

Canadian Tourism Commission

**Quarterly Financial Report for the quarter ending
March 31, 2021**

Canadian Tourism Commission
Narrative Discussion
March 31, 2021

Introduction

The Canadian Tourism Commission (the “CTC”) is Canada’s national tourism marketing organization. A Crown corporation wholly owned by the Government of Canada, we lead the Canadian tourism industry in marketing Canada as a premier four-season tourism destination. Reporting to Parliament through the Minister of Economic Development and Official Languages, our legislation requirements are outlined in the Canadian Tourism Commission Act.

The CTC runs marketing campaigns domestically and in international markets such as the U.K., Germany, France, Mexico, Japan, Australia, China and the U.S., targeting leisure travellers and those travelling for business events.

Narrative Discussion

The Narrative Discussion contained herein applies to the quarter.

Canadian Tourism Commission
Narrative Discussion
March 31, 2021

Quarterly and Year to Date Results

(in thousands)

	Three months ended March 31, 2021	Three months ended March 31, 2020	Variance
Partner revenues	\$ 191	\$ 3,857	\$ (3,666)

Partnerships with provincial and territorial marketing organizations, national, regional, and local companies are low compared to the prior year because travel restrictions have not been lifted and borders remain closed. There is a reduction in revenue (\$3.7M) across all markets when compared to Q1 2020 mainly due to: Europe & India (\$1.1M), North America (\$790K), Business Event (\$590K), Global Marketing (\$530K), Asia Pacific (\$480K), and Research (\$170K).

Other revenue	318	427	(109)
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Other revenue includes operational recoveries within the China office, interest revenues, and recoveries of commodity taxes. Bank interest rates fell in 2020 because of adverse market conditions due to Covid-19 and remained low for 2021 (\$122K).

Marketing and sales expenses	16,178	15,728	450
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In a response to the border closures and travel restrictions, the CTC shifted its marketing programs from international to domestic travel markets. This has resulted a reduction in spend in Q1 2021 when compared to the prior year in the following markets: Asia Pacific (\$1.3M), Europe & India (\$1.8M), North America (\$850K) and Business Events (\$480K), and a domestic campaign which ran until the end of Q1 2020 prior to the pandemic (\$3.1M).

The decrease in spend was offset by increased spending related to Domestic Program, part of the Response Recovery Resilience (3R) Plan, \$7.6M. Research also saw a increase of \$500K and Global Platforms and Events of \$95K

Corporate services	1,935	2,058	(123)
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The CTC is dedicated to delivering efficient operations to maximize investment in our programs. The decrease relates to realignment of costs (\$123K).

Strategy and planning	191	240	(49)
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Strategy and planning spend includes consulting fees, office rent and travel expenses. The \$31K decrease relates to realignment of costs.

Parliamentary appropriations	23,916	23,916	0
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Parliamentary appropriations for Q1 2021 are in line with the previous year.

Risks and uncertainties

As part of our strategic management process, we conduct an enterprise risk assessment and use the results of that assessment in the development of our five-year strategic plan, risk mitigation strategy and internal audit plan. Risk mitigation action plans are developed and implemented accordingly.

The risks outlined in the 2020-2024 Corporate Plan which could potentially impact our organizational objectives are highlighted below.

- **Global Economic and Geo-Political**

There is a risk that the global economy and the economies of the markets where we invest could experience a significant slowdown in growth, changes in the political landscape, an impact from climate change, or changes in security which would impact international travel to Canada.

Mitigation activities: We will continue to maintain a balanced investment approach across our portfolio of markets and ensure that country budgets are flexible to allow reallocations, if necessary. We will maintain awareness of climate change and its related impact on tourism. We will continue to offer support, tools, assets and sales opportunities to the industry to help withstand these issues, facilitate their export readiness and help grow their businesses.

- **Marketing Effectiveness**

There is a risk that we are not effective at promoting Canada as a premier tourism destination.

Mitigation activities: We will continue to use our marketing task forces to address challenges as a collective and strengthen our digital and strategic marketing capabilities. We will continue to analyze and share data and better measure the impact of our marketing efforts.

