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes, and aims to inspire positive action.*

<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
The Museum continues to be a leader in growing and strengthening its strategic partnership network.	<u>2024-25 to 2028-29</u> Eight significant partnerships per year.	Baseline: ten partnerships in 2022-23. Quarterly progress report.
Exhibitions and programming continue to be respectful of the impact of immigration on Indigenous peoples, from an Indigenous perspective.	<u>2024-25</u> Five consultants contracted for new travelling exhibition. Two artists under contract. <u>2025-26 to 2028-29</u> Project-specific consultation and collaboration with individuals and/or representative organizations.	Baseline: N/A Quarterly progress report.

**STRATEGIC PRIORITY 4: CHAMPION AN INCLUSIVE TEAM THAT IS AGILE, RESPONSIVE AND COLLABORATIVE.**

*Supports: All three core responsibilities and Internal Services*

<b>Internal Services</b>		
<i>Objective: 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>		
<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
An integrated performance management program recognizes results and the Museum’s core values.	<u>2024-25 to 2028-29</u> Corporate Plan commitments included in all employee performance agreements. Results measured via annual performance management program.	Baseline: N/A Quarterly progress report.
Learning and development opportunities contribute to a workplace where employees are engaged and empowered.	<u>2024-25 to 2028-29</u> 90% of employees participate in learning and development, including (but not limited to) training in language, accessibility, anti-racism and inherent bias.	Baseline: In 2022-23, 91% employee participation in professional development and education. Quarterly progress report.
Volunteers and WHTC program participants play an important role in the Museum’s culture, diversity and the organization’s success.	<u>2024-25 to 2028-29</u> 50 volunteers (engages on-site and virtually as needed) 8-12 WHTC program participants.	Baseline: In 2022-23, there were 68 volunteers and 9 WHTC participants. Quarterly progress report.
Justice, Equity, Diversity and Inclusion continue to inform decisions on recruitment and advancement, exhibitions and programming.	<u>2024-2025 to 2028-29</u> Ongoing training, maintain higher than local average (census data) for visible minorities in the workforce.	Baseline: 19% of permanent workforce visible minority at Q2 2023-24 (11% census figure for Halifax).

STRATEGIC PRIORITY 5: **SERVE AS A MODEL CROWN CORPORATION**, FINANCIALLY RESPONSIBLE, SUSTAINABLE AND FULLY ACCOUNTABLE TO CANADIANS.

*Supports core responsibility 3: Fundraising and commercial activities*

**Sound Management of Resources**

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

<b>Indicator</b>	<b>Targets</b>	<b>Baseline and Data Strategy</b>
Budget targets are met.	<u>2024-25 to 2028-29</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved.	Development: <u>2024-25</u> \$1,391,050 <u>2025-26 to 2028-29</u> \$1,415,750 per year  Total self-generated revenues are achieved: 2024-25: \$3,502,430 2025-26: \$3,567,670 2026-27: \$3,578,350 2027-28: \$3,638,520 2028-29: \$3,635,150	Baseline: Development: 2023-24 forecast \$1,177,600 Self-generated revenues: 2023-24 forecast \$3,018,300  Quarterly financial statements.

## **APPENDIX 3: FINANCIAL STATEMENTS AND BUDGETS**

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The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2024-25 and estimates for the remaining years of the plan. They are also based on the Museum's estimates for self-generated revenues.

