



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

Summary of
Corporate Plan for 2023-24 to 2027-28
Operating and Capital Budgets for 2023-24

Canadian Museum of Immigration at Pier 21

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1. EXECUTIVE SUMMARY

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, Pier 21 hosts the Canadian Museum of Immigration at Pier 21 – Atlantic Canada's only national museum. The strategic priorities were revisited and refined during the spring 2021 planning process. The plan was approved by the Board of Trustees on December 15, 2021. 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 Museum has a history of, and commitment to, fiscal prudence. The Museum embraces its responsibility to generate revenue and has historically been successful in doing so. Since 2015-16, personnel costs and the non-discretionary costs for the facilities (rent, PILT (payment in lieu of taxes), utilities, repairs and maintenance) have exceeded the amount of appropriations.

The Canadian Museum of Immigration at Pier 21 requires an operating budget of \$11.762 million and a capital budget of \$132,000 for 2023-24. The Museum has been allocated base appropriations of \$8.112 million per year for the planning period. The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and \$845,000 in Budget 2022-23 to address financial pressures caused by COVID-19. In Budget 2023, the Museum was allocated \$0.975 million to be received in 2023-24 and \$1.225 million to be received in 2024-25 to address facilities operations and maintenance. The Museum will cover the planned deficits from 2022-23 to the end of the planning period with its unrestricted net assets of \$6.421 million at March 31, 2022. This will present risk in the latter years of the planning period if there is a weather event or if the HVAC system and/or elevator upgrades are required.

Although the COVID-19 pandemic significantly impacted the Museum, especially its ability to generate revenue, 2022-2023 has seen a return to more robust self-generated revenues through increased visitation and rentals. For 2023-24, a return to 93 percent of pre-pandemic self-generated revenue levels is projected.

2. OVERVIEW

GOVERNING LEGISLATION, MANDATE AND PUBLIC POLICY ROLE

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

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

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

As a 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 [2021-22 Corporation's annual report](#).

VISION

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

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

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



3. KEY STRATEGIC PRIORITIES

The strategic priorities were revisited and refined during the spring 2021 planning process. 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 an expansion of the original four priorities to better reflect the importance of partnerships and access to all Canadians through digital channels.

1. LEAD AN OUTSTANDING AND RELEVANT MUSEUM

Lead an outstanding and relevant museum with pan-Canadian reach, sharing diverse and meaningful collections and programs.

2. FACILITATE ENHANCED ACCESS FOR ALL

Facilitate enhanced access for all on site, on the road and digitally.

3. BUILD AND NURTURE EXCEPTIONAL PARTNERSHIPS

Build and nurture exceptional partnerships engaging with others to amplify our complementary missions.

4. CHAMPION AN INCLUSIVE TEAM

Champion an inclusive team that is agile, responsive and collaborative.

5. SERVE AS A MODEL CROWN CORPORATION

Serve as a model Crown corporation, financially responsible, sustainable and fully accountable to Canadians.

4. OPERATING ENVIRONMENT

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

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.

The pandemic has been a trying time for the Museum, but in certain ways, the organization has emerged stronger. The Government of Canada’s emergency funding helped stabilize the organization, and the Museum staff’s flexibility and innovation enabled the organization to deliver digital and hybrid offerings to visitors online. Many of these innovations remain: Visitor Experience staff has carried forward the digital education and tour programs developed during lockdowns; 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 to the site were the result of public health and safety concerns; however, they also made the Museum more accessible, in compliance with the *Accessible Canada Act*.

The Museum is at its cap of 56 permanent employees. The Museum aims to have 50 active volunteers per year; at the end of Q2 of 2022-23, the number was already 57. Museum staff and volunteers exemplify the priorities of culture and diversity with a wide range of ethnicities, backgrounds, languages and abilities.

The Museum is very proud of its *Welcome Home to Canada* (WHTC) program, a six-month employability program for new immigrants to Canada. The Museum provides valuable work experience and helps program participants with future employment opportunities. Since 2004 the Museum has welcomed 200 immigrants from over 50 different countries through the program, 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.

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 covers full-time and part-time Museum staff, except for 17 employees who are managerial exclusions.

EXTERNAL ENVIRONMENT

In April 2022, the World Travel and Tourism Council announced that the travel sector is forecasting a return to pre-pandemic levels in 2023. On the other hand, *Destination Canada* projects that travel will not return to pre-pandemic levels for 4-5 years, and there is a heightened health consciousness around public gatherings and events. Although Nova Scotia, a popular tourist destination, should in principle benefit as travel increases, there is a concern that flight routes, especially international routes that were eliminated during the pandemic will not be reinstated. For instance, most Westjet flight paths from Europe have not resumed, and Halifax, which used to have five flights per day to New York, now has none. The cruise industry, however, has returned, bringing as many as 10,000 cruise passengers per day to Halifax in peak season (September/October). These ships generally disembark at Pier 21.

COVID-19 continues to have an impact on HR as the sector lost workers during the pandemic and labour shortages remain. Filling roles with qualified candidates in a competitive job market remains a challenge.

Halifax has a growing population, particularly in its downtown core, which was the fastest-growing downtown population in the country from 2016 to 2021, according to Statistics Canada. The Museum is located just outside that defined core and will likely benefit from the growth.

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.

The Museum is important to Canada. Growing ideological divides, often manifesting as anti-immigrant rhetoric, threaten social cohesion in our country. 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 ([Dilenschneider, 2020](#); [Loewen, 2022](#)) and have a significant role to play in maintaining and creating social cohesion, which is fundamental to a healthy democracy.

KEY STRATEGIC ISSUES

Financial Stability

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 less and less of those costs.

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 attendant 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. Construction costs for labour and materials continue to increase, as do the cost of contracted services. Utilities have increased by 15.5 percent in 2022-23 compared to 2019-20. The Museum experiences a significant impact of increased inflation on the expense side that it is simply impossible to recoup by increasing admissions and rental prices on the revenue side.

Unrestricted Net Assets

COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22, and \$845,000 in 2022-23 offset decreases in earned revenue, allowing the Museum to preserve its unrestricted net assets.

Beginning in 2023-24 to the end of the planning period these assets must cover net planned deficits totalling \$2.673 million. Notwithstanding deficit spending, the Museum will still require cuts to programs and shifts in service delivery - none of these outcomes are ideal.

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 has created new ongoing costs, as detailed in Appendix 3. The shift to digital engagement, accelerated by the pandemic, has had implications for the Museum in terms of its approach to outreach, engagement, programming and partnerships in support of the Museum's mandate. Priorities for 2023-24 are highlighted throughout this plan and digital programming will be a growing area of focus for the Museum going forward.

Digital programming has been successful during the pandemic; an increase in the breadth and depth of digital offerings was 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 Museum's current planning period. These investments will be made in alignment with best practices for accessibility.

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 (RHF) to produce a report on on-site accessibility and received a designation of "RHF 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.

Partnerships

Digital offerings also open new doors for partnerships and so, in concert with the investment in digital, partnerships will continue to adapt as well. It should be noted that partnerships predate the opening of the doors of the Museum; embedded in the organizational culture (and values: Collaboration) is the knowledge that as a small organization, partnering is the default position on every exhibit, 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.

