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Annual Report

Canadian Museum of Immigration at Pier 21



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

Canada

Canadian Museum of
Immigration at Pier 21



Musée canadien de
l'immigration du Quai 21

2013-2014 Annual Report



The Canadian Museum of Immigration at Pier 21 all lit up, ready to welcome visitors during Halifax's *Nocturne: Art at Night*, October 2013



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MESSAGE FROM THE CHAIR



It is with tremendous pride that the Board of Trustees of the Canadian Museum of Immigration at Pier 21 presents the Museum's fourth Annual Report to the people of Canada.

In 2011, we became a national museum entrusted to collect, share and pay tribute to the Canadian immigration story. We appreciate the importance of the responsibility given to us by the Government of Canada - to create a place where immigration stories, both historical and present day, can be collected, shared and preserved.

In May of 2015, we will launch an expanded Museum. It will feature a new permanent exhibition to tell the Pier 21 story - a rich history of immigration from 1928 to 1971 that is the family history of more than 1 in 5 Canadians today.

We will also unveil a new exhibition to tell the broader stories of immigration. This new section of the Museum will showcase the vast contributions of immigrants to Canada's culture, economy and way of life.

We, the Trustees, recognize that we are a museum for the people of Canada. A place where personal accounts will form a vast storybook of our collective history. This is a storybook of new stories and old, the exceptional and the ordinary, the stories of heartache and of hope, and of adversity as well as triumph. We invite all Canadians to share their story and to explore this part of their heritage - onsite once we re-open in 2015, or online at any time.

We know that Pier 21 had an important history, and has an even more important future. We are humbled and honoured to be entrusted with guiding the Museum through this important evolution.

A handwritten signature in black ink, appearing to read 'Tung Chan', written over a horizontal line.

Tung Chan
Chair of the Board of Trustees

MESSAGE FROM THE CEO

I am pleased to present the fourth Annual Report for the Canadian Museum of Immigration at Pier 21. And although we are a new Crown corporation and national museum, we have a long history that we have been entrusted to preserve and share.

Since its opening as an immigration centre in 1928, Pier 21 has been a place of new beginnings. We are the place where almost one million immigrants first set foot in Canada. We are the place where thousands of Canadians have discovered their personal immigration connections. And in 2015, we will become the place where all Canadians can come to experience firsthand the expectations, events and emotions of newcomers to Canada.

We are working hard to prepare for our grand re-opening in May of 2015. This year we did much of the foundational work to guide our capital and thematic expansion. We put in place the plans, people and processes to ensure we open on time, on budget, and most importantly, deliver our national mandate.

We have commenced a significant renovation that will more than double our exhibition space, requiring the closure of the Museum from late October of 2014 to May of 2015. During this time, Canadians will still be able to experience the Museum online, through our expanded website. They will also be able to experience our new travelling exhibition, *Canada: Day 1*, which will be hosted in sites across the country. And open or closed, we are always available to collect and share Canadians' stories of their immigration experiences or help them research their immigration history.

These are exciting times at the Museum, and I am proud of what we have accomplished in 2013-14. I am confident that the hard work of our staff, the dedication of our volunteers, the generosity of our donors, and the commitment of our many partners and friends, will ensure that we deliver a new Museum that is a treasure for all Canadians.



Marie Chapman
Chief Executive Officer





Photo credit: The Chronicle Herald

About the Canadian Museum of Immigration at Pier 21

Pier 21 is a National Historic Site which was the gateway to Canada for almost one million immigrants between 1928 and 1971. It also served as the departure point for 500,000 Canadian military personnel during the Second World War. Pier 21 re-opened on July 1, 1999 as an interpretive centre, and in February 2011, it became the Canadian Museum of Immigration at Pier 21 – Atlantic Canada's only national museum.

The Canadian Museum of Immigration at Pier 21 is a federal Crown corporation. 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.

THE PROUD HISTORY OF PIER 21

Between 1928 and 1971, Pier 21 welcomed almost one million immigrants seeking adventure, employment, security and opportunity in Canada. They included refugees, evacuees, war brides and displaced children. They would go on to contribute immeasurably to Canada's way of life and growth as a nation.

Pier 21 played another key role during the Second World War, providing a lifeline of supplies and personnel to Britain.

In 1971, Pier 21 ceased operating as one of Canada's major immigration terminals due to the decline in the number of immigrants arriving by sea. However, its history would live on through the vision and dedication of the Pier 21 Society.

THE PIER 21 SOCIETY MUSEUM

The Pier 21 Society, a non-profit charitable organization, was founded in 1988. Its dream was to transform the immigration shed into a world-class museum that would honour the people who passed through its doors and the importance of immigration throughout Canada's history. Thanks to the tireless efforts and generosity of many supporters, the Pier 21 Museum opened on Canada Day 1999.

BECOMING A NATIONAL MUSEUM

In June 2009, the Prime Minister announced that the Government of Canada would create a new national museum at Pier 21 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. In February 2011, the Canadian Museum of Immigration at Pier 21 became the first national museum in Atlantic Canada.

In May of 2015, an expanded Museum will be launched that will share and pay tribute to the national immigration story.

MANDATE, ROLE AND GOVERNING LEGISLATION

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:

To explore the theme of immigration to Canada in order to enhance public understanding of the experiences of immigrants as they arrived in Canada, of the vital role immigration has played in the building of Canada and of the contributions of immigrants to Canada's culture, economy and way of life.

As a Crown corporation and a member of the Canadian Heritage Portfolio, the Museum also contributes to the achievement of the federal government's broad policy objectives. Its primary public policy role is articulated in the preamble of the *Museums Act*, which states that, "Each [National Museum]:

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

The Museum is also governed by the Crown corporation control and accountability regime established under Part X of the *Financial Administration Act*. The Museum is also required to comply with a range of provisions in other statutes, including: the *Access to Information Act*; the *Privacy Act*; the *Official Languages Act and Regulations*; and the *Canada Labour Code*, among others.

THE BOARD OF TRUSTEES

The Museum's Board of Trustees serves as its governing body and is accountable to Parliament for the stewardship of the Museum through the Minister of Canadian Heritage and Official Languages. The Board of Trustees is responsible for providing broad strategic direction and oversight.

The *Museums Act* provides for an eleven-member Board of Trustees that is appointed by the Minister with the approval of the Governor in Council. The Board is supported by four committees:

An Executive and Finance Committee, to make decisions between Board meetings, provide oversight to financial planning and performance, capital projects, investment (including the endowment fund) and assess the Director/Chief Executive Officer's performance.

An Audit and Risk Oversight Committee, to carry out the duties prescribed under section 148 of the *Financial Administration Act*, among others.

A Human Resources, Governance and Nominating Committee, to provide strategic direction and oversight to the management of the Museum's human resources.

A Development Committee, to provide strategic direction and oversight to the Museum's fundraising and development efforts.