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

Pro forma Statements of Financial Position  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>ASSETS</b>							
Current assets							
Cash	6,671,000	7,733,000	7,813,000	7,688,000	7,258,000	6,813,000	5,698,000
Accounts receivable	213,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	119,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	159,000	175,000	175,000	200,000	200,000	200,000	200,000
Total current assets	7,162,000	8,258,000	8,338,000	8,238,000	7,833,000	7,388,000	6,273,000
Other Assets							
Endowment cash and investments	9,778,000	9,778,000	9,778,000	9,778,000	9,778,000	9,778,000	9,778,000
Capital assets	6,294,000	5,144,600	4,194,700	3,385,300	2,643,700	1,894,700	1,144,700
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total other assets	16,073,000	14,923,600	13,973,700	13,164,300	12,422,700	11,673,700	10,923,700
<b>TOTAL ASSETS</b>	<b>23,235,000</b>	<b>23,181,600</b>	<b>22,311,700</b>	<b>21,402,300</b>	<b>20,255,700</b>	<b>19,061,700</b>	<b>17,196,700</b>
<b>LIABILITIES AND NET ASSETS</b>							
Liabilities							
Accounts payable and accrued liabilities	623,000	700,000	600,000	500,000	500,000	500,000	500,000
Deferred revenues	221,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	6,294,000	5,144,600	4,194,700	3,385,300	2,643,700	1,894,700	1,144,700
Total liabilities	7,138,000	6,044,600	4,994,700	4,085,300	3,343,700	2,594,700	1,844,700
Net Assets							
Unrestricted	6,572,000	7,612,000	7,792,000	7,792,000	7,387,000	6,942,000	5,827,000
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	9,173,000	9,173,000	9,173,000	9,173,000	9,173,000	9,173,000	9,173,000
Total net assets	16,097,000	17,137,000	17,317,000	17,317,000	16,912,000	16,467,000	15,352,000
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>23,235,000</b>	<b>23,181,600</b>	<b>22,311,700</b>	<b>21,402,300</b>	<b>20,255,700</b>	<b>19,061,700</b>	<b>17,196,700</b>

Pro Forma Statements of Operations  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>GOVERNMENT FUNDING</b>							
Base appropriations	8,111,694	9,078,200	8,799,370	8,799,370	8,799,370	8,799,370	8,799,370
Supplementary estimates	845,000	975,000	1,225,000	-	-	-	-
<b>Total appropriations</b>	<b>8,956,694</b>	<b>10,053,200</b>	<b>10,024,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>
Amount used to purchase depreciable assets	(39,000)	(70,000)	(360,000)	(38,000)	(40,000)	(35,000)	(35,000)
Amortization of deferred capital funding	1,270,300	1,219,400	1,309,900	847,400	781,600	784,000	785,000
<b>TOTAL GOVERNMENT FUNDING</b>	<b>10,187,994</b>	<b>11,202,600</b>	<b>10,974,270</b>	<b>9,608,770</b>	<b>9,540,970</b>	<b>9,548,370</b>	<b>9,549,370</b>
<b>SELF-GENERATED REVENUES (NET)</b>							
Ticket sales	687,500	579,000	804,680	805,000	810,000	885,000	885,000
Programming	78,200	104,100	100,920	124,050	124,050	124,050	124,050
Scotiabank Family History Centre	81,400	78,200	98,500	121,400	123,000	124,600	124,600
Gift shop	133,100	130,700	157,600	161,970	160,550	163,870	166,250
Hall rental	507,100	572,200	509,680	519,500	545,000	550,250	569,500
Donations	505,500	1,177,600	1,391,050	1,415,750	1,415,750	1,415,750	1,415,750
Endowment	(185,000)	30,200	200,000	200,000	200,000	200,000	200,000
Interest and other	206,006	346,300	240,000	236,000	200,000	175,000	150,000
<b>TOTAL SELF-GENERATED REVENUES (NET)</b>	<b>2,013,806</b>	<b>3,018,300</b>	<b>3,502,430</b>	<b>3,583,670</b>	<b>3,578,350</b>	<b>3,638,520</b>	<b>3,635,150</b>
<b>EXPENSES</b>							
Visitor experience and connections	4,610,900	5,439,500	6,251,260	5,378,790	5,554,090	5,580,830	6,102,690
Accommodation	4,071,500	4,065,900	4,205,770	3,910,830	3,954,250	4,013,570	4,070,260
Fundraising and commercial activities	1,048,600	1,200,300	1,208,140	1,262,260	1,328,640	1,299,960	1,329,920
Internal services	2,320,100	2,475,200	2,631,530	2,640,560	2,687,340	2,737,530	2,796,650
<b>TOTAL EXPENSES</b>	<b>12,051,100</b>	<b>13,180,900</b>	<b>14,296,700</b>	<b>13,192,440</b>	<b>13,524,320</b>	<b>13,631,890</b>	<b>14,299,520</b>
<b>NET RESULT OF OPERATIONS</b>	<b>150,700</b>	<b>1,040,000</b>	<b>180,000</b>	<b>-</b>	<b>(405,000)</b>	<b>(445,000)</b>	<b>(1,115,000)</b>