- **Performance Measurement**

There is a risk that we will be unable to measure the impact, effectiveness and attributable results of our marketing efforts, including the use of new marketing communications technologies in a manner that is meaningful to our stakeholders.

Mitigation activities: We will continue to utilize the latest technology to measure the results of our marketing efforts and we will continue working with our partners to standardize performance measurement approaches.

- **Change and Talent Management**

There is a risk that our dynamic and changing needs for skills and talent to support our business will negatively affect the recruitment of key talent, employee engagement and succession planning, impacting our organization's efficiency and effectiveness. These market dynamics potentially impact our ability to recruit, maintain employee engagement and ultimately retain staff due to the competition in the marketplace for these skills, which are new and in demand.

Mitigation activities: We will continue to focus on training, job enrichment opportunities and enhancing employee communications. We will continue to modernize our staffing approach and update succession plans at the management level to ensure the seamless continuity of business when key leadership positions are vacated.

- **Currency**

There is a risk that the impact of a lower valuation of the Canadian dollar and the resulting decreased purchasing power will result in diminished reach and reduced impact of our marketing efforts in highly competitive international marketplaces.

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Mitigation activities: We employ a balanced portfolio approach where investments are spread across a diversified set of leisure and business markets to balance risk and maximize return. In addition, we make concerted efforts with vendors to transact in Canadian dollars whenever possible.


Significant changes to programs, personnel and operations

At the time of writing this report, we are still in the midst of the coronavirus outbreak. The CTC will continue to focus on the domestic travel markets well into 2021. Partner revenues are expected to remain low in 2021 as restrictions on travel continue. The duration and future impact of the pandemic on the CTC's operations is unknown at this time. As a result, an estimate of the financial impact of COVID-19 on the CTC's future results of operations and financial position cannot be made at this time.

Statement of Management Responsibility by Senior Officials

Management is responsible for the preparation and fair presentation of these quarterly financial statements in accordance with the Treasury Board of Canada's Directive on Accounting Standards: GC 5200 Crown Corporations Quarterly Financial Reports, and for such internal controls as management determines is necessary to enable the preparation of quarterly financial statements that are free from material misstatement. Management is also responsible for ensuring all other information in this quarterly financial report is consistent, where appropriate, with the quarterly financial statements.

Based on our knowledge, these unaudited quarterly financial statements present fairly, in all material respects, the financial position, results of operations and cash flows of the corporation, as at the date of and for the periods presented in the quarterly financial statements.



Marsha Walden

*President and CEO
Vancouver, Canada
May 20, 2021*



Anwar Chaudhry

*SVP, Finance and Risk Management, and CFO
Vancouver, Canada
May 20, 2021*

Canadian Tourism Commission**Statement of Financial Position**

As at March 31, 2021

(in thousands)

	March 31, 2021	December 31, 2020
Financial assets		
Cash and cash equivalents	\$ 35,074	\$ 37,784
Accounts receivable		
Partner	178	1,306
Government of Canada	190	418
Other	1	1
Accrued benefit asset	1,450	1,450
Portfolio investments	718	713
	<u>37,611</u>	<u>41,672</u>
Liabilities		
Accounts payable and accrued liabilities		
Trade	2,694	3,427
Employee compensation	2,068	2,182
Government of Canada	59	75
Accrued benefit liability	3,749	3,749
Deferred revenue	1,857	1,845
Deferred lease inducements	458	482
Asset retirement obligation	164	164
	<u>11,049</u>	<u>11,924</u>
Net financial assets	<u>26,562</u>	<u>29,748</u>
Non-financial assets		
Prepaid expenses	14,883	5,697
Tangible capital assets	1,095	1,136
	<u>15,978</u>	<u>6,833</u>
Accumulated surplus	<u>\$ 42,540</u>	<u>\$ 36,581</u>

UNAUDITED

Canadian Tourism Commission**Statement of Operations**

For the three months ended March 31
(in thousands)