This planning period sees national reach and local impact highlighted. Emphasis will be placed on partners who share common goals and who motivate, mobilize, and inspire us to evolve. Key anniversaries and milestones offer opportunities to commemorate with other organizations. Special events (such as the upcoming North American Indigenous Games) in Kijipuktuk (Halifax) in July 2023 will continue to be the genesis of partnerships, and shared authority will continue to be the cornerstone of exhibit development.

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

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.

AUDITS AND REVIEWS

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

The Museum also conducts annual internal audits, utilizing an external accounting firm, presently Grant Thornton. The most recent internal audit recommended enhanced cyber-security. This recommendation has been accepted and is being addressed currently.

5. OBJECTIVES, ACTIVITIES AND RESULTS

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

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

The key activities and results listed below are high level. Details on activities, specific targets and key milestones are in Appendix 2. The activities below are existing multi-year strategic priorities. Many are impacted by the COVID-19 pandemic in the short term but are achievable over the duration of this plan.

CORE RESPONSIBILITY 1: VISITOR EXPERIENCE AND CONNECTIONS

Objective 1	Key Activities	Expected Results
Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada's culture, economy and way of life.	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.	Expanded Collection, with a view to long term sustainability and moving toward the diversity of Canada.
	Catalogue the Collection and make a selection available to Canadians onsite and online.	Canadians can access and experience much of the Collection from anywhere.
	A digital preservation system ensures long-term preservation of the Collection.	The Collection is protected and preserved.

Objective 2	Key Activities	Expected Results
Exhibitions and programming are innovative, compelling, thought-provoking and reflect the diversity of the immigrant experience within Canada.	The Museum's second travelling and temporary exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Expanded national outreach and awareness.
	The Museum's third travelling exhibition is planned and developed for launch in 2026-27.	Expanded national outreach and awareness.
	Programming continues to engage local and national audiences by partnering with individuals, community groups and institutions.	Hybrid of digital and in-person programming ensures continued community engagement without geographic barriers.
	New Exhibition Content Management System implemented to address	Digital content and interactive displays in the permanent

	technology obsolescence, improve the digital experience, and meet digital accessibility standards.	exhibitions use up-to-date technology, which is under service contract.
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Objective 3	Key Activities	Expected Results
The visitor experience makes possible personal and emotional connections; celebrates diversity and fosters inclusion; and builds audience loyalty and repeat visitation.	Maximize visitation and visitor experience at the museum, on the road and digitally.	Visitation targets achieved in all categories. 90 percent visitor satisfaction on annual survey.

Objective 4	Key Activities	Expected Results
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.	A comprehensive marketing and communications approach builds awareness, drives visitation and leverages revenue generation opportunities.	Increased awareness, visitation targets and self-generated revenue targets met.
	Increased investment in financial and human resources mean digital strategies build targeted online engagement with local, national and international audiences that is planned, interactive and experiential.	Online visitation and engagement targets met.
	Targeted marketing and communications activities and messaging enhances understanding of the experiences of immigrants and their contributions to Canada’s culture, economy and way of life.	Consistency of message that builds awareness and empathy with broad national reach.

Objective 5	Key Activities	Expected Results
The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action.	Targeted partnerships add to national understanding and discourse on all aspects of immigration and develop new audiences across Canada.	Partnership targets met.
	Continue to build a relationship with the Assembly of Nova Scotia Mi’kmaq Chiefs.	Exhibitions and programming continue to be respectful.

CORE RESPONSIBILITY 2: ACCOMMODATION

Objective 6	Key Activities	Expected Results
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.	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.	Key capital projects completed on time, on budget, and meet requirements noted.

CORE RESPONSIBILITY 3: FUNDRAISING AND COMMERCIAL ACTIVITY

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

INTERNAL SERVICES

Objective 8	Key Activities	Expected Results
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.	Ensure that employees have performance agreements that are linked to the Corporate Plan.	Employees meet performance commitments.
	All employees participating in learning and development opportunities, including (but not exclusive to) language training, anti-racism training and inherent bias training.	Engaged, empowered employees.
	Volunteers and <i>Welcome Home to Canada</i> participants play an important role in the Museum's culture, diversity and the organization's success.	A diverse, healthy and respectful work environment.
	Justice, Equity, Diversity and Inclusion will continue to inform decisions on recruitment and advancement, exhibitions and programming.	A diverse, healthy and respectful work environment.

6. RISKS

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

At present, two risks are rated as high:

1. Lack of board members with proven ability to generate major gifts limits revenue generation; and
2. Damage to facilities and/or collection from hurricane or other weather event.

The first risk is financial in nature, while the second reflects the Museum's physical location on the waterfront and the increased risk of impacts from climate change and extreme weather events.

7. FINANCIAL OVERVIEW

The Canadian Museum of Immigration at Pier 21 requires an operating budget of \$11.762 million (excluding amortization) and a capital budget of \$132,000 for 2023-24. The Museum has been allocated base appropriations of \$8.112 million per year for the planning period and supplementary funding to be received for facilities operations and maintenance of \$0.975 million in 2023-24 and \$1.225 million in 2024-25.

For the remainder of the planning period, the operating budget ranges from \$12.072 million to \$12.754 million. The capital budget, in the range of \$25,000 to \$202,000 per year, is only for small capital expenditures that can be accommodated in budgets and unrestricted net assets. The Museum can cover the planned deficits in the remaining years of the plan with its unrestricted net assets of \$6.421 million at March 31, 2022. This will present risk in the latter years of the planning period, if there is a weather event and if the HVAC system and/or elevator upgrades are required.

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 small size of the Museum's budget, it is exempt from this cost-reduction measure.

REVENUE GENERATION

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 2022-23 is \$2.095 million, growing to \$2.88 million in 2023-24, and returning to pre-pandemic levels of approximately \$3.4 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 \$1.0 million per annum starting in 2024-25. Earned revenues are expected to return to pre-pandemic levels, except rental revenues which are expected to lag until

2024-25. Rentals require a long lead time; many are large, often international, conferences and gatherings.

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 \$1.6 million. Contributed revenues from donations, interest and earnings from the Endowment Fund typically range from \$1.5 million to \$1.6 million. Fund development, particularly through major gifts, is a key priority for the Museum. Donations 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. It is anticipated that the Museum will raise \$703,800 in donation revenue in 2022-23, growing to \$1.05 million in 2023-24 and \$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, 2022, was \$9.137 million.

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. In order to manage risk, the Museum utilizes the services of an investment advisor and invests in a diversified portfolio. The current Investment Policy, reviewed annually 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 financial instrument note in the annual audited financial statements for further descriptions of investments.

OPERATING BUDGET

The Museum's 2022-23 operating budget is currently forecasted to be \$11.2 million at year-end, in the range of \$11.8 million for 2023-24 to \$12.5 million by the end of the planning period in 2027-2028.

The Museum requires an operating budget of \$11.762 million for 2023-24. The operating budget increases in 2023-24 and 2024-25 are mainly due to the costs for the implementation of a new exhibition content management system (CMS) and the development of the Museum's third travelling exhibition. This 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 exhibition every five years based on its resources (human and financial). Expenses related to exhibitions decrease in 2025-26 when the five-year cycle commences again. The CMS stores, manages, and runs the digital content in exhibitions. It includes video projections, audio content, touchscreens, and other interactive displays. The current CMS is beyond its service life. The operating budget in 2025-26 includes a contractual rent increase.