Pro Forma Statements of Cash Flows  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>OPERATING ACTIVITIES</b>							
Appropriations received	8,917,694	9,983,200	9,664,370	8,761,370	8,759,370	8,764,370	8,764,370
Cash received from clients and donors	2,553,306	3,010,300	3,302,430	3,383,670	3,378,350	3,438,520	3,435,150
Cash paid to suppliers	(5,005,000)	(5,400,300)	(6,168,210)	(5,517,290)	(5,644,590)	(5,534,640)	(6,031,550)
Payments related to salary and benefits	(6,527,000)	(6,531,200)	(6,918,590)	(6,952,750)	(7,123,130)	(7,313,250)	(7,482,970)
Endowment allocation received	-	-	200,000	200,000	200,000	200,000	200,000
<b>TOTAL OPERATING ACTIVITIES</b>	<b>(61,000)</b>	<b>1,062,000</b>	<b>80,000</b>	<b>(125,000)</b>	<b>(430,000)</b>	<b>(445,000)</b>	<b>(1,115,000)</b>
<b>CAPITAL ACTIVITIES</b>							
Acquisition of capital assets	(170,000)	(70,000)	(360,000)	(38,000)	(40,000)	(35,000)	(35,000)
<b>TOTAL CAPITAL ACTIVITIES</b>	<b>(170,000)</b>	<b>(70,000)</b>	<b>(360,000)</b>	<b>(38,000)</b>	<b>(40,000)</b>	<b>(35,000)</b>	<b>(35,000)</b>
<b>INVESTING ACTIVITIES</b>							
Net increase in endowment cash and investments	(14,000)	-	-	-	-	-	-
<b>TOTAL INVESTING ACTIVITIES</b>	<b>(14,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FINANCING ACTIVITIES</b>							
Appropriations received for the acquisition of capital assets	39,000	70,000	360,000	38,000	40,000	35,000	35,000
Contributions to endowment	207,000	-	-	-	-	-	-
<b>TOTAL FINANCING ACTIVITIES</b>	<b>246,000</b>	<b>70,000</b>	<b>360,000</b>	<b>38,000</b>	<b>40,000</b>	<b>35,000</b>	<b>35,000</b>
<b>INCREASE (DECREASE) IN CASH</b>	<b>1,000</b>	<b>1,062,000</b>	<b>80,000</b>	<b>(125,000)</b>	<b>(430,000)</b>	<b>(445,000)</b>	<b>(1,115,000)</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>6,670,000</b>	<b>6,671,000</b>	<b>7,733,000</b>	<b>7,813,000</b>	<b>7,688,000</b>	<b>7,258,000</b>	<b>6,813,000</b>
<b>CASH, END OF YEAR</b>	<b>6,671,000</b>	<b>7,733,000</b>	<b>7,813,000</b>	<b>7,688,000</b>	<b>7,258,000</b>	<b>6,813,000</b>	<b>5,698,000</b>

Pro Forma Statements of Changes in Net Assets  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>NET ASSETS, BEGINNING OF PERIOD</b>	15,876,300	16,097,000	17,137,000	17,317,000	17,317,000	16,912,000	16,467,000
Net results of operations	150,700	1,040,000	180,000	-	(405,000)	(445,000)	(1,115,000)
Net changes in remeasurement gains (losses)	(137,000)	-	-	-	-	-	-
Contributions to endowment	207,000	-	-	-	-	-	-
<b>NET ASSETS, END OF PERIOD</b>	<b>16,097,000</b>	<b>17,137,000</b>	<b>17,317,000</b>	<b>17,317,000</b>	<b>16,912,000</b>	<b>16,467,000</b>	<b>15,352,000</b>

Pro Forma Statements of Changes in Unrestricted Net Assets  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD</b>	6,421,300	6,572,000	7,612,000	7,792,000	7,792,000	7,387,000	6,942,000
Net results of operations	150,700	1,040,000	180,000	-	(405,000)	(445,000)	(1,115,000)
<b>UNRESTRICTED NET ASSETS, END OF PERIOD</b>	<b>6,572,000</b>	<b>7,612,000</b>	<b>7,792,000</b>	<b>7,792,000</b>	<b>7,387,000</b>	<b>6,942,000</b>	<b>5,827,000</b>