Chair



Tung Chan
Richmond, BC

Term: March 7, 2013
to March 6, 2017

Vice-Chair



Troy Myers
Dartmouth, NS

Term: March 6, 2014
to March 5, 2018



Mark Boudreau
Halifax, NS

Term: March 6, 2014
to March 5, 2017



Ralph Chiodo
Toronto, ON

Term: November 25, 2010
to November 24, 2014



John Hachey
Baie D'urfé, QC

Term: April 10, 2014
to April 9, 2018



Richard (Cy) LeBlanc
Grande-Digue, NB

Term: November 25, 2010
to November 24, 2014



Phuong T.V. Ngo
Orleans, ON

Term: November 25, 2013
to November 24, 2016



James (Bradley) Stafford, CA
Vancouver, BC

Term: September 29, 2011
to September 28, 2015



Dr. Frances Swyripa, PhD
Edmonton, AB

Term: December 17, 2013
to December 16, 2016

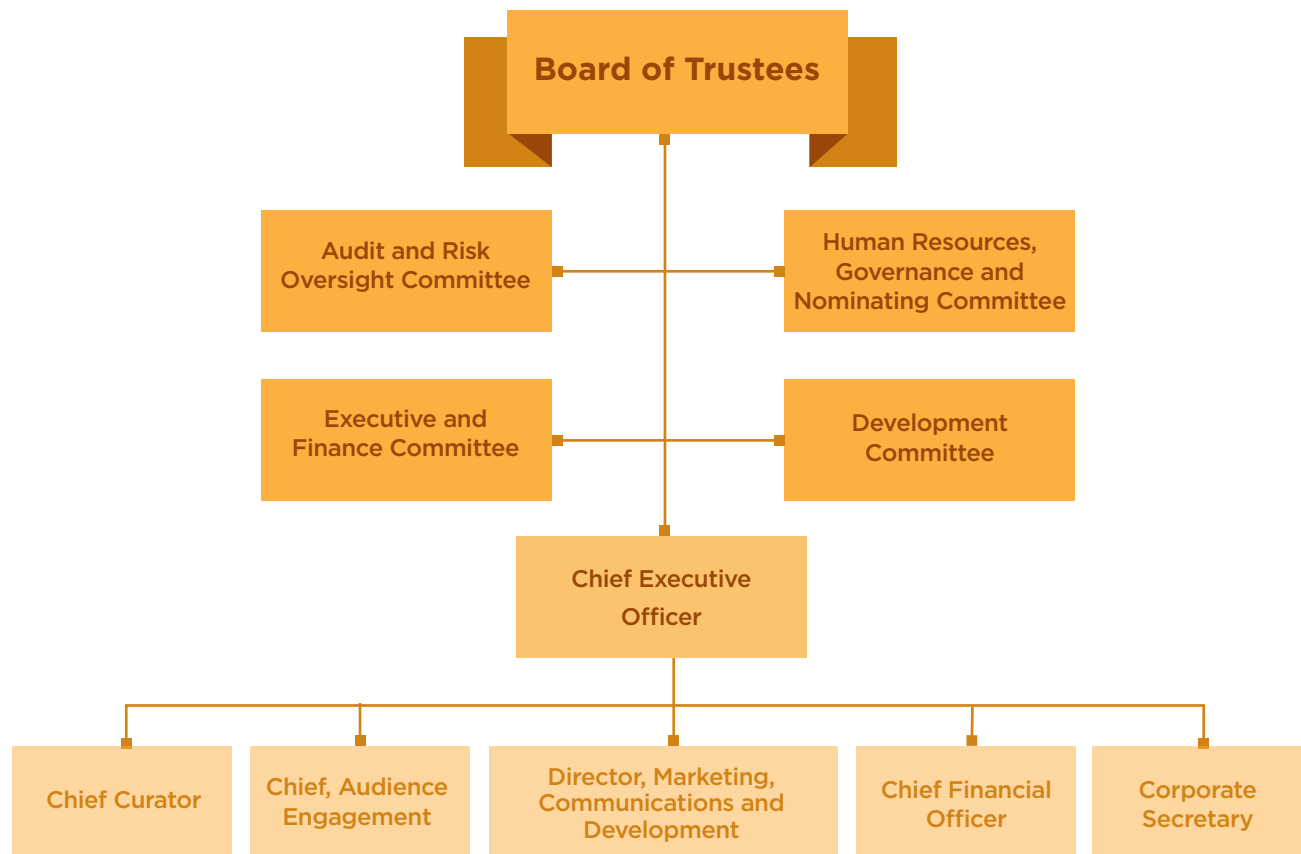


Laurie Watson
Calgary, AB

Term: October 4, 2012
to October 3, 2016

MANAGEMENT AND STAFF

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



THE SENIOR LEADERSHIP TEAM



Left to right:

Carrie-Ann Smith
Jennifer Tramble
Kendall Blunden
Marie Chapman
Tanya Bouchard
Fiona Valverde

Marie Chapman, Director/Chief Executive Officer

Kendall Blunden, CA, Chief Financial Officer

Tanya Bouchard, Chief Curator

Carrie-Ann Smith, Chief, Audience Engagement

Jennifer Tramble, Corporate Secretary

Fiona Valverde, Director, Marketing, Communications and Development

The Museum had 52 full-time equivalent staff at the end of March 2014. In addition to the highly committed and dedicated staff, the Museum benefits from an extensive network of loyal volunteers.

STRATEGIC DIRECTION

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

Mandate

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.

Vision

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

Strategic Objective

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

Strategic Priorities

- To be an Outstanding, Nationally-Relevant Museum.
- To be an Outstanding Employer.
- To be an Outstanding Crown Corporation.
- To be a Leader and an Outstanding Collaborator.

KEY STRATEGIC PRIORITIES

To be an
**Outstanding,
Nationally-
Relevant Museum**

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

To be an
**Outstanding
Employer**

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

To be an
**Outstanding
Crown
Corporation**

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

To be a
**Leader and an
Outstanding
Collaborator**

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



Taking the oath of citizenship at an official ceremony at the Museum, Canada Day 2013. © SteveKaiserPhotography.ca

PROGRAM ALIGNMENT ARCHITECTURE

To provide the government and Parliament with performance information, the Museum has established a Program Alignment Architecture. It groups the Museum's key activities according to expected outcomes and defines strategic priorities, key results and activities for each.

The overall strategic objective to which all of the Museum's activities are directed is derived from its legislated mandate.

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

Key themes include:

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

Strategic Objective

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

Program 1 Visitor Experience and Connections

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

Program 2 Accommodations

The Museum's facilities contribute to a rich, welcoming and engaging visitor experience; are safe and accessible for visitors, staff and volunteers; and are maintained in a cost-effective manner.

Program 3 Internal Services

Sound governance practices are in place and resources are effectively managed to support the achievement of the Museum's mandate.

RESULTS

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

STRATEGIC PRIORITY 1

TO BE AN OUTSTANDING MUSEUM WITH NATIONAL RELEVANCE

RESEARCH AND CONTENT DEVELOPMENT

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

Key Commitments to March 31, 2014

- Actively collect engaging oral histories and stories that reflect the Museum's mandate, Canada's multicultural mosaic and its linguistic duality.
- Adopt policies and systems for the effective stewardship of these materials and make them available to Canadians both onsite and online.



Complete at March 31, 2014

- As per the Collection Development Strategy, hundreds of engaging oral histories and stories that reflect the Museum's national mandate have been collected.
- A multi-year project to catalogue the Collection and make it accessible on the *CollectiveAccess* database continues. Over 80% of the existing Collection has been catalogued. Oral histories and story collections are being made available online.



Dutch immigrants in Immigration Hall. Library and Archives Canada. C36146.

INTERPRETATION AND CONNECTIONS

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

Key Commitments to March 31, 2014

- Develop a detailed exhibition design and content plan to guide the Museum's expansion.
- Develop and launch the Museum's first travelling exhibition, *Canada: Day 1*.
- Through the Digital Storytelling Project, partner with ten groups across the country to help them produce their own digital stories and share their immigration histories.
- Increase online content by 20% and expand content to more fully reflect the diversity of the immigration experience in Canada.
- Continue to showcase French language films and those that explore a wide range of cultures and historic themes through the *Diversity Spotlight* film series.

Complete at March 31, 2014

- A detailed interpretive plan as well as exhibition and content plans were developed, guiding the direction and development of the new permanent exhibition that will open in 2015.
- The Museum's first travelling exhibition, *Canada: Day 1* was developed and begins a national tour in June of 2014 through 2017.



- The Digital Storytelling Project surpassed its goal with 13 partners at year end.
- Continued expansion of the website, the national advertising campaign, and digital engagement strategies exceeded targets. The online content goal of 20% was surpassed and web visitation increased by more than 50% over 2012-13.
- Continuation of popular programs such as the *Diversity Spotlight* film series, *Discover Culture* family program and community outreach programs attracted more than 8,000 public programming visitors to the Museum.



VISITOR EXPERIENCE

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

Key Commitments to March 31, 2014

- Further enhance the Museum's ability to provide a compelling visitor experience throughout the visit by providing for full integration, cross-training and knowledge-sharing of the visitor services staff and volunteers.
- Collect qualitative and quantitative visitor data to inform future plans for Museum development and identify training needs.
- Enhance the visitor experience and broaden the range of visitors by expanding the monograph, microfilm and journal collections.

Complete at March 31, 2014

- More than 82,000 people experienced the Museum in 2013-14, including 35,000 paid visitors, 5,500 school children, 25,000 visitors to the Scotiabank Family History Centre, and 15,000 event and public programming participants.
- 93% of respondents surveyed rated their visitor experience as satisfying or very satisfying.
- The monograph and journal collections are being expanded to reflect the breadth of the Canadian immigration experience.



More than **82,000** people experienced the Museum in 2013-14



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.

Key Commitments to March 31, 2014

- Implement integrated marketing and communications activities for the early years of the Museum's evolution, including the launch of the Museum's first national advertising campaign in late 2012-13, early 2013-14.
- Implement a communications strategy to support the national roll-out of the first travelling exhibition, *Canada: Day 1*.
- Continue to grow our mailing list through active offer to Museum patrons and build audience engagement through a monthly e-newsletter.
- Leverage opportunities for revenue generation and public awareness in conjunction with: the first travelling exhibition; the Museum's first annual public meeting outside of Halifax in June 2013; and Canada's 150th anniversary celebrations

Complete at March 31, 2014

- Increased awareness of the Museum and its national mandate as evidenced by more than 111,000 web visits and almost 100 story submissions generated by the national advertising campaign.



- More than 870 subscribers to the new HTML newsletter.
- Successful expansion of the *Breakfast with a Fascinating Canadian* series, a fundraising event where attendees hear from a Canadian with a special personal or professional connection to the Canadian immigration story. The first event outside of Halifax was held in Toronto in March 2014.
- The Museum's annual public meeting in Vancouver in June 2013 attracted more than 100 attendees and generated strong media coverage.



STRATEGIC PRIORITY 2

TO BE AN OUTSTANDING EMPLOYER

INTERNAL SERVICES

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

Key Commitments to March 31, 2014

- Implement a performance management program across the corporation that recognizes results and the Museum's core values.
- Develop a strong succession planning process.
- Offer room for advancement and learning within the organization, supported by training, development and education opportunities.