	2021	2020
Revenues		
Partner revenues	\$ 191	\$ 3,857
Other	318	427
	<u>509</u>	<u>4,284</u>
Expenses		
Marketing and sales	16,178	15,728
Corporate services	1,935	2,058
Strategy and planning	191	240
Amortization of tangible capital assets	77	89
	<u>18,381</u>	<u>18,115</u>
Net cost of operations before funding from the Government of Canada	(17,872)	(13,831)
Parliamentary appropriations	23,916	23,916
Surplus for the period	<u>6,044</u>	<u>10,085</u>
Accumulated operating surplus, beginning of period	36,530	16,906
Accumulated operating surplus, end of period	<u>\$ 42,574</u>	<u>\$ 26,991</u>

UNAUDITED

Canadian Tourism Commission

Statement of Remeasurement Gains and Losses

For the three months ended March 31

(in thousands)

	2021		2020	
Accumulated remeasurement gain, beginning of period	\$	51	\$	154
Unrealized loss attributable to foreign exchange		(34)		(30)
Amounts reclassified to the statement of operations		(51)		(154)
Net remeasurement loss for the period		<u>(85)</u>		<u>(184)</u>
Accumulated remeasurement loss, end of period	\$	<u>(34)</u>	\$	<u>(30)</u>

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Canadian Tourism Commission

Statement of Change in Net Financial Assets

For the three months ended March 31
(in thousands)

	2021	2020
Surplus for the period	\$ 6,044	\$ 5,787
Acquisition of tangible capital assets	(36)	(15)
Amortization of tangible capital assets	77	92
Net disposition of tangible capital assets	-	-
	<u>41</u>	<u>77</u>
Effect of change in other non-financial assets		
(Increase)/Decrease in prepaid expenses	(9,186)	1,283
	<u>(9,186)</u>	<u>1,283</u>
Net remeasurement loss	(85)	(184)
(Decrease)/Increase in net financial assets	(3,186)	6,963
Net financial assets, beginning of period	29,748	18,008
Net financial assets, end of period	<u>\$ 26,562</u>	<u>\$ 24,971</u>

Canadian Tourism Commission**Statement of Cash Flows**

For the three months ended March 31

(in thousands)

	2021	2020
Operating transactions:		
Cash received from:		
Parliamentary appropriations used to fund operating and capital transactions	\$ 23,916	\$ 22,444
Partners	1,331	7,547
Other	242	189
Interest	53	246
	<u>25,542</u>	<u>30,426</u>
Cash paid for:		
Cash payments to suppliers	(24,193)	(30,785)
Cash payments to and on behalf of employees	(3,932)	(3,485)
Cash used in operating transactions	<u>(2,583)</u>	<u>(3,844)</u>
Capital transactions:		
Acquisition of tangible capital assets	(36)	(15)
Disposition of tangible capital assets	-	-
Cash used in capital transactions	<u>(36)</u>	<u>(15)</u>
Investing transactions:		
Acquisition of portfolio investments	(6)	(4)
Cash used in investment transactions	<u>(6)</u>	<u>(4)</u>
Net remeasurement loss for the period	(85)	(184)
Net decrease in cash during the period	<u>(2,710)</u>	<u>(4,047)</u>
Cash and cash equivalents, beginning of period	<u>37,784</u>	<u>33,624</u>
Cash and cash equivalents, end of period	<u>\$ 35,074</u>	<u>\$ 29,577</u>

UNAUDITED

Canadian Tourism Commission
Notes to the Quarterly Financial Statements
March 31, 2021

1. AUTHORITY, OBJECTIVES AND DIRECTIVES

The Canadian Tourism Commission (the “CTC”) was established on January 2, 2001 under the *Canadian Tourism Commission Act* (the “Act”) and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act*. The CTC is for all purposes an agent of her Majesty in right of Canada. As a result, all obligations of the CTC are obligations of Canada. The CTC is not subject to income taxes.

As stated in section 5 of the Act, the CTC’s mandate is to:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and the governments of Canada, the provinces and the territories.

In December 2014, the CTC was issued directive PC 2014-1378 pursuant to section 89 of the *Financial Administration Act* directing the CTC to implement pension plan reforms. These reforms are to ensure that pension plans of Crown corporations provide a 50:50 current service cost-sharing ratio between employee and employer for pension contributions by December 31, 2017. The 50:50 cost-sharing ratio was fully implemented as of December 31, 2017.