Summary of Operating and Capital Budgets  
For the years ending March 31, 2023 to March 31, 2029

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>FUNDING REQUIRED</b>							
Operating	10,780,800	11,961,500	12,986,800	12,345,040	12,742,720	12,847,890	13,514,520
Capital	39,000	70,000	360,000	38,000	40,000	35,000	35,000
<b>TOTAL FUNDING REQUIRED</b>	<b>10,819,800</b>	<b>12,031,500</b>	<b>13,346,800</b>	<b>12,383,040</b>	<b>12,782,720</b>	<b>12,882,890</b>	<b>13,549,520</b>
<b>LESS:</b>							
Self-generated revenues (net)	(2,013,806)	(3,018,300)	(3,502,430)	(3,583,670)	(3,578,350)	(3,638,520)	(3,635,150)
Net result of operations	150,700	1,040,000	180,000	-	(405,000)	(445,000)	(1,115,000)
<b>GOVERNMENT FUNDING COMMITTED</b>	<b>8,956,694</b>	<b>10,053,200</b>	<b>10,024,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>

## FINANCIAL OVERVIEW

The table below outlines the Museum's projections for the five-year period from 2024-25 to 2028-29. The Museum has an operating budget of \$12.987 million (excluding amortization) and a capital budget of \$360,000 for 2024-25. The operating budget increases in 2024-25 due to the costs of the next temporary and travelling exhibition (an expense every five years) and the implementation of a new exhibition content management system.

The Museum can cover the projected deficits to the end of the planning period with its unrestricted net assets of \$6.572 million at March 31, 2023.

Table 1: Funding Required

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
<b>FUNDING REQUIRED</b>							
Operating	10,780,800	11,961,500	12,986,800	12,345,040	12,742,720	12,847,890	13,514,520
Capital	39,000	70,000	360,000	38,000	40,000	35,000	35,000
<b>TOTAL FUNDING REQUIRED</b>	<b>10,819,800</b>	<b>12,031,500</b>	<b>13,346,800</b>	<b>12,383,040</b>	<b>12,782,720</b>	<b>12,882,890</b>	<b>13,549,520</b>
<b>LESS:</b>							
Self-generated revenues (net)	(2,013,806)	(3,018,300)	(3,502,430)	(3,583,670)	(3,578,350)	(3,638,520)	(3,635,150)
Net result of operations	150,700	1,040,000	180,000	-	(405,000)	(445,000)	(1,115,000)
<b>GOVERNMENT FUNDING COMMITTED</b>	<b>8,956,694</b>	<b>10,053,200</b>	<b>10,024,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>	<b>8,799,370</b>

## FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

### Parliamentary Appropriations

The Museum receives \$8.799 million per year in base appropriations. In Budget 2023, the Museum was allocated \$975,000 in 2023-24 and \$1.225 million in 2024-25 to address facilities operations and maintenance.

The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22 and \$845,000 in 2022-23. It also received \$930,000 in additional funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21.

In Budget 2023, the Government indicated that it would work with Crown Corporations to ensure they achieve spending reductions, comparable to departments, starting in 2024-25. Due to the size of its budget, the Museum is exempt from this cost-reduction measure.

### Self-Generated Revenues

Table 2: Self-Generated Revenues (net)

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Ticket sales	15,500	180,400	687,500	737,060	579,000	804,680	805,000	810,000	885,000	885,000
Programming	18,100	60,600	78,200	92,090	104,100	100,920	124,050	124,050	124,050	124,050
Family history centre	11,700	27,600	81,400	118,200	78,200	98,500	121,400	123,000	124,600	124,600
Gift shop	200	36,700	133,100	150,080	130,700	157,600	161,970	160,550	163,870	166,250
Hall rental	5,400	74,600	507,100	438,210	572,200	509,680	519,500	545,000	550,250	569,500
<b>Total earned revenues (net)</b>	<b>50,900</b>	<b>379,900</b>	<b>1,487,300</b>	<b>1,535,640</b>	<b>1,464,200</b>	<b>1,671,380</b>	<b>1,731,920</b>	<b>1,762,600</b>	<b>1,847,770</b>	<b>1,869,400</b>
Donations	400,500	855,200	505,500	1,045,500	1,177,600	1,391,050	1,415,750	1,415,750	1,415,750	1,415,750
Endowment	162,700	95,800	(185,000)	200,000	30,200	200,000	200,000	200,000	200,000	200,000
Interest and other	25,053	33,606	206,006	95,406	346,300	240,000	236,000	200,000	175,000	150,000
<b>Total contributed revenues (net)</b>	<b>588,253</b>	<b>984,606</b>	<b>526,506</b>	<b>1,340,906</b>	<b>1,554,100</b>	<b>1,831,050</b>	<b>1,851,750</b>	<b>1,815,750</b>	<b>1,790,750</b>	<b>1,765,750</b>
<b>Total self- generated revenues (net)</b>	<b>639,153</b>	<b>1,364,506</b>	<b>2,013,806</b>	<b>2,876,546</b>	<b>3,018,300</b>	<b>3,502,430</b>	<b>3,583,670</b>	<b>3,578,350</b>	<b>3,638,520</b>	<b>3,635,150</b>

