



Canadian Museum of Nature

Summary of the Corporate Plan for the 2018-19
– 2022-23 planning period and 2018-19
Operating and Capital Budgets

1.0 Executive Summary

The Canadian Museum of Nature (the Museum) pursues its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in that Act and Part X of the *Financial Administration Act*. The Museum's Board of Trustees and management are committed to managing the public and private funds invested in the institution in a transparent, accountable manner and to optimizing the value of the contribution the Museum makes to Canadians and to Canada. All members of the Board of Trustees are committed to governing, giving and galvanizing financial support for the Museum as part of their fiduciary duty as well as serving as inspiring ambassadors within the region of Canada where they live and work.

This Corporate Plan Summary outlines the strategies and priorities the Museum will use to achieve its short and long-term objectives. The Museum's vision is to inspire understanding and respect for nature. It advances this vision by creating and delivering inspiring and memorable connections with nature through engaging and impactful programs of research, collections management, exhibitions and public engagement in a 21st century global context.

The Museum's mandate to increase, nationally and internationally, interest in, appreciation of, understanding and respect for our natural world fits within a national natural history museums mandate to create a better future for Canada by inspiring understanding and respect for nature. The Museum's mandate also feeds into a global natural history and nature conservation vision to save the world for future generations with **evidence, knowledge and inspiration**. Natural history and natural sciences museums are 19th century tools operating in a 21st century context. The three pillars that anchor the Canadian Museum of Nature (CMN) are the same ones that have always anchored natural history museums: collections, research and education.

Evidence: the collections of specimens we hold, preserve and share

Knowledge: the understanding derived from research and discovery

Inspiration: education and engagement with the many publics we serve and connect with, who have the power to change our natural future

The CMN is a leading research facility with demonstrated national and international leadership in **Arctic knowledge** and exploration, and in species discovery and change. The need for applying this research, as accessed through the national and global networks of knowledge that it supports, will become increasingly important. Canada's heightened role in the global dialogue about the environment and climate change will raise expectations for the national museum of natural history and natural sciences to continue to contribute to the body of knowledge about nature's past, present and future based on the **evidence of nature** collected over time.

The 2018-19 fiscal will provide further opportunities to strengthen our programs of research and discovery while sharing our knowledge locally, nationally and internationally through onsite, offsite and online visitor experiences. A theme for 2018-19 is positioning the Museum as a vital player in the global mission to save the world for future generations with evidence, knowledge and inspiration. This communications theme will enable the Museum to profile the value and impact of its collections, scientific research and public engagement programs. **In 2018-19 the museum will continue to make strategic investments in scientific equipment, scientific talent, specimen acquisitions, natural sciences content and refreshed visitor experiences.**

The 2017-18 results demonstrate the ongoing impact of the strategic direction of the Museum launched in 2014. The Museum will achieve a balanced budget in 2017-18 and we forecast a balanced budget for 2018-19. The Museum is grateful for the Government of Canada's ongoing support and its strong commitment to Canada's national museums.

The Museum's five strategic objectives for the planning period:

- To leverage a Centre for Arctic Knowledge and Exploration that transforms people's understanding of Canada's Arctic and its relationship to Canada as a country in a 21st Century global context.
- To leverage a Centre for Species Discovery and Change that transforms people's understanding of the relevance of species diversity to their lives now and in the future.
- To leverage a Centre for Nature Inspiration and Engagement that transforms people's expectations of the Museum as a destination for discussion, connection and exploration with nature's past, present and future.
- To position the Natural Heritage Campus as a centre of excellence in collections management and in knowledge creation, advancement and sharing.
- To maintain a sustainable business enterprise model of operation that leverages the Museum's strategic imperatives

In 2018-19 the Museum will concentrate its efforts on the following priorities:

- Arctic: Recruit high profile volunteers committed to supporting our profile raising and fundraising aspirations focussed on enhancing our collections, research and engagement programs in Arctic knowledge and exploration.
- Species Discovery: Create, share and leverage digital profiles of our scientific research to ensure our expertise is known and used by the local, national and international community in order to continue to engage in and influence the national and international dialogue about species discovery, species change and species at risk.
- Nature Inspiration: Create a multi-year and multi-layered digital engagement strategy targeting our public program audiences to build on the museum's history of inspiring and engaging programs that connect people with nature's past, present and future.
- Campus: Raise the profile of our Natural Heritage Campus excellence by establishing a profile raising partnership with a major broadcaster that will broaden our reach and impact across Canada.
- Sustainable Enterprise: Develop and launch a multi-year strategy to collect, house and leverage financial data that informs decision making across the museum enterprise to build on the growth of earned revenue programs that will fund our future operations and aspirations.

In 2018-19 the Museum will operate within the context of the following strategic issues and opportunities:

The gap in funds to operate the two facilities under the stewardship of the Museum is the most critical issue facing the Museum. This is the result of a decision in 1994 to transfer the custody of Museum land and buildings to the Museum from Public Works and Government Services Canada. Appropriation funding has not been indexed since the transfer to protect the Museum against the impact of inflation on key inputs such as utilities and property taxes. Finding ways to close the Museum's operating funding gap, will require the Museum to continue to find new and larger sources of self-generated and contributed revenues for its programs and services. The museum continues to depend on the commitment of the board of trustees to govern, to give and to galvanize financial support for the museum through personal engagement in the fundraising program.

2.0 Corporate Overview

The Canadian Museum of Nature pursues its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*. The Museum's Board of Trustees and management are firmly committed to managing the public and private funds invested in the institution in a transparent, accountable manner, and to optimizing the value of the contribution the Museum makes to Canadians and Canadian society.

National museums are a key component of Canada's social and natural capital.