In July 2015, the CTC was issued directive PC 2015-1109 pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditures policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the CTC’s next corporate plan. The CTC implemented its new Travel, Hospitality, Conference, and Event Expenditures Policy on August 21, 2015 which complied with the requirements of the directive. The Treasury Board issued revised directives and guidelines in 2017. On November 29, 2018, the CTC approved an updated policy to align with the new requirements.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards (“PSAS”). Significant accounting policies are as follows:

a) Parliamentary appropriations

The CTC is mainly financed by the Government of Canada through parliamentary appropriations. Parliamentary appropriations used to fund core operations and capital expenditures are considered unrestricted and recognized as revenues when the appropriations are authorized and any eligibility criteria are met. Parliamentary appropriations used to fund one-time activities, such as Connecting America, are considered restricted. Restricted appropriations have eligibility criteria and stipulations that give rise to an obligation that meets the definition of a liability. Restricted appropriations are recognized as deferred revenue when the stipulation gives rise to a liability. Restricted appropriation revenue is recognized as the stipulation liabilities are settled.

As a result of the CTC’s year-end date (December 31) being different than the Government of Canada’s year end date (March 31), the CTC is funded by portions of appropriations from two Government fiscal years.

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March 31, 2021

The CTC will have a deferred parliamentary appropriations balance at year-end when the restricted funding received for the period exceeds the restricted appropriations recognized for the related fiscal period. The CTC will have a parliamentary appropriations receivable balance when restricted appropriations recognized exceed the restricted funding received.

The CTC does not have the authority to exceed approved appropriations.

b) Partner revenues

The CTC conducts marketing activities in partnership with a variety of Canadian and foreign organizations. Where the CTC assumes the financial risks of conducting a marketing activity, contributions received from a partnering organization are recognized in income over the effective life of the contract or when the event has taken place. Partner revenues received for which the related marketing activity has not yet taken place are recognized as deferred revenue.

c) Other revenues

Other revenues consist of cost recoveries from co-location partners, interest revenues, capital asset sales and other miscellaneous revenues. These items are recognized as revenue in the period in which the transaction or event occurred that gives rise to the revenue.

d) Foreign currency translation

Monetary assets and monetary liabilities denominated in foreign currencies are translated into Canadian dollars at the applicable year-end exchange rate. Non-monetary assets and non-monetary liabilities denominated in foreign currencies are translated into Canadian dollars at historical exchange rates. Revenue and expense items are translated during the year at the exchange rate in effect on the date of the transaction. Amortization expenses of tangible capital assets are translated at historical rates to which the assets relate. Realized gains and losses are considered Operating Expenses and are included in the Statement of Operations as Corporate Services. Unrealized gains and losses are reported on the Statement of Remeasurement Gains and Losses and in the Statement of Change in Net Financial Assets. The CTC does not hedge against the risk of foreign currency fluctuations.

e) Cash and cash equivalents

Cash and cash equivalents include cash in bank and mutual funds. These items are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

f) Portfolio investments

Portfolio investments are measured at amortized cost. Interest income related to these investments is calculated based on the effective interest method.

g) Prepaid expenses

Payments made prior to the related services being rendered are recorded as a prepaid expense. Prepaid expenses are recognized as an expense as the related services are rendered. Prepaid expenses consist of program and operating expenses such as subscriptions, marketing activities with Provincial and Territorial Marketing organizations and tradeshow expenditure.

h) Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization and the amount of any write-downs or disposals. Tangible capital assets are written down when conditions indicate they no longer contribute to the ability to provide services and are accounted for as expenses in the Statement of Operations.

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Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the assets as follows:

Leasehold improvements	remaining term of lease
Office furniture	5 years
Computer hardware	3 years
Computer software	5 years

Intangible assets are not recognized in these financial statements.

i) Deferred revenue

Deferred revenue consists of revenue from partnering organizations and restricted appropriations received from the Government of Canada. When revenues are received from partnering organizations, they are recognized as deferred revenue until the event has taken place or recognized as partner revenue over the effective life of the contract. When restricted appropriations are received from the Government of Canada, it is recognized as deferred revenue until the criteria and stipulations are met that gave rise to the liability. As at December 31, 2020 and 2019, the deferred revenue balance is solely made up of deferred revenue from partnering organizations.