Complete at March 31, 2014

- 95% full-time staff retention rate.
- Continued engagement of more than 90 volunteers contributing more than 2,500 volunteer hours.
- More than 75% of employees participated in professional development and educational opportunities.
- 85% of staff are either bilingual or are participating in language training, along with some volunteers.



More than **90** volunteers
contributed over **2,500**
volunteer hours



STRATEGIC PRIORITY 3

TO BE AN OUTSTANDING CROWN CORPORATION

SOUND GOVERNANCE

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

Key Commitments to March 31, 2014

- Further refine the Museum's Performance Management Framework as a tool for monitoring and reporting on performance, and for course-correction as required.
- Implement the Business Continuity Plan for the Museum as part of the risk management regime.
- Hold the Museum's second annual public meeting, which all Crown corporations are required to hold as a good governance practice, in Vancouver in June 2013.

Complete at March 31, 2014

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



Photo: Kim Stalknecht

SOUND MANAGEMENT OF RESOURCES

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

Key Commitments to March 31, 2014

- Leverage opportunities for revenue generation and public awareness in conjunction with the Museum's first travelling exhibition.
- Develop and implement a major gifts program to maximize revenues and to increase the endowment fund.
- Continue to cultivate and nurture relations with donors to the Museum while implementing policies for donor recognition appropriate to a national institution.

Complete at March 31, 2014

- Achieved self-generated revenues target of \$1.52 million in 2013-14, 20% of operating appropriations.
- Development of a new major gifts campaign with key prospect visits and cultivation underway. The first major gift was secured in 2013-14.
- Development and implementation of an internal audit plan, with payroll and capital expenditure audits completed in 2013-14.



ACCOMMODATIONS

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

Key Commitments to March 31, 2014

- Refit the existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall) and renovate and refit new space in Shed 22 in preparation for the opening of the new permanent exhibition in 2015.
- Commence design, fabrication and installation of existing exhibition spaces, as well as design and exhibition fabrication for Shed 22.
- Continue to manage contracts in a sound, transparent and accountable manner, on time and within budget, employing effective project and risk-management practices throughout.

Complete at March 31, 2014

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



BUILDING OPERATIONS AND SECURITY

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

Key Commitments to March 31, 2014

- Ensure the appropriate measures are in place to provide for the ongoing safety and security of staff, volunteers, visitors and Museum materials; and for full accessibility to all.
- Continue to implement operating efficiencies embedded in the renovation and expansion (i.e. the move to natural gas for the HVAC system) and to benefit from operational efficiencies and cost savings due to the fully operational HVAC, electrical and communications systems.

Complete at March 31, 2014

- Zero accidents onsite in 2013-14.
- All visitors have access to all public areas of the Museum facility, regardless of physical challenge, and are able to fully engage in the onsite Museum.



STRATEGIC PRIORITY 4

TO BE A LEADER AND OUTSTANDING COLLABORATOR

NATIONAL OUTREACH AND PARTNERSHIPS

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

Key Commitments to March 31, 2014

- National roll-out of the first travelling exhibition, *Canada: Day 1*.
- Establish five partnerships with museums or key cultural groups across the country to support the permanent exhibition, travelling exhibition and other national programming.
- Build on the connections established in 2012-13 with the other national museums in an effort to partner on exhibitions and the sharing of resources and learning.
- Establish a major content partnership with a sister national museum in 2013-14.
- Through the Digital Storytelling Project, provide a unique opportunity for cultural groups to digitally capture their immigration stories while providing the Museum with content for exhibition development and programming.

Complete at March 31, 2014

- Successful collaboration with Community Story Strategies and thirteen community groups across the country on Digital Storytelling Project.

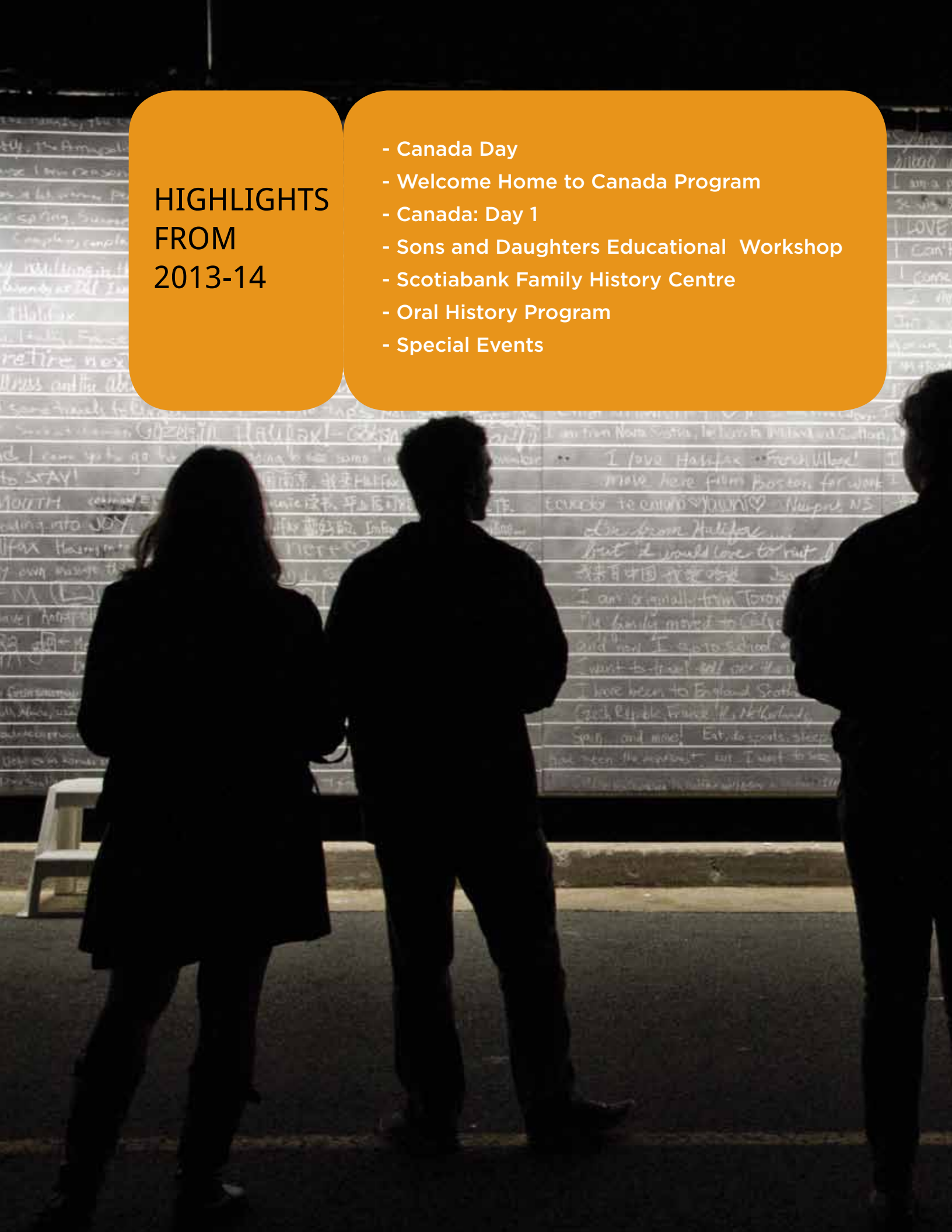


- Working with the Canadian Museum of History to co-produce *Canada's Titanic - The Empress of Ireland* exhibition and to host *Peace - The Exhibition* in the spring of 2015.
- Ongoing collaboration with other national museums and portfolio organizations such as the CBC on areas of content development including shared exhibits, research and artifacts.
- Relationships have been established across the country for the national roll-out of the *Canada: Day 1* travelling exhibition, launching in June 2014 and travelling across Canada through 2017. Seven venues have been confirmed.
- As part of the work of the newly created Council of CEOs of the national museums, the Museum continued to identify and act on opportunities for collaboration with the other national museums to improve effectiveness and efficiency. The Museum has benefited directly in the areas of procurement and internal audit and has collaborated on exhibition development. Long-term borrowing of artifacts is also a priority area for collaboration, helping to develop the Museum's new permanent exhibitions and increasing Canadians' access to these collections.



HIGHLIGHTS FROM 2013-14

- Canada Day
- Welcome Home to Canada Program
- Canada: Day 1
- Sons and Daughters Educational Workshop
- Scotiabank Family History Centre
- Oral History Program
- Special Events



pink flower seeking yellow Nirvana (Bath?)
I Love You Dance
My Little Pony!
I'm M... ..
I have a... ..
I come from God(?) I have... ..
California ♥ BRAZIL
SOUTH AFRICA ♥ SPAIN (Madrid) ♥
FROM the under soil small of SOIL AA, for the... ..
I lived in Germany
CALGARY ♥
HISTORY
JUDG



CANADA DAY



© SteveKaiserPhotography.ca

On July 1, 2013, hundreds of Nova Scotians gathered at Pier 21 to celebrate Canada Day in the most patriotic way — by taking the oath of citizenship. A total of 47 people from 23 countries — including Cuba, Iran and the Czech Republic — officially became Canadian. New Canadians included the Museum’s own Azam Chadeganipour, a graphic designer from Iran.