The two most significant operating expenses are building operations (excluding amortization) and personnel costs. Building operations are budgeted at \$2.750 million in 2023-24 and growing to \$3.090 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 \$6.752 million in 2023-24,

growing to \$7.337 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 17.1 percent in 2023-24 and by 28.5 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

There is minimal capital spending planned for the next five years, between \$25,000 and \$202,000. In 2024-25, \$150,000 of capital expense is earmarked from unrestricted net assets for purchasing the equipment for the exhibition CMS renewal. Apart from this, minimal maintenance and updates are all that can be accommodated in the current budget.

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. However, capital includes all items that, because of their cost or nature, are classified as capital expenditures in accordance with Canadian public sector accounting standards for government not-for-profit organizations. This includes equipment over \$5,000 (including information technology) and leasehold improvements projects over \$20,000. It should also be noted that the maintenance and replacement of the 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.

The Museum pays PILT (Payment in lieu of taxes) through its lessor, the Halifax Port Authority.

FINANCIAL SUSTAINABILITY

The Museum has been significantly affected by the COVID-19 pandemic, which reduced its ability to generate funds by 56 percent in 2021-22, as compared to 2019-20, an estimated 32 percent in 2022-23 and an estimated 7 percent in 2023-24. 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 \$0.975 million to be received in 2023-24 and \$1.225 million to be received in 2024-25 to address facilities operations and maintenance.

The Museum can cover the planned deficits from 2023-24 to the end of the planning period with its unrestricted net assets of over \$6 million at March 31, 2022. The organization's Business Continuity Plan (BCP) stipulates that unrestricted net assets of not less than 50 percent of annual self-generated revenues (roughly \$1.7 million) must be retained for risk mitigation. After the 5-year planning period, the Museum risks being in contravention of its BCP.

The Museum will face financial pressures in the longer term. As noted above, the \$8.112 million in base appropriations the Museum receives does not fully cover the building operations 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 fund development, rentals, gift shop and ticket sales has limitations and may be further impacted by slow economic and tourism recovery.

APPENDIX 1: CORPORATE GOVERNANCE STRUCTURE

The Museum is governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act* and the *Museums Act*. This means that, among other requirements, it must develop and submit a Corporate Plan and operating and capital budgets for Treasury Board 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 completed its first special examination by the Office of the Auditor General in March 2020, which was tabled in November 2020. An action plan was developed in response to the findings and is reviewed with the Audit and Risk Oversight Committee annually, which then reports to the Board of Trustees on progress.

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

The Museum’s Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage. The *Museums Act* provides for an 11-member Board of Trustees, including the Chairperson and Vice-Chairperson, who are appointed by the Minister with the approval of the Governor in Council. 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](#).

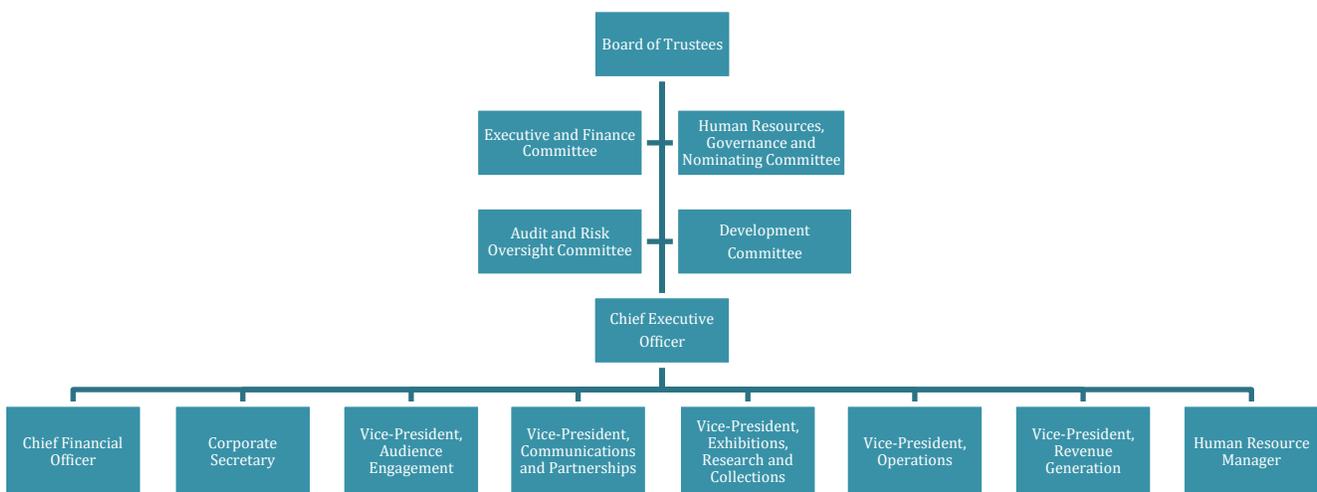
Board of Trustees	Residence	Appointment Date	Term Expiry
Robert Vineberg, Chairperson	Winnipeg, Manitoba	2017-12-14	2024-03-03
Cynthia Price Verreault, Vice-Chair	Montréal, Quebec	2022-09-29	2026-09-28
Salima Ebrahim	Edmonton, Alberta	2018-06-01	2025-09-28
Omar Farouk	Brampton, Ontario	2019-07-01	2025-09-14
Katherine Hambly	Charlottetown, Prince Edward Island	2019-01-18	2023-01-17
Mona Kumar	Mississauga, Ontario	2018-06-01	2025-09-28
Caroline Lavoie	Montréal, Quebec	2018-03-01	2022-02-28
Catherine Woodman	Halifax, Nova Scotia	2023-05-04	2027-05-03
Vivek Sood	Halifax, Nova Scotia	2023-05-04	2027-05-03
VACANCIES (2)			

GOVERNANCE RESPONSIBILITIES

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

- establishing the Museum's strategic direction;
- safeguarding the Museum's resources;
- monitoring the Museum's performance and reporting;
- developing stakeholder strategies and communications; and
- succession planning for the Board and key management positions.

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



APPENDIX 2: PLANNED RESULTS

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

The five-year corporate plan is designed to deliver on the Museum’s national mandate and contribute to the achievement of the federal government’s broad policy objectives. COVID-19 had a significant impact on all areas of the Museum’s operations. For the purposes of this plan, it’s assumed that 2023-24 will be a return to regularly forecasted levels, with the exception of philanthropy, which will take at least one more year to fully rebound. The targets outlined below reflect these assumptions.