j) Deferred lease inducements

Deferred lease inducements consist of various office lease inducements including reimbursement of leasehold improvement costs and free rent periods. These inducements are deferred and recognized as a straight-line reduction to office lease expenses over the term of the lease.

k) Asset retirement obligation

Asset retirement obligation consists of decommissioning costs for various office leases. The CTC recognizes asset retirement obligations as a result of legal obligations to restore leased office spaces back to their original states at the end of the lease term. Asset retirement obligations are measured initially at fair value, based on management's best estimates, with the resulting amount capitalized into the carrying amount of the related asset. The capitalized asset retirement cost is amortized on a straight-line basis over the term of the lease. The amortization expense is included in corporate services in determining the net cost of operations.

l) Employee future benefits

The CTC offers a number of funded, partly funded and unfunded defined benefit pension plans, other unfunded defined benefit plans (which include post-employment benefits, post-retirement benefits and non-vested sick leave), as well as defined contribution pension plans. The pension plans include a statutory plan, a supplemental plan and a plan to cover certain employees working outside of Canada. Other benefit plans include post-employment severance benefits and post-retirement health, dental and life insurance benefits and non-vested sick leave. The defined benefit pension plans provide benefits based on years of service and average pensionable earnings at retirement. The defined benefit component of the statutory plan and the supplemental plan has been closed effective December 30, 2017 and benefits and service of plan participants were frozen as of that date. The CTC funds certain pension plans annually based on actuarially determined amounts needed to satisfy employee future benefit entitlements under current benefit regulations. Cost of living adjustments are automatically provided for retirees in accordance with Consumer Price Index increases.

The costs and obligations of the defined benefit plans are actuarially determined using the projected benefit method prorated on service that incorporates management's best estimates of the rate of employee turnover, the average retirement age, the average cost of claims per person, future salary and benefit levels, expected return on plan assets, future medical costs, and other actuarial factors.

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For the purposes of calculating the expected return on plan assets, those plan assets are based on the market value of plan assets.

Past service costs arising from plan amendments are recognized in the years of which the plan amendment occurred.

The unamortized actuarial gains and losses incurred prior to the plan settlement that relate to the obligation settled are recognized in the period of settlement. This amount is included as part of the gain or loss arising on settlement. Gains and losses determined upon a plan settlement are accounted for in the Statement of Operations in the period of settlement.

Actuarial gains and losses are amortized over expected average remaining service lifetime ("EARSLS") of active employees. If no active employees are remaining, actuarial gains and losses are amortized fully in the next fiscal year. For 2020, EARSLS has been determined to be 0.0 years (5.6 years - 2019) for the Registered Pension Plan for Employees of the CTC ("RPP"), 0.0 years (0.0 years - 2019) for the Supplementary Retirement Plan for certain employees of the CTC ("SRP"), 14 years (15.5 years - 2019) for the Pension Plan for Employees of the CTC in Japan, South Korea and China ("WWP"), 21 years (21 years - 2019) for non-pension post-retirement benefits, 14 years (12 years - 2019) for severance benefits and 14 years (14 years - 2019) for sick leave benefits.

Employees working in the United Kingdom and the United States participate in the Global Affairs Canada defined benefit pension plans administered by the Government of Canada. The assets of these plans cannot be allocated among participating employers, and as such, these plans are deemed "multi-employer" plans and accounted for as defined contribution plans. The CTC's contributions to these plans reflect the full benefit cost of the employer. These amounts vary depending upon the plan and are based on a percentage of the employee's gross earnings. Contributions may change over time depending on the experience of the plans since the CTC is required under present legislation to make adjustments for the rate of contributions to cover any actuarial deficiencies of these plans. Contributions represent the total pension obligations of the CTC for these employees and are charged to operations during the year in which the services are rendered. The US plan has been closed to new entrants effective December 31, 2019 and the benefits frozen at that date. The CTC no longer employs US based employees.