Since 1999, the Museum has been a popular site for many to celebrate Canada Day. Festivities include an official Citizenship Ceremony, followed by live music, a multicultural fair, and activity stations. Over the years, almost 1,000 immigrants have become new Canadians on our nation’s anniversary, here at the former immigration gateway that historically welcomed so many to our country.

WELCOME HOME TO CANADA PROGRAM

Presented by TD Bank Group



Canadian Museum of Immigration at Pier 21 (D12013.839.34)

Welcoming newcomers to Canada has always been a significant part of Pier 21's rich heritage. Immigrants arriving by ocean liner were once greeted with a large harbourside sign reading "Welcome Home to Canada."

Since 2004, the *Welcome Home to Canada* program has offered a helping hand to newcomers making their start in Canada. Presented by the TD Bank Group, the program provides six-month work terms at the Museum where participants have the opportunity to engage with colleagues, visitors and partner organizations. At the same time, they gain valuable work experience and have opportunities for training and mentorship.

In 2013-14, 10 newcomers participated in the programming, bringing the total to more than 150 over the past 10 years.

CANADA: DAY 1

SUPPORTED BY RBC FOUNDATION



Customs Officer with large baggage, 1963. Canadian Museum of Immigration at Pier 21 (DI2013.1362.12).

The immigration experience is marked by firsts. The first day in a new country takes shape with an individual's first steps, first impressions and first experiences.

This year, the Museum developed its first travelling exhibition, *Canada: Day 1*, and its complementary community outreach programs.

Thanks to RBC Foundation's support of *Canada: Day 1*, visitors will be able to explore immigrants' diverse personal Day 1 experiences that span from Confederation to the present day. Through moving personal stories, images, original artworks and interactive digital experiences, visitors will be transported back to their first day in Canada, or inspired to imagine being in a newcomer's shoes.

The exhibition will travel across the country as part of the Road to 2017 events. Canadians will be engaged through various community outreach programs that include Digital Storytelling Workshops, as well as learning opportunities in local schools.

Together, we will pay tribute to Day 1 — a key milestone in the immigration journey — and highlight unique and shared immigration experiences.

SONS AND DAUGHTERS EDUCATIONAL WORKSHOP



Learners of all ages, engage each and every day with the Museum's exciting educational offerings.

Animated guided tours bring history to life. Fascinating immigration stories are woven into visits, allowing people to connect with the experiences of newcomers to Canada. Our enthusiastic interpreters take visitors back to one of Canada's peak immigration periods, between 1928 and 1971.

In 2013-14, the Museum developed a new *Sons and Daughters* workshop for grade six students. In this workshop, students step into a time machine to uncover the ways in which world events affect immigration. Combining history with innovative technology, they unlock suitcases packed with audio, video and photographic records from the Museum's collections. In this way, today's students can connect with the thoughts and feelings of real immigrant children of the past and put themselves in a newcomer's shoes.

This program will be offered at schools throughout Nova Scotia when the Museum is closed for exhibition renovations, and will be a key program offering in the expanded Museum when it re-opens in May of 2015.

SCOTIABANK FAMILY HISTORY CENTRE



R.M.S. *Aquitania*,
1914-1949. Canadian
Museum of Immigration
at Pier 21 (DI2012.30.1).

The Museum's Scotiabank Family History Centre is a special place where family roots are discovered and connections are made. Every day, staff members who are passionate about genealogical research help onsite and online visitors research their roots. In 2013-14, over 25,000 visitors learned more about their family history at the Scotiabank Family History Centre.

"I always knew my dad was from Scotland but I didn't know much about his journey here...While we were on the guided tour of the museum, our guide showed us the model for the Aquitania. I was immediately struck by a sense of familiarity - wasn't this the boat that dad was on when he came to Canada in 1947? After the tour we went to the Family History Centre and on a whim I asked about my dad.

One of the women in the office entered his name into the computer and she pulled up the manifest from the Aquitania from January 4, 1947 showing my dad, along with his family as passengers on the ship. I was so overjoyed to see the names on the document that I started crying.

For me it was finding out new things that I didn't know, for example I didn't know my father's maternal grandmother had come with them to Canada. My dad's family all passed away before him, and he passed away several years ago, so there would have been no one for me to ask about the journey here. But now, after visiting Pier 21 and finding the manifest, I feel like I am closer to my family, my roots and my own history."

— Ann Tweedie, Scotiabank Family History Centre visitor, 2014

ORAL HISTORY PROGRAM



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Documenting, preserving and sharing Canada's immigration story is at the heart of what we do. As part of the Museum's ongoing Oral History Program, people's first-hand immigration experiences and memories are recorded through in-depth oral history interviews led by Museum historians. These recorded stories form part of the country's historical memory and provide an opportunity to listen to how individuals remember and make sense of their immigration experiences.

In 2013-14, our Oral History team continued to travel across Canada. They connected with Canadians and documented the oral histories of immigrants from diverse communities in Halifax, Pictou, Toronto, Saskatoon, Markham, Montreal, Vancouver, Richmond, Moncton and Bathurst.

These stories will be preserved and shared with other Canadians, through exhibitions and soon online, for generations to come.

SPECIAL EVENTS

BREAKFAST WITH A FASCINATING CANADIAN



The popular *Breakfast with a Fascinating Canadian* speaker series continued in 2013-14, with events in Halifax in November 2013, and the first on-the-road event in Toronto in March 2014.

This year, the Honourable Kevin Lynch, Vice-Chair of BMO Financial Group, inspired the breakfast crowd in Halifax with his remarks about immigration as a key factor in igniting our economy.

In Toronto, Gord Nixon, RBC CEO, sparked a discussion about the value of a diverse workforce.

This year's breakfast in Halifax was made possible by title sponsor the Nova Scotia Department of Labour and Advanced Education and patron sponsors Clearwater, McInnes Cooper and Nova Scotia Power.

The breakfast in Toronto was generously presented by Kinross and supported by the Faas Foundation, Maple Leaf Foods and RBC.



SPECIAL EVENTS

CALIFORNIA WINE DINNER



The annual *California Wine Dinner* is one of the Museum's most successful fundraisers. The 2013 event featuring Etude Wines was no exception!

Thanks to the hard work of the Committee, the generosity of the patrons, and the support of the following sponsors, the dinner raised over \$128,000 which will help support the redevelopment of the permanent exhibitions.

Gold Sponsors: Scotiabank, McInnes Cooper and the NSLC

Silver Sponsors: BlackRock Canada, BMO Nesbitt Burns, Cabot Links, Eastlink, Ernst & Young, Fox Harb'r Golf Resort & Spa, Kinross Gold Corporation, Man Investments Canada, RBC, Russell Investments, ScotiaMcLeod, The Chronicle Herald and WM Fares Group



MANAGEMENT DISCUSSION AND ANALYSIS

The amendments to the *Museums Act* that created the Canadian Museum of Immigration at Pier 21 (the Museum) as a Crown corporation defines its primary purpose. Its core business is to engage Canadians in building and exploring the stories, themes and history of Canadian immigration as it continues to unfold.

It does this through three program areas:

Visitor Experience and Connections:

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

Accommodations: 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.

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

The 2013-14 to 2017-18 strategic plan details objectives, key activities and outcomes by program area. Results for the 2013-14 fiscal year are the subject of this Annual Report.

Performance

The 2013-14 fiscal year is the third complete year of operations for the Canadian Museum of Immigration at Pier 21. As detailed throughout this Annual Report, the Museum has achieved significant results against all commitments made in the 2013-14 Corporate Plan. Delivery on key priorities has set the stage for the next period of growth.

Financial Results and Outlook

Over the past three years, the Museum has established the foundation to become a national museum. It has put in place the facilities, the technology and the team to grow the Museum both in size and scope. In the 2013-14 fiscal year, the Museum delivered on key priorities that will set the stage for the completion of this period of growth, including:

- The development of the Museum’s first travelling exhibit, *Canada: Day 1*, launching in June 2014. *Canada: Day 1*, will explore the memories, impressions and experiences of immigrants on their first day in Canada, from Confederation to the present.
- The launch of the Digital Storytelling Project where the Museum collaborated with groups across the country to help them tell and record individual immigration stories. This has become an ongoing program for the Museum.
- The development of a detailed interpretive plan, as well as exhibition and content plans, that will guide the direction and development of the new permanent exhibitions.
- The commencement of capital expansion work including the refit of existing exhibition spaces (the Kenneth C. Rowe Heritage Hall and the Rudolph P. Bratty Exhibition Hall), and renovation and refit of new space in Shed 22. Work is underway and on-track for the May 2015 launch.
- And finally, significant focus on marketing and communications was a priority in 2013-14, with the objective of growing awareness, visitation (onsite and online), and generating revenue.