Self-generated revenues from all sources were approximately \$3 million per year before the pandemic, representing approximately 37 percent of base appropriations. The COVID-19 pandemic reduced self-generated revenues significantly but amounts are forecast to return to pre-pandemic levels in 2023-24.

The Museum’s earned revenue sources are from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and hall rental revenues. Growth continues but is reaching a ceiling, in the remaining three years of the plan even with the price increases and higher visitor attendance.

Ticket sales revenues for 2024-25 are based on a target of 67,500 paid visitors at an average ticket price of \$11.92, including revenue from group tours. Visitation is budgeted to return to pre-pandemic volume (from 2017-18 to 2019-20 there were an average of 65,200 paid visitors annually).

Table 3: Number of Paid Visitors

	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Visitor attendance	1,600	17,500	64,400	67,000	52,650	67,500	67,500	68,000	70,000	70,000

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. The overall fund development budget for 2024-25 is \$1,391,050 with major gift donations budgeted to be \$1.115 million per year starting in 2024-25 following an ambitious effort to raise \$5 million in new major gift commitments by December 2023. As of September 30, 2023, \$2.983 million in major gifts has been confirmed. Donations also include special event fundraising, annual and planned giving, commemorative plaques and the Pier 21 Club – a mid-level donor program. From time to time, donations may be received in the form of donated shares. With the rules and regulations of Part X of the FAA applicable to the Museum, whereas the FAA does not allow Crown corporations to have direct ownership in equities, the Museum would sell the shares received as soon as possible.

Endowment income represents net earnings on the endowment fund. In accordance with the *Endowment Spending Policy*, the capital must be maintained in perpetuity and earnings utilized for Museum programming. The Museum plans to draw on the endowment fund earnings starting in 2024-25.

## 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)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Visitor experience and connections	4,292,800	3,872,100	4,610,900	5,341,200	5,439,500	6,251,260	5,378,790	5,554,090	5,580,830	6,102,690
Accommodation	4,829,100	5,099,300	4,071,500	4,136,620	4,065,900	4,205,770	3,910,830	3,954,250	4,013,570	4,070,260
Fundraising and commercial activities	992,100	870,200	1,048,600	1,152,260	1,200,300	1,208,140	1,262,260	1,328,640	1,299,960	1,329,920
Internal services	2,220,500	2,199,300	2,320,100	2,423,560	2,475,200	2,631,530	2,640,560	2,687,340	2,737,530	2,796,650
<b>Total expenses by core responsibility</b>	<b>12,334,500</b>	<b>12,040,900</b>	<b>12,051,100</b>	<b>13,053,640</b>	<b>13,180,900</b>	<b>14,296,700</b>	<b>13,192,440</b>	<b>13,524,320</b>	<b>13,631,890</b>	<b>14,299,520</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 research their own families’ immigration stories. This area includes core and temporary exhibitions; programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2023-24 was \$5.341 million, with a forecast of \$5.440 million at year-end. The budget increases to \$6.251 million in 2024-25 with the development of the Museum's third temporary and travelling exhibition and the implementation of the new exhibition content management system. The budget grows incrementally from \$5.4 to \$5.6 million between 2025-26 and 2027-28 mainly due to economic increases and goes up to \$6.103 million in 2028-29 with the development of the fourth temporary and travelling exhibit.