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		
<i>Museum content explores the theme of Canadian immigration, regardless of point of entry, and the contribution of all immigrants to Canada’s culture, economy and way of life.</i>		
Indicator	Targets	Baseline and Data Strategy
Collection records are accessible online.	<u>2023-24</u> 100 new records online for a total of 11,037 available. <u>2023-24 to 2026-27</u> An additional 100 records will be added each year.	Baseline: March 2023 11,037 records will be accessible. Quarterly report on progress.
New acquisitions are catalogued.	<u>2023-24</u> 100 new acquisitions catalogued by March 2023. <u>2024-25 to 2027-28</u> 100 additional per year, depending on acquisition rate.	Baseline: 113 acquisitions catalogued in 2022-23 Quarterly report on progress.
As referenced in the Collection Plan, the Collection includes oral histories, stories, digital images, archival materials and artifacts that reflect the Museum’s mandate, and strive over time to	Collecting reflects priorities outlined in the Collection Development Plan.	Baseline: N/A Qualitative reports on the extent to which the Collection expands, consistent with the Collection Development Plan.

reflect Canada’s multicultural mosaic and its linguistic duality.		Quarterly report on progress.
Conduct research and create content that furthers awareness and access to information on the history of immigration and the immigrant experience.	Produce three original digital products on the history of immigration or the immigrant experience.	Baseline: N/A; new metric Quarterly report on progress.

Interpretation and Connections

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

Indicator	Targets	Baseline and Data Strategy
The Museum’s second travelling exhibition, <i>Refuge Canada</i> , is booked at sites across Canada.	Exhibition is booked through 2024-25.	Baseline: N/A Quarterly report on progress.
The Museum’s third travelling exhibition is planned and developed for launch in 2026-27.	Exhibition planning and design in 2023-24 and 2024-25. Onsite exhibition opens Q1 2025-26 Tour launching in 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>2023-24 to 2026-27</u> 30 Public programs with 10,000 attendees.	Baseline: At Q2 2022-23: 17 Public programs with 3,759 attendees. Quarterly report on progress.
New Exhibition Content Management System implemented to address technology obsolescence, improve the digital experience, and meet digital accessibility standards.	Exhibition CMS procurement process completed by March 31, 2024. Exhibition CMS implementation and migration completed by March 31, 2025.	Baseline N/A Project management reporting.

Visitor Experience

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

Indicator	Targets	Baseline and Data Strategy
Visitation targets are met in all categories.	<u>Paid visitation:</u> 2023-24: 67,000 2024-25: 67,500 2025-26: 67,500 2026-27: TBC <u>Student visitors:</u> -4,000 onsite paid students -70 virtual field trips for 1,400 paid students <u>Online visitation:</u> 575,000	Baseline: at Q2 2022-23: - Paid visitation: 52,441 - School visitors: 1,709 - Scotiabank Family History Centre visitors: 20,420 Baseline Q2 2022-23 - Online visitation: 450,000 Visitation measured weekly and reported on quarterly.
Visitors (onsite and online) utilize the Scotiabank Family History Centre for immigration focused genealogical research	<u>2023-24</u> 28,000 visitors.	Baseline: Q2 2022-2023 20,420 visitors Quarterly reports on progress.
Visitors are satisfied or very satisfied with their overall experience.	<u>2023-24 to 2027-28</u> 90 percent visitor satisfaction each year.	Baseline: 97 percent in 2022-23 (Note: target is below baseline as anything over 90 percent is an exceptional rating.)

Strategic Priority 2:

Facilitate Enhanced Access for all on site, on the road and digitally.

SUPPORTS CORE RESPONSIBILITY 1: VISITOR EXPERIENCE & CONNECTIONS AND 2: ACCOMMODATION

Accommodation

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.

Indicator	Targets	Baseline and Data Strategy
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>2023-27</u> Continue to upgrade facility with Rick Hansen Foundation recommendations for improvement. Accessible Canada and Greening of	Baseline: N/A Project management reporting.

Government standards will be the minimum.

Access and Awareness

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

Indicator	Targets	Baseline and Data Strategy
As tourism industry continues to recover, outreach and opportunities to cultivate relationships with travel media will return.	<u>2023-24</u> 20 Travel media/bloggers reached Media visitation. 1,900 Media mentions.	Baseline: 1,246 media mentions at Q2 2022-23. Quarterly report on progress.
A data-driven approach to digital advertising focusing on key markets and customized messaging will facilitate visitation.	<u>2023-24 to 2027-28</u> See visitation targets.	
Continue to amplify online reach particularly across Canada, through educational, relevant and engaging social media content.	<u>2023-24</u> Increase social media followers by 5% across all platforms. 250,000 social media engagements.	Baseline: 204 new Twitter followers (2.6% increase) 282 new Instagram followers (9.1% increase) and 1,016 new Facebook followers (10.2%)at Q2 2022-23. 233,244 social media interactions at Q2 2022-23.
	<u>2024-25 to 2027-28</u> Targets not yet set.	Quarterly report on progress.
Inspire and educate Canadians with the Museum’s bilingual podcast. Sharing the voices and personal stories of newcomers in this intimate digital format, is well suited to serving the Museum’s mandate to enhance understanding of the experiences of immigrants and their contributions to Canada’s culture, economy and way of life.	<u>2023-24</u> Launch Season four of the podcast (Inspiration- food). 33,000 downloads. <u>2024-25 to 2027-28</u> Targets not yet set. New Podcast season produced annually.	Baseline: Q2 2022-23 22,341 downloads

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		
<i>The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes, and aims to inspire positive action.</i>		
Indicator	Targets	Baseline and Data Strategy
The Museum will continue to be a leader in growing and strengthening its strategic partnership network. The Museum is viewed as a positive collaborator with key stakeholders, facilitates engaging conversations on immigration themes and aims to inspire positive action.	<u>2023-24 to 2027-28</u> Eight significant partnerships* per year.	Baseline: eight significant partnerships at Q2 2022-23. Quarterly reports on progress
Exhibitions and programming continue to be respectful of the impact of immigration on Indigenous peoples, from an Indigenous perspective.	In sharing Canada’s immigration story, the Museum is aware of the importance of showing the impact on Indigenous peoples, from an Indigenous perspective. Exhibitions, programming and communications departments seek collaboration with Indigenous partners to ensure inclusion and representation of first voices.	Baseline: N/A Quarterly reports on progress.

Strategic Priority 4:

Champion an **Inclusive Team** that is agile, responsive and collaborative.

SUPPORTS: ALL THREE CORE RESPONSIBILITIES AND INTERNAL SERVICES

Internal Services		
<i>The Corporation will be a model for progressive, innovative and sound management practices. It will continue to have empowered, entrepreneurial and diverse employees and volunteers who are respectful of the Museum’s mission and mandate.</i>		
Indicator	Targets	Baseline and Data Strategy
An integrated performance management program recognizes results and the Museum’s core values.	<u>2022-23 to 2026-27</u> Corporate Plan commitments incorporated in all employee performance agreements with results measured via annual performance management program.	Baseline: N/A Quarterly report on progress.
Learning and development opportunities contribute to a workplace where employees are engaged and empowered.	<u>2023-24 to 2027-28</u> 90 percent of employees participating in learning and development, including (but not limited to) language training, anti-racism training and inherent bias training.	Baseline: 75 percent employee participation in professional development and education at Q2 2022-23. Quarterly report on progress.
Volunteers and <i>Welcome Home to Canada</i> program participants play an important role in the Museum’s culture, diversity and the organization’s success.	<u>2023-24 to 2027-28</u> 50 volunteers (engages on-site and virtually as needed) 8-12 <i>Welcome Home to Canada</i> program participants.	Baseline: Q2 2022-23 50+ volunteers and 9 <i>Welcome Home to Canada</i> participants Quarterly report on progress.
Justice, Equity, Diversity and Inclusion will continue to inform decisions on recruitment and advancement, exhibitions and programming.	<u>2023-2024 to 2027-2028</u> Ongoing training, maintain higher than local average (census data) for visible minorities in the workforce.	Baseline: 19 percent of permanent workforce visible minority (11 percent census figure for Halifax).