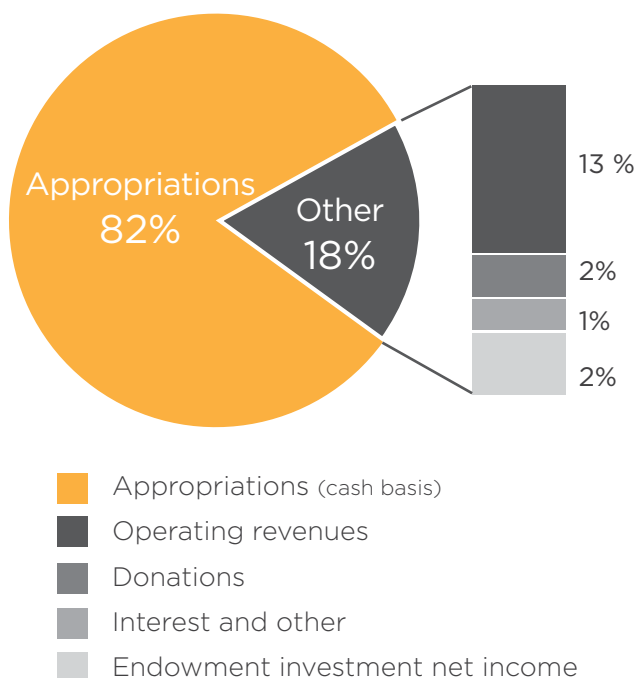
Hiring for six positions was completed during the year, leaving just four positions to be staffed in 2014-15 and 2015-16 to bring the Museum to full complement. It should be noted that the full complement of 56 staff is below the projection of 60 full-time equivalent staff initially approved by government. The Museum feels it can effectively operate with this reduced complement and believes it is prudent to minimize full-time commitments.

Operations

The operating results for the third full year of operations for the Museum yielded a net loss of \$0.1 million. When combined with \$2.7 million in unrestricted net assets from 2012-13 and the current year \$0.1 million recapitalization of the endowment fund, this results in unrestricted net assets at March 31, 2014 of \$2.5 million.

The funds available for the operations of the Museum are parliamentary appropriations and self-generated revenues, which include operating revenue, donations, interest and other, and endowment investment net income.

2013-14 Source of Operating Funds



On an accrual basis, appropriations increased \$0.1 million for the year ended March 31, 2014, from \$8.8 million to \$8.9 million. In 2012-13, the Museum began receiving its \$7.7 million on-going operating appropriation base as approved by Parliament. The remaining \$1.2 million reflected in appropriations is the amortization of deferred contributions related to capital assets.

Operating revenues, donations, and interest and other revenues were \$1.5 million for the year ended March 31, 2014, which is unchanged compared to the 2012-13 fiscal year and slightly lower than budget. Very successful event fundraising, as well as higher ticket, gift shop and Scotiabank Family History Centre sales were offset by lower donations and hall rentals. The increase in sales is attributed to a higher number of visitors which affected ticket sales, gift shop and the Scotiabank Family History Centre revenues.

Net income earned on the endowment investments of \$0.2 million is included in the Statement of Operations for the year ended March 31, 2014. \$0.1 million was used for capital preservation by the Museum, in accordance with the Endowment Fund Spending Policy, as approved by the Board of Trustees. This amount is reflected in the 2013-14 financial statements as a transfer from unrestricted net assets to endowment net assets.

Unrealized gains and losses on investments are not recorded as revenue but as accumulated remeasurement gains or losses in the Statement of Financial Position. A net increase in the accumulated remeasurement losses of \$0.1 million was recorded for the year, which results in an overall net positive performance for the endowment investments of \$0.1 million compared to \$0.2 million for 2012-13.

Expenses for the year ended March 31, 2014 increased \$1.0 million, from \$10.2 million in 2012-13 to \$11.2 million in 2013-14 and were slightly higher than budget, which resulted in spending of some of the unrestricted net assets. This increase is primarily due to the Museum's expanded operations. The most significant increases were \$0.8 million in exhibition and programming for the development of the expanded Museum, \$0.6 million in personnel costs resulting from the planned increase in the number of employees and the increase of \$0.2 million in marketing, promotion and recognition due to the national ad campaign.

Financial Position

Assets increased by \$9.5 million to \$31.6 million at March 31, 2014, due primarily to the increase in cash of \$8.3 million, capital assets of \$0.6 million and endowment cash and investments of \$0.5 million. The increase in cash is mainly attributable to the contributions related to capital assets for the expansion of the Museum which will be utilized in 2014-15. The increase in capital assets is largely capital projects – work in progress related to the expansion of the Museum.

Endowment cash and investments were \$6.8 million at March 31, 2014, compared to \$6.3 million in 2013. The increase consists of endowment contributions received of \$0.4 million, and realized and unrealized endowment investment income of \$0.1 million which represents the overall net performance of the endowment fund.

Total liabilities increased by \$9.2 million to \$22.3 million at March 31, 2014 primarily due to a \$0.2 million increase in accounts payable and accrued liabilities and \$9.0 million increase in deferred contributions related to capital assets. The increase in deferred contributions related to capital assets is mainly attributable to the funds received for the museum expansion offset by the amortization of previous purchases.

Net assets include the unrestricted net assets and the net assets related to the endowment fund. The unrestricted net assets decreased by \$0.2 million to \$2.5 million at March 31, 2014 due to this year's net results of operations and recapitalization of the endowment.

The net assets related to the endowment fund of \$6.8 million at March 31, 2014, includes the cumulative endowment contributions of \$6.6 million, the accumulated unrealized loss of \$0.1 million and the internally restricted net assets of \$0.3 million. Endowment net assets increased by \$0.4 million from March 31, 2013, due to \$0.4 million in contributions received and the recapitalization of \$0.1 million, offset by the change in unrealized gains and losses of \$0.1 million.

The endowment consists of two funds: the general endowment fund and the Ruth Goldbloom Educational Bursary fund. The general endowment includes the contributions transferred from the Pier 21 Foundation of \$4.9 million and subsequent pledges received of \$1.6 million.

The Ruth Goldbloom Educational Bursary fund established in 2012-13 recognizes Ruth's passion for Pier 21 and Canada, and her heartfelt commitment to making education accessible. Proceeds from the fund will help ensure that young people from across the country have the opportunity to visit the Museum. To date, the fund has accumulated \$0.07 million in contributions.

Significant capital expenditures occurred in 2013-14 and will continue in 2014-15 including the refit of existing spaces (Kenneth C. Rowe Heritage Hall and Rudolph P. Bratty Exhibition Hall) and expansion into new space in Shed 22. This two-year project will result in new permanent exhibits reflective of the Museum's national mandate.

BUSINESS RISKS

Financial Risks

The Museum is exposed to a variety of financial risks related to its activities and to its endowment cash and investments. These risks include credit risk, liquidity risk and market risk (foreign currency, interest rate and other price risks).

The long-term goal of the Museum's investment policy for the endowment fund is to produce long-term real returns to supplement the costs of programming, education, accessibility to education and other such areas, while permanently maintaining the investment capital.

In order to manage risk concerning the endowment cash and investments, the Museum invests in a diversified portfolio that is managed by professional investment managers. The Museum's investments are guided by an investment policy approved by the Board and reviewed on an annual

basis. The Museum is assisted in the oversight and management of its portfolio by an Investment Committee that includes independent experts with experience in the investment field. In addition, the Museum uses the services of an independent investment advisor to assist the Investment Committee in its work. As the investment markets continue to evolve, the Investment Committee recommends adjustments to the asset mix to maximize return while minimizing the overall risk of the portfolio and sets target allocations allowing asset class allocations to vary within a specified range.

The Board and Management have determined that all present financial risks are at an acceptable level. A detailed analysis of the financial risks is provided in the notes to the financial statements.

Other Business Risks

Payments in Lieu of Taxes (PILT) does not yet represent a significant financial pressure for the Museum, as is the case for other national museums. 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, Treasury Board approved a management regime that devolved the responsibility for funding PILT from Public Works and Government Services Canada (PWGSC) to individual organizations. Unlike PWGSC, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriation to reflect PILT increases. It was anticipated that this could eventually pose challenges to small cultural organizations like museums. Discussions continue with Central Agencies, PWGSC and other relevant departments to find an appropriate solution to this issue.

Unlike other national museums, the Museum does not own the Pier 21 premises but leases from the Halifax Port Authority, a related party. In 2014-15, with the additional space, the Museum will see a significant increase in annual rent as per the 40-year lease agreement negotiated on behalf of the

Museum and it will continue to increase over the period of the lease. This represents a significant pressure for the Museum that is not covered by operating appropriations.

Financial risk will become increasingly significant in 2015-16 when rent increases, capital expense and salary increases are not included in appropriation levels. A balanced budget is forecast, however it should be noted that it is based on stringent expense management and ambitious fundraising targets.