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 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2023-24 was \$4.137 million, with a forecast of \$4.066 million at year-end. The budget stays at approximately \$4 million for the remainder of the planning period reflecting the increase in rent and utilities offset by the decrease in amortization due to fully amortized 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, are included in Visitor Experience and Connections.

Appendix 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2023-24 was \$1.152 million with a forecast of \$1.200 million at year-end. The budget stays in the \$1.2-\$1.3 million range for the remainder of the plan.

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 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for internal services in 2023-24 was \$2.424 million, with a forecast of \$2.475 million at year-end. The budget for internal services for 2024-25 is \$2.632 million reflecting anticipated increases in personnel costs and other administration costs. The internal services budget is projected to remain in the range of \$2.6 to \$2.8 million level for the remainder of the planning period.

Table 5: Internal Services expenses

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Office supplies and administration	157,000	165,900	213,100	218,760	230,400	284,850	245,610	251,500	257,500	263,630
Operating supplies and services	35,300	25,100	67,900	102,100	104,000	124,160	124,420	126,130	130,680	135,110
Personnel costs	1,800,600	1,715,900	1,679,500	1,762,960	1,814,900	1,882,230	1,914,100	1,952,300	1,989,700	2,034,100
Professional and special services	92,100	182,000	226,600	132,500	131,700	120,500	130,000	130,000	130,000	130,000
Repairs and maintenance - IT	85,000	82,800	100	3,900	2,000	4,000	4,200	4,400	4,600	4,800
Travel and hospitality expenses	(900)	4,400	104,000	174,540	162,900	179,790	184,430	183,320	183,380	185,260
Utilities (phone)	51,400	23,200	28,900	28,800	29,300	36,000	37,800	39,690	41,670	43,750
<b>Total Internal Services expenses</b>	<b>2,220,500</b>	<b>2,199,300</b>	<b>2,320,100</b>	<b>2,423,560</b>	<b>2,475,200</b>	<b>2,631,530</b>	<b>2,640,560</b>	<b>2,687,340</b>	<b>2,737,530</b>	<b>2,796,650</b>

**Building Operations**

Table 6: Building Operation Expenses

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Rent	1,575,200	1,705,600	1,703,400	1,709,400	1,706,900	1,711,680	1,767,700	1,810,200	1,818,300	1,824,300
Repairs and maintenance and building operation	470,300	502,100	314,000	358,470	342,400	390,440	454,170	484,790	503,450	458,750
Utilities	274,900	300,300	390,000	385,800	396,800	408,000	428,800	450,290	472,770	496,350
Payments in lieu of taxes (PILT)	211,000	176,200	195,200	200,000	200,000	200,000	220,000	240,000	240,000	240,000
<b>Total building operation expenses</b>	<b>2,531,400</b>	<b>2,684,200</b>	<b>2,602,600</b>	<b>2,653,670</b>	<b>2,646,100</b>	<b>2,710,120</b>	<b>2,870,670</b>	<b>2,985,280</b>	<b>3,034,520</b>	<b>3,019,400</b>
Amortization of capital assets	2,270,700	2,329,600	1,270,300	2,372,900	1,219,400	1,309,900	847,400	781,600	784,000	785,000
<b>Total building operation expenses including amortization</b>	<b>4,802,100</b>	<b>5,013,800</b>	<b>3,872,900</b>	<b>5,026,570</b>	<b>3,865,500</b>	<b>4,020,020</b>	<b>3,718,070</b>	<b>3,766,880</b>	<b>3,818,520</b>	<b>3,804,400</b>

The Museum’s building operation expenses (rent, repairs and maintenance, PILT, utilities and amortization) are approximately \$4 million per year. Building operation expenses have decreased from prior levels of approximately \$5 million per year due to the reduction in amortization as some assets are now fully amortized.

Building operation expenses excluding amortization are expected to total \$2.710 million in 2024-25, growing to \$3.019 million by the end of the planning period. This is a significant and growing financial pressure for the Museum, representing 19 percent of the Museum’s total budgeted expenses in 2024-25 and 31 percent of base appropriations. By 2028-29, this grows to 22 percent of the total budgeted expenses and 34 percent of base appropriations. The pressure will be even greater in 2030-31 (outside of the planning period) when the next 5-year contractual increase happens.