Strategic priority 5:

Serve as a model Crown Corporation, financially responsible, sustainable and fully accountable to Canadians.

SUPPORTS CORE RESPONSIBILITIES 3: FUNDRAISING AND COMMERCIAL ACTIVITIES

Sound Management of Resources		
<i>The organization and its resources are aligned in a way that enables the Museum to achieve its mandate.</i>		
Indicator	Targets	Baseline and Data Strategy
Budget targets are met.	<u>2023-24 to 2027-28</u> Results align with budget.	Baseline: N/A Quarterly financial statements.
Self-generated revenue targets are achieved.	Development targets are achieved: <u>2023-24</u> \$1,045,500 <u>2024-25 to 2027-28</u> \$1,415,500 per year Total self-generated revenues are achieved: 2023-24: \$2,876,456 2024-25: \$3,358,606 2025-26: \$3,423,096 2026-27: \$3,445,966 2027-28: \$3,510,256	Baseline: Development: 2022-23 forecast \$703,800 Self-generated revenues: 2022-23 forecast \$2,094,806 Quarterly financial statements.

APPENDIX 3: FINANCIAL STATEMENTS AND BUDGETS

The financial statements on the following pages reflect the appropriations the Museum expects to receive in 2023-24 and estimates for the remaining years of the plan. They are also based on the Museum's estimates for self-generated revenue.

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

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2023-24 CORPORATE PLAN
 PRO FORMA STATEMENTS OF FINANCIAL POSITION
 FOR THE YEARS ENDING MARCH 31, 2022 TO MARCH 31, 2028

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
ASSETS							
Current Assets							
Cash	6,670,000	6,572,000	6,241,300	5,880,800	5,293,800	4,312,800	3,373,800
Accounts receivable	235,000	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	129,000	150,000	150,000	150,000	175,000	175,000	175,000
Prepaid expenses	184,000	80,000	80,000	80,000	80,000	80,000	80,000
	7,218,000	7,002,000	6,671,300	6,310,800	5,748,800	4,767,800	3,828,800
Other Assets							
Endowment cash and investments	9,901,000	10,101,000	10,101,000	10,101,000	10,101,000	10,101,000	10,101,000
Capital assets	7,519,000	6,292,500	5,132,800	4,022,100	3,207,900	2,474,300	1,734,000
Collections	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	17,421,000	16,394,500	15,234,800	14,124,100	13,309,900	12,576,300	11,836,000
TOTAL ASSETS	24,639,000	23,396,500	21,906,100	20,434,900	19,058,700	17,344,100	15,664,800
LIABILITIES AND NET ASSETS							
Liabilities							
Accounts payable and accrued liabilities	1,037,000	1,000,000	600,000	500,000	500,000	500,000	500,000
Deferred revenues	201,000	200,000	200,000	200,000	200,000	200,000	200,000
Deferred contributions related to capital assets	7,525,000	6,292,500	5,132,800	4,022,100	3,207,900	2,474,300	1,734,000
	8,763,000	7,492,500	5,932,800	4,722,100	3,907,900	3,174,300	2,434,000
Net Assets							
Unrestricted	6,421,000	6,249,000	6,318,300	6,057,800	5,495,800	4,514,800	3,575,800
Internally restricted	352,000	352,000	352,000	352,000	352,000	352,000	352,000
Endowment	9,103,000	9,303,000	9,303,000	9,303,000	9,303,000	9,303,000	9,303,000
	15,876,000	15,904,000	15,973,300	15,712,800	15,150,800	14,169,800	13,230,800
TOTAL LIABILITIES AND NET ASSETS	24,639,000	23,396,500	21,906,100	20,434,900	19,058,700	17,344,100	15,664,800

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2023-24 CORPORATE PLAN
PRO FORMA STATEMENTS OF OPERATIONS
FOR THE YEARS ENDING MARCH 31, 2022 TO MARCH 31, 2028

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
GOVERNMENT FUNDING							
Base appropriations	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694	8,111,694
Supplementary estimates	1,435,000	845,000	975,000	1,225,000	-	-	-
Total appropriations	9,546,694	8,956,694	9,086,694	9,336,694	8,111,694	8,111,694	8,111,694
Amount used to purchase depreciable assets	(310,400)	(46,500)	(132,000)	(202,000)	(25,000)	(40,000)	(35,000)
Amortization of deferred capital funding	2,329,600	1,279,000	1,291,700	1,312,700	839,200	773,600	775,300
	11,565,894	10,189,194	10,246,394	10,447,394	8,925,894	8,845,294	8,851,994
SELF-GENERATED REVENUES (NET)							
Ticket sales	180,400	685,800	737,060	795,000	795,000	800,000	825,000
Programming	60,600	78,100	92,090	70,800	97,800	97,800	97,800
Scotiabank family history centre	27,600	78,700	118,200	119,800	121,400	123,000	124,600
Gift shop	36,700	139,600	150,080	157,600	165,490	173,760	182,450
Hall rental	74,600	450,300	438,210	504,500	532,500	540,500	569,500
Donations	855,200	703,800	1,045,500	1,415,500	1,415,500	1,415,500	1,415,500
Endowment	95,800	(193,200)	200,000	200,000	200,000	200,000	200,000
Interest and other	33,606	151,706	95,406	95,406	95,406	95,406	95,406
	1,364,506	2,094,806	2,876,546	3,358,606	3,423,096	3,445,966	3,510,256
EXPENSES							
Visitor experience and connections	3,872,100	4,888,200	5,327,400	6,126,270	5,254,030	5,440,620	5,421,410
Accommodation	5,099,300	4,123,300	4,136,620	4,270,360	3,891,990	3,919,050	3,959,800
Fundraising and commercial	870,200	1,041,900	1,120,260	1,151,210	1,182,860	1,272,370	1,241,510
Internal services	2,199,300	2,402,600	2,469,360	2,518,660	2,582,110	2,640,220	2,678,530
	12,040,900	12,456,000	13,053,640	14,066,500	12,910,990	13,272,260	13,301,250
NET RESULT OF OPERATIONS	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2023-24 CORPORATE PLAN
PRO FORMA STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDING MARCH 31, 2022 TO MARCH 31, 2028