Gains and losses determined upon a plan curtailment are accounted for in the period of curtailment.

m) Financial instruments

Financial assets consist of cash and cash equivalents, accounts receivable, and portfolio investments, while financial liabilities consist of accounts payable and accrued liabilities. Financial assets and financial liabilities are measured at amortized cost, which approximates their fair value.

n) Measurement uncertainty

The preparation of financial statements in accordance with Canadian PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the amounts of income and expense during the reporting periods. Actual results could differ significantly from those estimates. The most significant estimates involve the determination of the employee future benefits liability and related accrued benefit asset, the useful lives for amortization of tangible capital assets, the fair value of the asset retirement obligation, contingencies, partner revenues, prepaid expenses and accrued liabilities.

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o) Related party transactions

Through common ownership, the CTC is related to all Government of Canada created departments, agencies and Crown corporations. The CTC's transactions with these entities are in the normal course of operations and are measured at the exchange amount.

Related parties also include key management personnel (KMP) having authority for planning, controlling, and directing the activities of the CTC, as well as their close family members. The CTC has defined its KMP to be members of the Board of Directors and management employees at the Senior Vice-President level and above.

p) Partnership contributions in-kind

In the normal course of business, the CTC receives in-kind contributions from its partners including the transfer of various types of goods and services to assist in the delivery of programs. The audit services and the in-kind contributions from partners are not recognized in the financial statements.

q) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. The CTC records inter-entity transactions at the exchange amount except the following:

- Audit services received without charge between commonly controlled entities.
- In-kind contributions received from commonly controlled entities.

The value of the audit services is considered insignificant in the context of the financial statements as a whole and inter-entity in-kind contributions are not recognized in the financial statements.

3. FINANCIAL STATEMENT PRESENTATION

These unaudited interim financial statements should be read in conjunction with the annual financial statements of the Canadian Tourism Commission (the "Commission") as at and for the year ended December 31, 2020 and the narrative discussion included in the quarterly financial report. Amounts in these interim financial statements as at March 31, 2021 are unaudited and are presented in Canadian dollars.

4. PARLIAMENTARY APPROPRIATIONS

Parliamentary appropriations approved for the Government fiscal period April 1, 2021 to March 31, 2022 are \$96.2M (April 1, 2020 to March 31, 2021 \$95.7M). The Commission does not have the authority to exceed approved appropriations.

5. ACCUMULATED SURPLUS (000S)

The accumulated surplus is comprised of:

	March 31, 2021	December 31, 2020
Accumulated operating surplus	\$ 42,574	\$ 36,530
Accumulated remeasurement gain / (loss)	(34)	51
Accumulated surplus	<u>\$ 42,540</u>	<u>\$ 36,581</u>

The accumulated surplus at March 31, 2021, is significantly greater than in 2020 as it reflects postponements to the timing of program spending due to continued Covid-19 travel restrictions. The

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surplus will be re-directed to domestic activities in 2021 and will support sales and marketing initiatives with international travel trade suppliers intended to stimulate overseas traveller visits to Canada in late 2021 and well into 2022.

6. TANGIBLE CAPITAL ASSETS (000S)

(in thousands)	Computer Hardware	Computer Software	Leasehold Improvements	Office Furniture	March 31, 2021
Cost of tangible capital assets, opening	\$ 671	\$ -	\$ 1,948	\$ 340	\$ 2,959
Acquisitions	36				36
Disposals					-
Cost of tangible capital assets, closing	707	-	1,948	340	2,995
Accumulated amortization, opening	538	-	1,013	272	1,823
Amortization expense	24		48	5	77
Disposals					-
Accumulated amortization, closing	562	-	1,061	277	1,900
Net book value	\$ 145	\$ -	\$ 887	\$ 63	\$ 1,095

(in thousands)	Computer Hardware	Computer Software	Leasehold Improvements ¹	Office Furniture	2020 Total
Cost of tangible capital assets, opening	\$ 632	\$ 19	\$ 2,123	\$ 352	\$ 3,126
Acquisitions	57				57
Disposals	(18)	(19)	(175)	(12)	(224)
Cost of tangible capital assets, closing	671	-	1,948	340	2,999
Accumulated amortization, opening	464	19	988	242	1,713
Amortization expense	92	-	196	42	330
Disposals	(18)	(19)	(171)	(12)	(220)
Accumulated amortization, closing	538	-	1,013	272	1,823
Net book value	\$ 133	\$ -	\$ 935	\$ 68	\$ 1,136