FINANCIAL STABILITY AND CAPACITY TO GENERATE REVENUES

Long before becoming a Crown corporation, the organization operated as a self-sustaining, non-profit society. The organization has a proven track record of living within its means and not exceeding its budget and will continue to do so in the coming years.

The Museum has been allocated a base of \$7.7 million per year in operating funding for the 2013-14 to 2017-18 planning period. The Board of Trustees and management are firmly committed to growing the proportion of the budget that comes from self-generated revenues including tickets sales, rental revenue, gift shop, and fundraising activities which include major gifts, planned giving, special events and annual giving.

In 2013-14, the Museum raised \$0.5 million through fundraising activities including special events, sponsorships, major and annual gifts, and other donations. For the same period, donations to the endowment fund totalled \$0.4 million. In 2014-15 and beyond, fundraising will be a key priority and a strategy has been developed to support attainment of fundraising goals of just over \$1.0 million in the subsequent four years. This is in addition to the collection of endowment pledges and gifts.

Financial Statements of
Canadian Museum of Immigration at Pier 21
For the year ended March 31, 2014

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

Management has prepared the financial statements contained in this annual report in accordance with Canadian public sector accounting standards applicable to government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. The financial statements include some amounts that are necessarily based on Management's estimates and judgment. Financial information presented throughout the annual report is consistent with the financial statements.

In discharging its responsibility for the integrity and fairness of the financial statements, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of the financial information; that assets are safeguarded and controlled; and that transactions are in accordance with the *Financial Administration Act (FAA)* and regulations as well as the *Museums Act* and the Museum's by-laws.

The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board has established an Audit and Risk Oversight Committee in compliance with section 148 of the *FAA*. Management does not sit on the Audit and Risk Oversight Committee; however the Committee meets with Management and the independent external auditor to review the manner in which the responsibilities for financial statements are being performed and to discuss auditing, internal controls and other relevant financial matters. The Audit and Risk Oversight Committee has reviewed the financial statements with the external auditor. On the recommendation of the Audit and Risk Oversight Committee, the Board has approved the financial statements contained in this report.

The Museum's external auditor, the Auditor General of Canada, examines the financial statements and reports to the Minister of Canadian Heritage and Official Languages, who is accountable to Parliament for the Canadian Museum of Immigration at Pier 21.



Marie Chapman
Chief Executive Officer



Kendall J. Blunden, CA
Chief Financial Officer

June 16, 2014



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum of Immigration at Pier 21, which comprise the statement of financial position as at 31 March 2014, and the statement of operations, statement of remeasurement gains and losses, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum of Immigration at Pier 21 as at 31 March 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Museum of Immigration at Pier 21 that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Canadian Museum of Immigration at Pier 21.



Clyde M. MacLellan, FCA
Assistant Auditor General
for the Auditor General of Canada

16 June 2014
Halifax, Canada

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Statement of Financial Position

As at March 31, 2014

(in thousands of dollars)

	2014	2013
Assets		
Current assets		
Cash	\$ 11,445	\$ 3,105
Accounts receivable (note 3)	494	589
Inventory	136	154
Prepaid expenses	309	128
	12,384	3,976
Endowment cash and investments (note 9 a))	6,765	6,257
Capital assets (note 4)	12,452	11,842
Collections (note 5)	1	1
	\$ 31,602	\$ 22,076
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	\$ 1,221	\$ 993
Deferred revenue (note 7)	181	156
Deferred contributions related to capital assets (note 8)	20,889	11,902
Net assets		
Unrestricted	2,533	2,692
Internally restricted (note 10)	282	282
Accumulated remeasurement losses	(63)	(3)
Endowment (note 9 b))	6,559	6,054
	9,311	9,025
	\$ 31,602	\$ 22,076

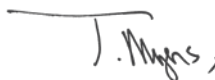
Contractual obligations (note 12)

The accompanying notes and schedules form an integral part of the financial statements.

On behalf of the Board of Trustees:



Tung Chan
Chair of the Board of Trustees



Troy Myers
Vice Chair of the Board of Trustees

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Statement of Operations

For the year ended March 31, 2014
(in thousands of dollars)

	2014	2013
Revenues		
Operating (schedule 1)	\$ 1,260	\$ 1,141
Amortization of deferred contributions related to capital assets transferred from Pier 21 Society (note 8)	512	517
Amortization of deferred contributions related to capital assets received from a related party (note 8)	24	15
Donations	179	242
Interest and other	82	67
	<u>2,057</u>	<u>1,982</u>
Expenses (schedule 2)		
Visitor experience and connections	3,502	2,518
Accommodation	3,688	3,777
Internal services	4,016	3,877
	<u>11,206</u>	<u>10,172</u>
Net result of operations before appropriations and endowment investment net income	<u>(9,149)</u>	<u>(8,190)</u>
Appropriations (note 11)	8,927	8,812
Endowment investment net income (note 9)	162	282
Net result of operations	<u>\$ (60)</u>	<u>\$ 904</u>

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Statement of Remeasurement Gains and Losses

For the year ended March 31, 2014

(in thousands of dollars)

	2014	2013
Accumulated remeasurement gains (losses), beginning of year	\$ (3)	\$ 68
Unrealized losses on endowment investments	(33)	(3)
Realized gains on endowment investments reclassified to operations	(27)	(68)
Accumulated remeasurement losses, end of year	\$ (63)	\$ (3)

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Statement of Changes in Net Assets

For the year ended March 31, 2014
(in thousands of dollars)

	Unrestricted	Internally restricted	Accumulated remeasurement losses	Endowment	2014	2013
Net assets, beginning of year	\$ 2,692	\$ 282	\$ (3)	\$ 6,054	\$ 9,025	\$ 7,625
Net result of operations	(60)	–	–	–	(60)	904
Transfer to (from) (note 10)	(99)	–	–	99	–	–
Remeasurement gains (losses)	–	–	(60)	–	(60)	(71)
Contributions received for endowment (note 9 b))	–	–	–	406	406	567
Net assets, end of year	\$ 2,533	\$ 282	\$ (63)	\$ 6,559	\$ 9,311	\$ 9,025

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Statement of Cash Flows

For the year ended March 31, 2014
(in thousands of dollars)

	2014	2013
Operating activities		
Appropriations received	\$ 7,727	\$ 7,700
Other cash received	1,698	1,944
Cash paid to employees and suppliers	(9,379)	(12,381)
Interest received	79	59
	125	(2,678)
Capital activities		
Acquisition of capital assets	(2,373)	(5,149)
	(2,373)	(5,149)
Investing activities		
Increase in endowment cash and investments	(568)	(852)
	(568)	(852)
Financing activities		
Appropriations received for the acquisition of capital assets	10,750	2,250
Contributions to endowment	406	567
	11,156	2,817
Increase (decrease) in cash	8,340	(5,862)
Cash, beginning of year	3,105	8,967
Cash, end of year	\$ 11,445	\$ 3,105

The accompanying notes and schedules form an integral part of the financial statements.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

1. Authority, objectives and operations

The Canadian Museum of Immigration at Pier 21 (the "Museum") was established on November 25, 2010 under the *Museums Act*. The transfer and assignment of assets, contracts and records from the Pier 21 Society and Pier 21 Foundation occurred on February 3, 2011. The Museum is an agent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* and is not subject to the provisions of the *Income Tax Act*.

The Museum's mandate 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 the contributions of immigrants to Canada's culture, economy and way of life.

The Museum's operations are divided into three mutually supportive activities which work together to meet all aspects of its mandate. These activities are:

a) Visitor experience and connections

To provide research and content development; interpretation and connections including public programming and exhibits; national outreach and partnerships; and visitor services and amenities including volunteers' activities.

b) Accommodation

To manage accommodation focussing on building operations; security; and leasehold improvements including capital projects.

c) Internal services

To provide governance; resource management; development and public affairs which include marketing, communications, commercial activities, facilities rentals, sponsorships and community partnerships.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

2. Summary of significant accounting policies

a) Basis of presentation

The financial statements have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

The Museum applies the deferral method of accounting for contributions for not-for-profit organizations.

b) Revenue recognition

i) Appropriations

The Government of Canada provides funding to the Museum through parliamentary appropriations.

Appropriations which are explicitly or implicitly restricted for the purchase of amortizable capital assets are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations on the same basis and over the same periods as the related capital assets acquired.

Appropriations restricted for specific expenses are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period that those expenses are incurred. Appropriations that are not restricted to a specific purpose are recognized as revenue in the Statement of Operations in the period for which the appropriation is authorized.

ii) Donations

Donations are comprised of contributions received from non-government entities that are not part of the federal government reporting entity, such as individuals, foundations and corporations.

Unrestricted contributions are recognized as revenue on the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenues and offsetting expenses from goods and services donated in-kind are recorded at fair market value upon receipt.

Contributions externally restricted for specific purposes are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period in which the related expenditures are recognized.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

2. Summary of significant accounting policies (continued)

b) Revenue recognition (continued)

ii) Donations (continued)

Endowment contributions are subject to externally imposed restrictions stipulating that the endowment principal be permanently maintained. Endowment contributions are recognized as direct increases in net assets in the period in which they are received consistent with the deferral method of accounting for contributions.