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
OPERATING ACTIVITIES							
Appropriations received	9,236,294	8,910,194	8,954,694	9,134,694	8,086,694	8,071,694	8,076,694
Cash received from clients and donors	1,523,106	2,128,806	2,676,546	3,158,606	3,223,096	3,245,966	3,310,256
Cash paid to suppliers	(4,987,000)	(4,837,200)	(5,647,910)	(6,274,620)	(5,329,150)	(5,558,590)	(5,418,790)
Payments related to salary and benefits	(5,145,000)	(6,293,800)	(6,514,030)	(6,579,180)	(6,767,640)	(6,940,070)	(7,107,160)
Endowment allocation received	-	-	200,000	200,000	200,000	200,000	200,000
	627,400	(92,000)	(330,700)	(360,500)	(587,000)	(981,000)	(939,000)
CAPITAL ACTIVITIES							
Acquisition of capital assets	(253,800)	(52,500)	(132,000)	(202,000)	(25,000)	(40,000)	(35,000)
	(253,800)	(52,500)	(132,000)	(202,000)	(25,000)	(40,000)	(35,000)
INVESTING ACTIVITIES							
Net increase in endowment cash and investments	(101,000)	(200,000)	-	-	-	-	-
	(101,000)	(200,000)	-	-	-	-	-
FINANCING ACTIVITIES							
Appropriations received for the acquisition of capital assets	310,400	46,500	132,000	202,000	25,000	40,000	35,000
Contributions to endowment	9,000	200,000	-	-	-	-	-
	319,400	246,500	132,000	202,000	25,000	40,000	35,000
INCREASE (DECREASE) IN CASH	592,000	(98,000)	(330,700)	(360,500)	(587,000)	(981,000)	(939,000)
CASH, BEGINNING OF YEAR	6,078,000	6,670,000	6,572,000	6,241,300	5,880,800	5,293,800	4,312,800
CASH, END OF YEAR	6,670,000	6,572,000	6,241,300	5,880,800	5,293,800	4,312,800	3,373,800

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2023-4 CORPORATE PLAN
PRO FORMA STATEMENTS OF CHANGES IN NET ASSETS
FOR THE YEARS ENDIN MARCH 31, 2022 TO MARCH 31, 2028

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
NET ASSETS, BEGINNING OF PERIOD	15,008,000	15,876,000	15,904,000	15,973,300	15,712,800	15,150,800	14,169,800
Net results of operations	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
Net changes in remeasurement gains (losses)	(30,500)	-	-	-	-	-	-
Contributions to endowment	9,000	200,000	-	-	-	-	-
NET ASSETS, END OF PERIOD	15,876,000	15,904,000	15,973,300	15,712,800	15,150,800	14,169,800	13,230,800
<i>Per Financial Position</i>	15,876,000	15,904,000	15,973,300	15,712,800	15,150,800	14,169,800	13,230,800
<i>Variance</i>	-	-	-	-	-	-	-

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	5,627,500	6,421,000	6,249,000	6,318,300	6,057,800	5,495,800	4,514,800
Net results of operations	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
Endowment recapitalization	(96,000)	-	-	-	-	-	-
UNRESTRICTED NET ASSETS, END OF PERIOD	6,421,000	6,249,000	6,318,300	6,057,800	5,495,800	4,514,800	3,575,800

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21
2023-24 CORPORATE PLAN
SUMMARY OF OPERATING AND CAPITAL BUDGETS
FOR THE YEARS ENDING MARCH 31, 2022 TO MARCH 31, 2028

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
TOTAL FUNDING REQUIRED							
Operating	9,711,300	11,177,000	11,761,940	12,753,800	12,071,790	12,498,660	12,525,950
Capital	310,400	46,500	132,000	202,000	25,000	40,000	35,000
	10,021,700	11,223,500	11,893,940	12,955,800	12,096,790	12,538,660	12,560,950
LESS:							
Self-generated revenues (net)	(1,364,506)	(2,094,806)	(2,876,546)	(3,358,606)	(3,423,096)	(3,445,966)	(3,510,256)
	(1,364,506)	(2,094,806)	(2,876,546)	(3,358,606)	(3,423,096)	(3,445,966)	(3,510,256)
Net result of operations	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
GOVERNMENT FUNDING COMMITTED	9,546,694	8,956,694	9,086,694	9,336,694	8,111,694	8,111,694	8,111,694

FINANCIAL OVERVIEW

The table below outlines the Museum's projections for the five-year period from 2023-24 to 2027-28. The Museum requires an operating budget of \$11.762 million (excluding amortization) and a capital budget of \$132,000 for 2023-24. The operating budget increases in 2023-24 to 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 operating budget in 2025-26 includes a contractual rent increase.

The capital budget remains at minimal levels (\$25,000 to \$202,000) for the five-year planning period.

The Museum has been allocated base appropriations of \$8.112 million per year for the planning period. In addition, the Museum received COVID-19 relief funds in 2020-21, 2021-22 and 2022-23, primarily to offset lost revenues due to COVID-19. In Budget 2023, the Museum was allocated funding for 2023-24 and 2024-25 to address facilities operations and maintenance. The Museum can cover the net planned deficits to the end of the planning period with its unrestricted net assets of over \$6 million at March 31, 2022.

Table 1: Funding Required

(dollars)	2021-22 Actuals	2022-23 Forecast	2023-24 Budget	2024-25	2025-26	2026-27	2027-28
				Projections			
TOTAL FUNDING REQUIRED							
Operating	9,711,300	11,177,000	11,761,940	12,753,800	12,071,790	12,498,660	12,525,950
Capital	310,400	46,500	132,000	202,000	25,000	40,000	35,000
	10,021,700	11,223,500	11,893,940	12,955,800	12,096,790	12,538,660	12,560,950
LESS:							
Self-generated revenues (net)	(1,364,506)	(2,094,806)	(2,876,546)	(3,358,606)	(3,423,096)	(3,445,966)	(3,510,256)
	(1,364,506)	(2,094,806)	(2,876,546)	(3,358,606)	(3,423,096)	(3,445,966)	(3,510,256)
Net result of operations	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
GOVERNMENT FUNDING COMMITTED	9,546,694	8,956,694	9,086,694	9,336,694	8,111,694	8,111,694	8,111,694

FINANCIAL PLANNING ASSUMPTIONS AND PROJECTIONS

PARLIAMENTARY APPROPRIATIONS

The Museum receives \$8.112 million per year in base appropriations. It also received \$930,000 in additional funding through Budget 2016 for capital expenditures for the period from 2016-17 to 2020-21.

The Museum received COVID-19 relief funds of \$2.049 million in 2020-21, \$1.435 million in 2021-22 and \$845,000 in 2022-23.

In Budget 2023, the Museum was allocated \$0.975 million in to be received 2023-24 and \$1.225 million to be received in 2024-25 to address facilities operations and maintenance.

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 small size of the Museum's budget, it is exempt from this cost-reduction measure.

SELF-GENERATED REVENUE

Table 2: Self-Generated Revenues (net)

(dollars)	2019-20	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Ticket sales	654,800	15,500	180,400	703,700	685,800	737,060	795,000	795,000	800,000	825,000
Programming	97,800	18,100	60,600	68,070	78,100	92,090	70,800	97,800	97,800	97,800
Family history centre	113,600	11,700	27,600	110,750	78,700	118,200	119,800	121,400	123,000	124,600
Gift shop	123,000	200	36,700	138,200	139,600	150,080	157,600	165,490	173,760	182,450
Hall rental	539,300	5,400	74,600	174,090	450,300	438,210	504,500	532,500	540,500	569,500
Earned Revenues (net)	1,528,500	50,900	379,900	1,194,810	1,432,500	1,535,640	1,647,700	1,712,190	1,735,060	1,799,350
Donations	994,400	400,500	855,200	778,150	703,800	1,045,500	1,415,500	1,415,500	1,415,500	1,415,500
Endowment	459,600	162,700	95,800	200,000	(193,200)	200,000	200,000	200,000	200,000	200,000
Interest and other	111,417	25,053	33,606	68,406	151,706	95,406	95,406	95,406	95,406	95,406
Contributed Revenues (net)	1,565,417	588,253	984,606	1,046,556	662,306	1,340,906	1,710,906	1,710,906	1,710,906	1,710,906
Self-Generated Revenues (net)	3,093,917	639,153	1,364,506	2,241,366	2,094,806	2,876,546	3,358,606	3,423,096	3,445,966	3,510,256

Self-generated revenue from all sources was in the range of \$3 million per year before the pandemic, representing approximately 38 percent of base appropriations. The COVID-19 pandemic has reduced this to a forecast of \$2,094,806 in 2022-23, increasing to \$2,876,546 in 2023-24.