Rent is budgeted at \$1.712 million in 2024-25. Contractual increases that impact rent occur every five years, with the next increase starting in 2025-26. It should be noted that the Museum is a tenant of the Halifax Port Authority; therefore, it does not directly incur costs for roads, grounds, property maintenance, etc. However, the Museum pays for common area costs as part of its rent. It is also responsible for the maintenance and replacement of all HVAC systems and elevators.

PILT, a non-discretionary fixed cost, is compensation paid to municipalities for the losses of property taxes incurred for Crown-owned properties, which are not subject to taxation. In 1996, TB 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. PILT is not a significant financial pressure for the Museum. 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.

## Personnel

Table 7: Personnel by Core Responsibility

	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Visitor experience and connections	31	33	33	33	33	33	33	33	33	33
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	12	12	12	12	12	12	12	12	12
<b>Number of FTEs</b>	<b>55</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>

Table 8: Personnel Costs

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Salaried employees	4,661,100	4,328,100	4,553,900	4,765,000	4,767,900	5,020,000	5,040,000	5,170,000	5,300,000	5,430,000
Hourly employees	286,800	173,400	1,068,400	700,730	672,900	693,740	703,150	712,330	741,250	749,770
Employee Benefits Plan	975,300	931,800	512,200	1,048,300	1,090,400	1,204,850	1,209,600	1,240,800	1,272,000	1,303,200
<b>Total Salaries</b>	<b>5,923,200</b>	<b>5,433,300</b>	<b>6,134,500</b>	<b>6,514,030</b>	<b>6,531,200</b>	<b>6,918,590</b>	<b>6,952,750</b>	<b>7,123,130</b>	<b>7,313,250</b>	<b>7,482,970</b>
Professional development and training	97,900	109,300	123,400	146,000	116,400	141,500	147,000	147,000	140,000	140,000
Board remuneration	82,400	73,300	72,200	84,150	95,800	91,350	92,000	92,000	92,000	92,000
Other HR costs	1,300	6,400	3,400	8,000	14,600	1,500	1,500	1,500	1,500	1,500
<b>Total Other Personnel Costs</b>	<b>181,600</b>	<b>189,000</b>	<b>199,000</b>	<b>238,150</b>	<b>226,800</b>	<b>234,350</b>	<b>240,500</b>	<b>240,500</b>	<b>233,500</b>	<b>233,500</b>
<b>Total Personnel Costs</b>	<b>6,104,800</b>	<b>5,622,300</b>	<b>6,333,500</b>	<b>6,752,180</b>	<b>6,758,000</b>	<b>7,152,940</b>	<b>7,193,250</b>	<b>7,363,630</b>	<b>7,546,750</b>	<b>7,716,470</b>

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$7.153 million for 2024-25 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. The Museum has reached its permanent employees cap of 56.

On April 28, 2022, the Museum signed its first collective bargaining agreement with the Service Employees International Union Local 2, Brewery, General and Professional Workers' Union. The agreement, effective from April 1, 2021 to March 31, 2024, covers full-time and part-time Museum staff, except for 17 employees who are managerial exclusions.

## Travel, Hospitality and Conferences

Table 9: Travel, Hospitality and Conference Expenditures

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Travel	(1,000)	5,400	126,700	214,390	187,000	217,210	228,030	223,920	224,980	232,860
Hospitality	400	5,000	35,300	38,550	58,600	41,150	43,300	44,450	45,700	45,850
Conferences	3,000	5,800	16,100	49,900	43,700	53,700	53,600	54,100	54,320	54,550
<b>Total Travel, Hospitality and Conferences Expenses</b>	<b>2,400</b>	<b>16,200</b>	<b>178,100</b>	<b>302,840</b>	<b>289,300</b>	<b>312,060</b>	<b>324,930</b>	<b>322,470</b>	<b>325,000</b>	<b>333,260</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 TB 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, hospitality and conference costs are primarily attributable to travel for fund development activities, the travelling exhibition, the oral history program, professional development and Board of Trustees meetings. The costs dropped significantly as a result of the COVID-19 pandemic, from previous levels exceeding \$250,000. Travel, hospitality and conference costs are expected to resume with a budget of \$312,060 in 2024-25 reflecting the price increases mainly in airfare and hotel costs.