Investment income earned on the general endowment investments is unrestricted, and is recognized as revenue by the Museum in the period earned. Investment income earned may be subsequently internally restricted by the Museum, as approved by the Board of Trustees, to be spent at a later date or to be reinvested for the preservation of capital. Investment income earned on the education endowment is restricted, and may be deferred and recognized as revenue when services are provided.

iii) Operating revenues

Funds received by the Museum from museum operations that are not yet earned through the provision of goods or services, are deferred and recognized as revenue when goods are delivered or services are provided.

iv) Volunteer services

Volunteers contribute their time to assist the Museum in carrying out its activities. Because of the difficulty in determining fair value, contributed services are not recognized in the financial statements.

v) Contributed materials

Contributed materials received whereby the fair values are not readily obtainable are not recorded in the financial statements.

c) Collections

The Museum maintains the collections of stories, artifacts, oral histories and images related to its mandate to explore the theme of immigration to Canada. These collections are developed by various research areas within the Museum.

The Museum's collections are shown at a nominal value of \$1 on the Statement of Financial Position because of the practical difficulties in reflecting them at a meaningful value.

Objects purchased for the collections of the Museum are recorded as an expense in the period of acquisition. Objects donated to the Museum for its collections are not recorded.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

d) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the average cost method.

e) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution.

Capital projects - work in progress are stated at cost and are not amortized. Amortization commences when the assets are ready for their intended use and are transferred to leasehold improvements.

The cost less the estimated salvage value of capital assets is amortized using the straight-line method and the following rates:

Capital asset	
Leasehold improvements	5 to 10 years
Immigration and ships database	5 years
Office and computer equipment	3 to 5 years

f) Employee future benefits

All eligible employees of the Museum are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Museum to cover current service cost. Pursuant to legislation currently in place, the Museum has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Museum.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

g) Use of estimates

The presentation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those reported. The estimated useful lives of capital assets are the most significant items where estimates are used. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the period which they become known.

h) Financial instruments

The Museum has classified all financial assets and liabilities in the fair value category or the cost category. The Museum performs an annual impairment test on financial instruments to determine if any objective evidence of impairment is present. Impairment losses are recognized in the net result of operations in the period in which they arise.

i) Investments

The Museum's endowment investments, comprised of fund holdings in global equity, fixed income bonds and alternative assets, are classified in the fair value category. These investments are measured at fair value with unrealized gains or losses from changes in valuation recognized in the Statement of Remeasurement Gains and Losses. Realized gains or losses on the investments are recognized in the Statement of Operations in the period in which they arise. The fair value measurements of these investments are based upon quoted prices for the investments in active markets.

ii) Other financial instruments

The Museum's other financial instruments consist of cash, accounts receivables, and accounts payable and accrued liabilities, and are classified in the cost category. These financial instruments are carried at cost.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014

(in thousands of dollars)

3. Accounts receivable

	2014		2013	
Accounts receivable – external	\$	103	\$	45
Accounts receivable – government departments and agencies		391		544
	\$	494	\$	589

4. Capital assets

	Cost		Accumulated amortization		2014 Net book value	
Capital projects - work in progress	\$	2,300	\$	–	\$	2,300
Leasehold improvements		13,402		3,709		9,693
Immigration and ships database		46		29		17
Office and computer equipment		820		378		442
	\$	16,568	\$	4,116	\$	12,452

	Cost		Accumulated amortization		2013 Net book value	
Leasehold improvements	\$	13,337	\$	2,131	\$	11,206
Immigration and ships database		46		20		26
Office and computer equipment		812		202		610
	\$	\$14,195	\$	2,353	\$	11,842

5. Collections

The Museum maintains collections of stories, artifacts, oral histories and images related to its mandate to explore the theme of immigration to Canada. These collections are developed by various research areas within the Museum.

The Museum's collections are shown at a nominal value of \$1 on the Statement of Financial Position because of the practical difficulties in reflecting them at a meaningful value.

During the years ended March 31, 2014 and 2013, the Museum incurred no expenses related to the acquisition of objects for its collections and did not receive any revenues related to the sale of collection items.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

6. Accounts payable and accrued liabilities

	2014	2013
Accounts payable and accrued liabilities – external	\$ 832	\$ 869
Accounts payable and accrued liabilities – government departments and agencies	389	124
	\$ 1,221	\$ 993

7. Deferred revenue

Deferred revenue recorded by the Museum at March 31 is as follows:

	2014	2013
Balance, beginning of year	\$ 156	\$ 163
Funds received during the year	412	331
Funds recognized as revenue during the year	(387)	(338)
Balance, end of year	\$ 181	\$ 156

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014

(in thousands of dollars)

8. Deferred contributions related to capital assets

Deferred contributions related to capital assets represent contributed capital assets and restricted contributions for the acquisition of capital assets. Deferred contributions are amortized to income on the same basis as the related capital assets are amortized. The changes in the deferred contributions balance for the years ended March 31 are as follows:

	Transfer from Pier 21 Society	Appropriations	Other contributions	2014
Balance, beginning of year	\$ 1,408	\$ 10,272	\$ 222	\$ 11,902
Add:				
Appropriations received to acquire capital assets	–	10,750	–	10,750
Less:				
Amortization of deferred contributions related to capital assets	(512)	(1,227)	(24)	(1,763)
Balance, end of year	\$ 896	\$ 19,795	\$ 198	\$ 20,889

	Transfer from Pier 21 Society	Appropriations	Other contributions	2013
Balance, beginning of year	\$ 1,925	\$ 9,107	\$ 237	\$ 11,269
Add:				
Appropriations received to acquire capital assets	–	2,250	–	2,250
Less:				
Amortization of deferred contributions related to capital assets	(517)	(1,085)	(15)	(1,617)
Balance, end of year	\$ 1,408	\$ 10,272	\$ 222	\$ 11,902

The unused portion of deferred contributions related to capital assets was \$8,437 at March 31, 2014 (2013 – \$60). Other contributions received from a related party were received from the Halifax Port Authority as per the lease of the Pier 21 premises.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

9. Endowment

a) Endowment cash and investments

Endowment cash and investments consist of the following:

	2014		2013	
	Cost	Fair value	Cost	Fair value
Cash and cash equivalents	\$ 86	\$ 86	\$ 161	\$ 161
Investment funds				
Fixed income	4,461	4,378	4,265	4,234
Global equity	–	–	512	584
Alternatives	2,281	2,301	1,322	1,278
	6,742	6,679	6,099	6,096
	\$ 6,828	\$ 6,765	\$ 6,260	\$ 6,257

Endowment cash and investments may be reconciled to the endowment component of net assets at March 31 as follows:

	2014	2013
Endowment net assets	\$ 6,559	\$ 6,054
Prior years cumulative endowment investment net income (loss) recognized	203	(79)
Current year endowment investment net income recognized	162	282
Current year preservation of capital	(99)	–
Current year endowment investment net income deferred	3	3
Accumulated remeasurement losses	(63)	(3)
Endowment cash and investments (at fair value)	\$ 6,765	\$ 6,257

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

9. Endowment (continued)

b) Endowment net assets

Endowment contributions totaling \$406 (2013 – \$567) were received by the Museum during the fiscal year. In addition, \$99 was recorded as a direct increase to the endowment for its capital preservation (2013 – nil).

Endowment net assets generated net realized investment income of \$162 (2013 – \$282). At March 31, 2014, the endowment had \$63 of unrealized losses (2013 – \$3).

At March 31, the endowment component of net assets consists of the following cumulative contributions:

	2014	2013
Contributions received from Pier 21 Foundation	\$ 4,874	\$ 4,874
Other contributions received for endowment	1,586	1,180
Capital preservation	99	–
Endowment net assets, end of year	\$ 6,559	\$ 6,054

10. Internally restricted net assets

Internally restricted net assets represents investment income earned on the general endowment that was unspent. The Museum restricts, as approved by the Board of Trustees, amounts to be spent at a later date or for the preservation of capital. In 2014, \$99 was restricted for the preservation of capital on endowment. The amount is reflected in the financial statements as a transfer from unrestricted net assets to endowment net assets. In 2013, \$282 was restricted in order to be spent at a later date. The amount is reflected in the financial statements as a transfer from unrestricted net assets to internally restricted net assets.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

11. Appropriations

To achieve its mandate, the Museum relies on government funding comprised of the following:

	2014	2013
Parliamentary appropriations provided		
Main estimates	\$ 18,450	\$ 9,950
Supplementary estimates	–	27
	18,450	9,977
Previous year's appropriation used in the current year	60	2,729
Appropriations deferred for future capital projects	(8,437)	(60)
Appropriations used to purchase amortizable capital assets	(2,373)	(4,919)
	7,700	7,727
Amortization of deferred contributions related to capital assets	1,227	1,085
Appropriations recognized as revenue	\$ 8,927	\$ 8,812

12. Contractual obligations

The Museum has entered into agreements which include construction costs and consulting services. The Museum also has contractual obligations with the Halifax Port Authority, a related party, for the lease of the Pier 21 premises until February 2051. At March 31, 2014, the estimated obligations are as follows:

	Related party	Other	Total
2015	\$ 1,573	\$ 4,518	\$ 6,091
2016	1,783	253	2,036
2017	1,801	–	1,801
2018	1,801	–	1,801
2019	1,801	–	1,801
2020 to 2051	66,683	–	66,683
	\$ 75,442	\$ 4,771	\$ 80,213

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

13. Employee future benefits

All eligible employees of the Museum are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Museum. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution ratio effective at the year-end was between 1.43 and 1.45 to 1 of employee contributions (2013 – between 1.57 and 1.64 to 1) to a defined salary threshold. On the portion of salaries above the defined threshold, the Museum is required to contribute on a ratio of 7.59 to 1 of employee contributions (2013 – 8.00 to 1). Total employer contributions of \$445 (2013 – \$369) were recognized as an expense in the current year.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of two percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with the Canada Pension Plan benefits and are indexed to inflation.