The Museum generated earned revenues from ticket sales, programming, sales in the Scotiabank Family History Centre, gift shop sales and rental revenue in the range of \$1.5 million per year prior to the pandemic. Earned revenue is budgeted to return to prior levels in 2023-24. The budget is projected to increase to \$1,647,700 in 2024-25 when rental events fully resume. Growth continues, but is reaching a ceiling, in the remaining three years of the plan due to price increases and higher visitor attendance.

Table 3: Paid Visitation

	2019-20	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Actuals	Target	Forecast	Target	Projections			
Visitor Attendance	66,600	1,600	17,500	67,000	65,300	67,000	67,500	67,500	68,000	70,000

Ticket sales revenues for 2023-24 are based on a target of 67,000 paid visitors at an average ticket price of \$11.00, including revenue from group tours and school groups. Visitation is forecast to resume to pre-pandemic volume in 2023-24 and beyond.

The other key earned revenue area is rental revenue, which is typically in the range of \$500,000 per year. This revenue stream will lag behind other areas as large events and conferences are planned well in advance.

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. Work continues in these areas, with an overall fund development budget of \$1,045,500 for 2023-24. Major gift fundraising is budgeted to be \$1.0 million per year starting in 2024-25 following an ambitious effort to raise \$5 million in new major gift commitments by December 2023. While major gifts are the key priority, fund development activities also include special event fundraising, annual and planned giving, sales of 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 *Financial Administration Act* (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 that can be utilized for Museum programming. The Museum plans to draw on the endowment fund earnings in 2023-24 and will continue to do so over the planning period. In accordance with the *Endowment Spending Policy*, only earnings will be utilized and the capital maintained.

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	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor experience and connections	4,292,800	3,872,100	5,014,150	4,888,200	5,327,400	6,126,270	5,254,030	5,440,620	5,421,410
Accommodation	4,829,100	5,099,300	5,178,960	4,123,300	4,136,620	4,270,360	3,891,990	3,919,050	3,959,800
Fundraising and commercial activities	992,100	870,200	974,080	1,041,900	1,120,260	1,151,210	1,182,860	1,272,370	1,241,510
Internal services	2,220,500	2,199,300	2,361,770	2,402,600	2,469,360	2,518,660	2,582,110	2,640,220	2,678,530
	12,334,500	12,040,900	13,528,960	12,456,000	13,053,640	14,066,500	12,910,990	13,272,260	13,301,250

The first core responsibility, **Visitor Experience and Connections**, aims to give the Museum’s audience access to rich content and programming that reflect the diverse experiences and contributions of immigrants throughout Canada’s history.

It is also designed to engage Canadians extensively in building and exploring these key themes by encouraging them to share their stories and to research their own family’s immigration story. This area includes core and temporary exhibitions; programs; travelling exhibitions; publications; virtual exhibitions; and other digital tools.

Appendix 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2022-23 was \$5.014 million, with a forecast of \$4.888 million at year-end. The budget increases to \$5.327 million in 2023-24 and \$6.126 million in 2024-25 with the development of the Museum’s third temporary and travelling exhibition and

implementation of the new exhibition content management system. The budget stays in the \$5.3-\$5.4 million range for the remainder of the planning period mainly due to economic increases.

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 2022-23 was \$5.179 million, with a forecast of \$4.123 million at year-end. The budget decreases to a \$4 million range for the remainder of the planning period reflecting the increase in rent and utilities offset by the decrease in amortization due to fully amortized 2011-12 and 2014-15 leasehold improvements.

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

Appendix 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for this core responsibility in 2022-23 was \$974,080, with a forecast of \$1,041,900 at year-end. The budget stays at the \$1 million per year range for the remainder of the plan when activities return to pre-COVID levels.

Finally, **Internal Services** includes activities and resources administered to support the needs of programs and other corporate obligations of the organization. Internal services include only those activities and resources that apply across an organization and not to those provided specifically to a program. Expenditures included in internal services include costs related to: the board and governance; management and oversight; some personnel costs (including all training and professional development); financial management; information technology; procurement; and travel and other administrative services.

Appendix 2 of this corporate plan summary outlines key strategies, activities and performance measures for this area. The budget for internal services in 2022-23 was \$2.362 million, with a forecast of \$2.403 million at year-end. The budget for internal services for 2023-24 is \$2.469 million reflecting anticipated increases in personnel costs and other administration costs as business returns to prior levels. The internal services budget is projected to remain in the range of \$2.5 to \$2.7 million level for the remainder of the planning period.

Table 5: Internal Services

(dollars)	2019-20	20201	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actls	Actuals	Budget	Forecast	Budget	Projections			
Office supplies and administration	205,600	157,000	165,900	225,550	197,900	206,760	208,200	211,520	214,540	217,450
Operating supplies and services	14,500	35,300	25,100	51,590	64,200	63,520	69,650	71,260	70,590	71,290
Personnel costs	1,734,700	1,800,600	1,715,900	1,660,530	1,690,000	1,762,960	1,799,500	1,849,200	1,886,800	1,917,400
Professional and special services	39,500	92,100	182,000	122,500	210,400	132,500	135,000	145,000	145,000	145,000
Repairs and maintenance - IT	73,000	85,000	82,800	93,900	93,900	100,280	99,600	102,600	105,700	108,900
Travel and hospitality expenses	138,800	(900)	4,400	163,300	118,300	174,540	177,050	171,980	186,120	186,080
Utilities (phone)	57,900	51,400	23,200	44,400	27,900	28,800	29,660	30,550	31,470	32,410
	2,264,000	2,220,500	2,199,300	2,361,770	2,402,600	2,469,360	2,518,660	2,582,110	2,640,220	2,678,530

BUILDING OPERATIONS

Table 6: Building Operations

(dollars)	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Rent	1,575,200	1,705,600	1,713,000	1,704,900	1,709,400	1,717,100	1,773,400	1,816,100	1,824,300
Repairs and maintenance and building operation	470,300	502,100	477,140	448,200	454,850	530,790	536,370	562,390	575,950
Utilities	274,900	300,300	367,400	411,600	385,800	404,360	423,750	436,470	449,510
Payments in lieu of taxes (PILT)	211,000	176,200	200,000	192,800	200,000	220,000	220,000	240,000	240,000
Building operations expenses	2,531,400	2,684,200	2,757,540	2,757,500	2,750,050	2,872,250	2,953,520	3,054,960	3,089,760
Amortization of capital assets	2,270,700	2,329,600	2,372,900	1,279,000	1,291,700	1,312,700	839,200	773,600	775,300
Building operations expenses including amortization	4,802,100	5,013,800	5,130,440	4,036,500	4,041,750	4,184,950	3,792,720	3,828,560	3,865,060

The Museum's building operations expenses are approximately \$4 million per year. The largest expenditure area, excluding amortization, is rent budgeted at \$1.709 million in 2023-24. Contractual increases that impact rent are every five years, with the first one from 2020-21 to 2024-25 and the next increase starting in 2025-26. Building operations 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. Rent was lower in 2020-21 because the reversal of a prior year accrual. 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.