## Exhibitions and Programming

Table 10: Exhibition and Programming Expenses

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Exhibition and programming	293,500	182,900	272,300	528,990	561,200	1,195,900	278,400	344,040	259,000	679,000
Operating supplies and services	190,600	220,700	279,900	337,670	385,600	296,360	350,820	347,090	347,350	349,510
<b>Total exhibition and programming expenses</b>	<b>484,100</b>	<b>403,600</b>	<b>552,200</b>	<b>866,660</b>	<b>946,800</b>	<b>1,492,260</b>	<b>629,220</b>	<b>691,130</b>	<b>606,350</b>	<b>1,028,510</b>

Exhibition and programming 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 the Museum's temporary and travelling exhibition *Refuge Canada*. This dropped in 2020-21 and 2021-22 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. Expenses grow to \$1.196 million in 2024-25 with the development of the Museum's next temporary and travelling exhibition and the implementation of the new exhibition content management system. The budget 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, as well as the completion of the exhibition content management system implementation. In 2028-29, expenses increase to \$679,000 with the development of the Museum's fourth temporary and travelling exhibition.

The exhibition content management system stores, manages and runs the digital content in the Museum. This includes video projections, audio content, touchscreens, and other interactive displays. The existing system is a highly customized closed system that cannot be upgraded or extended. It is beyond its service life and needs to be replaced with enterprise software to improve ease of updating and meet accessibility standards. This is a multi-year cross-departmental project with an estimated total cost of \$1.0 million. Budgeted operating expenses for implementation include \$250,000 in 2023-24 and \$600,000 in 2024-25. Included in the total is an estimate for capital expenses of \$150,000 in 2024-25. This complex multi-year upgrade is in its early stages and it may become apparent it makes sense to delay part or all of the capital expenditure by one or even two years. An additional \$50,000 is projected in annual operating costs starting in 2025-26 once the system is in place.

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.

A new digital preservation system was implemented in 2021-22 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 automatically checks the condition of individual files and alerts 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 \$87,000 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)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Leasehold improvements	-	262,160	5,200	50,000	50,000	70,000	-	-	-	-
Core exhibitions	331,815	31,080	-	-	-	-	-	-	-	-
Equipment	18,870	11,250	39,900	82,000	20,000	290,000	38,000	40,000	35,000	35,000
<b>Total capital expenses</b>	<b>350,685</b>	<b>304,490</b>	<b>45,100</b>	<b>132,000</b>	<b>70,000</b>	<b>360,000</b>	<b>38,000</b>	<b>40,000</b>	<b>35,000</b>	<b>35,000</b>

The capital budget can only accommodate minimal capital spending in the range of \$35,000 to \$360,000 per year. In 2024-25, \$150,000 is budgeted in capital expenses for the content management system. This estimated amount will be adjusted after the project tendering process is complete.

It should be noted that the Museum is a tenant of the Halifax Port Authority and, as such, does not have many of the same capital responsibilities and requirements as the other national 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. The maintenance and replacement of the HVAC systems and the elevators are the responsibility of the Museum.

Table 12: Budget 2016 Capital Allocation

(dollars)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Budget	2023-24 Forecast	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Budget 2016 - capital allocation	90,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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 the escalator replacement project, washroom renovations, 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.

## NET RESULT

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Table 13: Utilization of unrestricted net assets

(dollars)	2022-23 Actuals	2023-24 Forecast	2024-25 Budget	2025-26 Projections	2026-27 Projections	2027-28 Projections	2028-29 Projections
Unrestricted net assets, beginning of period	6,421,300	6,572,000	7,612,000	7,792,000	7,792,000	7,387,000	6,942,000
Net results of operations	150,700	1,040,000	180,000	-	(405,000)	(445,000)	(1,115,000)
<b>Unrestricted net assets, end of period</b>	<b>6,572,000</b>	<b>7,612,000</b>	<b>7,792,000</b>	<b>7,792,000</b>	<b>7,387,000</b>	<b>6,942,000</b>	<b>5,827,000</b>

Deficits are projected from 2026-27 through to the end of the planning period to cover the costs of the next temporary and travelling exhibitions (planned every five years) and the personnel cost and contractual rent increases. The planning period deficits can be covered by the unrestricted net assets, as outlined in the table above