14. Related party transactions

The Museum is related in terms of common ownership to all Government of Canada departments, agencies and Crown corporations. The Museum enters into transactions with these entities in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties, and is under normal credit terms.

In addition to the related party transactions disclosed elsewhere in these financial statements, the Museum incurred expenses totaling \$1,449 (2013 – \$1,516) consisting primarily of rent expenses and payment in lieu of taxes under Accommodation of \$1,213 (2013 – \$1,311) and revenue of \$10 (2013 – \$9) with related parties.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

15. Financial instruments

The Museum is exposed to a variety of financial risks as a result of its activities. These risks include credit risk, liquidity risk and market risk (foreign currency risk, interest rate risk and other price risk).

The long-term goal of the Museum's investment policy for the endowment fund is to produce long-term real returns to supplement the costs of programming, education and other such areas, while permanently maintaining the endowment principal.

In order to manage risk, the Museum invests in a diversified portfolio that is managed by professional investment managers. The Museum's investments are guided by an investment policy which is approved by the Board of Trustees and reviewed on an annual basis. The Museum is assisted in the oversight and management of its portfolio by an Investment Committee that includes independent experts with experience in the investment field. In addition, the Museum uses the services of an independent investment advisor to assist the Investment Committee in its work. As the investment markets continue to evolve, the Investment Committee recommends adjustments to the asset mix to minimize the overall risk of the portfolio and sets target allocations allowing asset class allocations to vary within a specified range. At March 31, 2014, the allocations were 60% fixed income, 10% in global equity and 30% alternative assets.

The Museum has identified and assessed its exposure with respect to financial risks as follows:

a) Credit risk

Credit risk is the risk of financial loss to the Museum associated with a counterparty's failure to fulfill its financial obligations and arises principally from the Museum's cash, endowment cash and investments and accounts receivable. The Museum has determined that the credit risk is not significant.

i) Cash

Cash, other than cash and cash equivalents held in the endowment funds, is held in a Canadian chartered bank. The Museum minimizes its credit risk on cash by dealing only with reputable and high quality financial institutions.

ii) Endowment cash and investments

Per the Museum's investment policy for the endowment fund, endowment investments are to be held in a diversified portfolio of cash and cash equivalents, fixed income instruments, Canadian, US and global equity and alternative assets through pooled funds and mutual funds.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

15. Financial instruments (continued)

a) Credit risk (continued)

ii) Endowment cash and investments (continued)

Cash and cash equivalents have a maximum term of maturity of one year. Fixed income, equity and alternative investments are primarily held through pooled and mutual funds. Alternative assets provide a lower overall volatility and correlation to traditional equity indices. The alternative portfolio includes a long-short strategy, an index-linked note, global market neutral equity strategies with minimal net equity market exposure and a trend-following managed futures trading program that obtains exposure to a diversified portfolio of financial instruments across a range of global markets.

Through its investments in fixed income, equity and alternative, the Museum is indirectly exposed to the credit risk of the underlying investments of those funds. These risks are managed at the investment manager level. Their objectives are to invest in high quality financial instruments with creditworthy counterparties, by limiting the amount that can be invested in any one counterparty and by using other limits set out in the Museum's investment policy.

iii) Accounts receivable

The Museum is exposed to credit risk from customers in the amount of \$494 in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, which is established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than government departments.

As at March 31, 2014, \$16 accounts receivable were past due (over 30 days). The Museum did not classify any accounts receivable as impaired as they generally relate to government clients which are considered low risk with respect to collection.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

15. Financial instruments (continued)

b) Market risk

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and other price risks, will affect the Museum's net results of operations or the fair value of its holdings of financial instruments.

i) Foreign currency risk

The endowment investments include \$78 of underlying investments in fixed income and alternatives classifications containing unhedged foreign currency exposure. The foreign currency risk has been determined to be low as they are not normally a significant portion of the portfolio. In addition, the funds normally enter into forward currency transactions or similar vehicles to insulate the funds from significant price changes due to the change in exchange rates.

In limited instances, the Museum remits certain payments to suppliers denominated in US dollars. At March 31, 2014, the Museum did not have any liabilities in a foreign currency which would be exposed to changes in exchange rates. Fluctuations in the Canadian dollar compared to the US dollar would have an insignificant impact on the Museum's net results of operations.

ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. Financial assets and financial liabilities with variable interest rates expose the Museum to cash flow interest rate risk. The interest earned on the cash balance fluctuates because of changes in the market interest rates. The Museum's cash balance and its endowment investments, which include cash and cash equivalents and fixed income funds, earn interest at fixed rates or have values dependent on interest rates. The Museum does not directly hold debt instruments at March 31, 2014, but holds fixed income investments through pooled and mutual funds.

The Museum manages its interest rate risk by maintaining a mix of fixed income investments primarily held through bond funds which meet the investment criteria outlined in the investment policy. The investment and portfolio managers monitor exposures to address interest rate risk. The impact of the fluctuations cannot be easily assessed because the Museum holds the funds and not the underlying assets.

The sensitivity of the cash balance to a 0.25% decrease in the interest rate would be a reduction in interest income of \$21 for the year ended March 31, 2014.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

15. Financial instruments (continued)

b) Market risk (continued)

iii) Other price risk

Other price risk arises when the fair value of equity funds changes due to a decrease in a stock market index or other risk variables. The endowment investments include \$1,826 in funds with underlying equity investments. Included in these funds are \$1,165 in alternative allocations that have a low correlation to the stock market index and equities in general. In addition, these alternative allocations serve to reduce the price risk and volatility associated with the other equity funds.

The sensitivity of the endowment investment is calculated using a 5% decrease in the market prices. The sensitivity rate is determined using the standard deviation for the total fund as determined by the investment and portfolio managers. At March 31, 2014, if market prices had a 5% decrease with all other variables held constant, the decrease in remeasurement gains and losses for the year would have been \$95 due to the decrease in the fair value of financial assets.

c) Liquidity risk

Liquidity risk is the risk that the Museum will not be able to meet its financial obligations as they fall due.

The Museum manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Museum's reputation. The Museum has determined that the risk is not significant.

As at March 31, 2014, all accounts payable and accrued liabilities of the Museum were due within three months.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

Notes to the Financial Statements

For the year ended March 31, 2014
(in thousands of dollars)

15. Financial instruments (continued)

d) Fair value measurement hierarchy

All financial instruments must be classified in accordance with the significance of the inputs used in making fair value measurements. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- i) Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- ii) Level 2 – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- iii) Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The fair value hierarchy of financial assets and liabilities at March 31, 2014 is as follows:

	Level 1	Level 2	Level 3	Total
Financial assets:				
Cash	\$ 11,445	\$ –	\$ –	11,445
Accounts receivable	\$ 494	\$ –	\$ –	494
Endowment cash and investments	\$ 6,105	\$ 660	\$ –	6,765
Financial liabilities:				
Accounts payable and accrued liabilities	\$ 1,221	\$ –	\$ –	1,221

16. Comparative figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current period.

CANADIAN MUSEUM OF IMMIGRATION AT PIER 21

For the year ended March 31, 2014

Schedule 1 – Operating Revenue

(in thousands of dollars)

	2014		2013	
Hall rental	\$	363	\$	387
Gift shop		302		253
Special events		275		210
Exhibition hall ticket sales		229		214
Family history centre		66		55
Programming		25		22
	\$	1,260	\$	1,141

Schedule 2 – Expenses

(in thousands of dollars)

	2014		2013	
Personnel costs	\$	4,639	\$	4,015
Amortization of capital assets		1,763		1,610
Exhibition and programming		1,199		399
Rent and related costs		1,074		1,146
Marketing, promotion and recognition		528		286
Professional and special services including Board of Trustees costs		349		505
Repairs and maintenance and building operation		316		509
Operating supplies and services		310		571
Cost of goods sold		308		270
Utilities		266		274
Office supplies and administration		162		235
Payment in lieu of taxes		139		134
Training and professional development		116		191
Travel and hospitality		37		27
	\$	11,206	\$	10,172