Rent, and the other non-discretionary costs for facilities, are expected to total \$2.750 million in 2023-24, growing to \$3.090 million by the end of the planning period. This is a significant and growing financial pressure for the Museum, representing 21 percent of the Museum's total budgeted expenses in 2023-24 and 34 percent of base appropriations. By 2027-28, this grows to 23 percent of the total budgeted expenses and 38 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.

A non-discretionary fixed cost, PILT is compensation paid to municipalities for the losses of property taxes incurred for Crown-owned properties, which are not subject to taxation. In 1996, Treasury Board approved a management regime that devolved the responsibility for funding PILT from Public Services and Procurement Canada (PSPC) to individual organizations. Unlike PSPC, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriation to reflect PILT increases. This could eventually pose challenges to small cultural organizations like museums.

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

	2019-20	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Visitor experience and connections	31	31	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	13	12	12	12	12	12	12	12	12
Total FTEs	55	55	56	56	56	56	56	56	56	56

Table 8: Personnel Costs

(dollars)	2019-20	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Full time employees	4,351,600	4,661,100	4,328,100	4,582,000	4,672,400	4,765,000	4,840,000	4,980,000	5,108,000	5,236,000
Part time employees	501,400	286,800	173,400	580,750	565,500	700,730	674,380	692,040	708,310	719,240
Employee Benefits Plan	889,700	975,300	931,800	985,130	1,055,900	1,048,300	1,064,800	1,095,600	1,123,760	1,151,920
Total Salaries	5,742,700	5,923,200	5,433,300	6,147,880	6,293,800	6,514,030	6,579,180	6,767,640	6,940,070	7,107,160
Board remuneration	86,100	82,400	73,300	84,150	74,300	84,150	82,200	82,200	82,200	82,200
Professional development & training	92,600	97,900	109,300	129,000	110,400	146,000	147,000	147,000	147,000	140,000
Other HR costs	3,000	1,300	6,400	8,000	7,200	8,000	8,000	8,000	8,000	8,000
Total Other Personnel Costs	181,700	181,600	189,000	221,150	191,900	238,150	237,200	237,200	237,200	230,200
Total Personnel Costs	5,924,400	6,104,800	5,622,300	6,369,030	6,485,700	6,752,180	6,816,380	7,004,840	7,177,270	7,337,360

Personnel costs are the other significant financial expenditure for the Museum, with a budget of \$6.514 million for 2023-24 and increasing slightly each year thereafter to cover salary step increases, increased benefit costs and cost-of-living increments. In 2022-23, the Museum will reach its cap of permanent employees 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 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)	2019-20	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Travel	176,100	(1,000)	5,400	195,400	149,400	214,390	209,850	207,780	222,920	222,880
Hospitality	53,100	400	5,000	39,600	33,200	40,050	40,550	41,730	42,900	44,030
Conferences	30,200	3,000	5,800	44,950	31,600	49,900	52,400	53,600	54,100	54,320
	259,400	2,400	16,200	279,950	214,200	304,340	302,800	303,110	319,920	321,230

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

Travel, 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 Trustee 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 \$304,340 in 2023-24.

EXHIBITIONS AND PROGRAMMING

Table 10: Exhibitions and Programming

(dollars)	2020-21	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Exhibition and programming	293,500	182,900	270,950	272,300	529,190	1,297,700	269,200	327,240	225,900
Operating supplies and services	190,600	220,700	400,740	360,500	323,870	333,810	380,000	390,260	373,860
	484,100	403,600	671,690	632,800	853,060	1,631,510	649,200	717,500	599,760

The exhibition and programming budget includes all programming done by visitor experience, public programming, the oral history program; all costs related to the core exhibition, the temporary and travelling exhibitions; as well as all collections related costs. Prior to the pandemic, expenses for this area were in the range of \$500-\$600,000 per year including the development of the Museum's temporary and travelling exhibit *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 \$529,190 in 2023-24 and to \$1,297,700 in 2024-25 with the development of the Museum's next temporary and travelling exhibit, the implementation of the new exhibition content management system (CMS), the resumption of onsite programming and regular business, and the addition of virtual programming. 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 CMS implementation.

The CMS is a combination of hardware and software that stores, manages, and runs the digital content in the museum. This includes video projections, audio content, touchscreens, and other interactives displays. The existing exhibition CMS 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. An additional \$50,000 is budgeted in annual operating costs starting in 2025-26 once the CMS 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.

The 2021-22 budget included the costs for the implementation of a new digital preservation system to protect the collection. Because the Museum's collection is 90 percent born-digital, it is more susceptible to file corruption, alteration and loss due to file decay and human interference, or technological obsolescence. A digital preservation system actively monitors the health of digital assets. The software 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	2021-22	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Actuals	Budget	Forecast	Budget	Projections			
Leasehold improvements	-	262,160	-	5,200	50,000	-	-	-	-
Core exhibitions	331,815	31,080	-	-	-	-	-	-	-
Equipment	18,870	11,250	35,000	47,300	82,000	202,000	25,000	40,000	35,000
	350,685	304,490	35,000	52,500	132,000	202,000	25,000	40,000	35,000

The capital budget can only accommodate minimal capital spending in the range of \$25,000 to \$202,000 per year. In 2024-25 \$150,000 is budgeted in capital expenses for the CMS. 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.

Table 12: Budget 2016 Capital Allocation

(dollars)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Budget 2016 - capital allocation	100,000	90,000	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 an escalator replacement project (completed), washroom renovations (completed), and technology and exhibition updates (completed) 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

Table 13: Utilization of unrestricted net assets

(dollars)	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	Actuals	Forecast	Budget	Projections			
UNRESTRICTED NET ASSETS, BEGINNING OF PERIOD	5,627,500	6,421,000	6,249,000	6,318,300	6,057,800	5,495,800	4,514,800
Net results of operations	889,500	(172,000)	69,300	(260,500)	(562,000)	(981,000)	(939,000)
Endowment recapitalization	(96,000)	-	-	-	-	-	-
UNRESTRICTED NET ASSETS, END OF PERIOD	6,421,000	6,249,000	6,318,300	6,057,800	5,495,800	4,514,800	3,575,800

The Museum is forecasting a deficit for 2022-23, which will be covered by the unrestricted net assets. Deficits are projected from 2024-25 through to the end of the planning period to cover the increasing costs including the annual cost of the digital preservation system, the costs of the next temporary and travelling exhibitions, implementation of the new content management system, personnel cost

increases and the contractual rent increase. These deficits can be covered by the unrestricted net assets, as outlined in the table above.