National museums reflect who we are as a country by virtue of what we value, save, share and protect: Art, History, Science & Innovation, Human Rights, Immigration and Nature. Canada's national museums have a local, national and international role. Local, as visitor destinations that inspire through evidence based story telling. National and Global, as creators and distributors of Canada's stories, through outreach programs and events in cities across Canada and around the world. Through collection loans to museums, galleries, libraries and community centres, through collaborative research on natural and cultural heritage. With digital content in virtual exhibits, digital apps, on-line collections, downloadable resource materials and all social media platforms, through access to physical and digital content as source information for content producers in TV, Radio, Film, News, education, research and public policy. And finally, with international programming through exhibits, programs, collaborative research, conference presentations and content co-creation. National museums play a vital role as trusted sources of contextualized knowledge, as keepers of the record of our past and as catalyzers of conversations about our future aspirations.

The Canadian Museum of Nature is one of Canada's national museums, each committed to reflecting who we have been, who we are now and who we aspire to be as a country and as Canadians. Canada's national museums reflect what we value as a country and as citizens by virtue of what we collect, preserve, study and share knowledge about: Art, History, Human Rights, Immigration, Science & Innovation and Nature. As part of the portfolio of Canadian Heritage institutions, we reflect the past, contextualize the present and anticipate and inspire a better future.

The Canadian Museum of Nature became a Crown corporation on July 1, 1990 through the *Museums Act*. The Museum is named in Part 1 of Schedule III to the *Financial Administration Act* and is subject to the control and accountability requirements set out for Crown corporations in that Act. It reports to Parliament through the Minister of Canadian Heritage.

The Museum is responsible for two facilities, the Victoria Memorial Museum Building (VMMB) in Ottawa, ON and the Natural Heritage Campus (NHC) in Gatineau, QC. The Museum's galleries and most of the exhibitions and programmes are offered at the VMMB. The campus is situated on 76 hectares of land and was designed to provide the standards of safety, security and preservation necessary to safeguard Canada's natural history collection.

The report on previous year's results can be found in the Corporation's annual report posted on nature.ca.

Vision

To inspire understanding and respect for nature.

Mission

To create and deliver inspiring and memorable connections with nature through engaging and impactful programs of research, collections management, exhibitions and engagement in a 21st century global context.

At the highest level, the mission of the Canadian Museum of Nature is nothing less than to support making the vision of a sustainable future a reality. As current trends of greenhouse gas emissions, mass species extinctions, and their causal factors run counter to this vision, the museum's mission is one of inspiring change. We are an instrument, one of many working in concert within the scientific community, for providing the foundation required to foster the change required to "save the world". It is a foundation built on evidence, knowledge and inspiration, which are the mainstays of our work.

At a micro level, we are already "saving the world", as we build and maintain the National Natural History Collection, a scientifically active collection of over 14 million specimens which creates a geo-temporal record of nature – e.g. what is, and what is living on, the world where and when. From this evidence of the world and life on it, we can develop knowledge of interdependencies, a record of change, and a basis to understand impacts and where change is leading.

Position

A national museum of international first rank known for excellence in arctic knowledge and species discovery and for evidence-based insights, inspiring visitor experiences and real engagement with nature's past, present and future.

Dynamic change is required to seize opportunities in the Museum's **nature inspiration**, Arctic knowledge and species discovery activities. Environmental trends will increase the value of the Museum's mandate over the planning period, but the Museum needs to adapt significantly to deliver. The ability to invest in change will be conditioned by the Museum's financial framework which demands new sources of revenue and efficiencies in order to sustain its operations. **The commemoration of the 150th anniversary of confederation allowed the Museum to seize many opportunities to extend the reach and impact of our public engagement and our research and discovery programs.** The opening of the Canada Goose Arctic Gallery last year demonstrated the Museum's expertise in Arctic knowledge and exploration and it provided an inspiring space for learning about our natural world.

Fulfilling the Mission

Knowing more about nature gives us the tools to make better decisions about resources. It provides the basis for new technologies and developments, and promotes a better understanding of how we affect, and are affected by, the natural world.

The Museum is home to one of the world's largest and finest natural history collections. Comprised of 26 major science collections of more than 14.6 million specimens, the museum's holdings cover four billion years of Earth history.

In addition to preserving these precious specimens for posterity, the collection is a vital resource for scientists, researchers and museums in Canada and around the world. For instance, by examining past patterns of species distribution, climate change and extinction, palaeobiology research helps scientists understand natural events that occur during environmental changes and assists in predicting future consequences.

At the museum, we use the past to prepare for the future. Our specimens provide the backbone for our many special exhibitions and signature galleries, and they greatly enhance our educational programmes, designed for adults, teens and children, about the natural world.

Our Mandate

The Canadian Museum of Nature has its origins in the Geological Survey of Canada, which was formed in 1842. Nearly 150 years later, on July 1, 1990, the Museum became a Crown Corporation by an Act of Parliament.

The *Museums Act* was a significant event in the history of the Museum. With Crown Corporation status came a new name, a new "arms-length" status and an expanded mandate.

"The purpose of the Canadian Museum of Nature is to increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents."

– from the *Museums Act*, Section 11 (1990, c. 3)

Putting Our Mandate to Work:

The Canadian Museum of Nature's vision is to inspire understanding and respect for nature. We advance this vision by providing evidence-based insights, inspiring visitor experiences, and real engagement with nature's past, present and future.

Our Experience and Engagement division is leading our effort to deliver dynamic personal experiences, powerful dialogue and debate, expert narratives and extraordinary chronicles about our collections. A connection with the museum promises to inspire connections with nature and explorations of our natural future.

Through the activities of our Research and Collections division, the museum continues to conserve and maintain its natural history collections, for which it has developed considerable expertise in the areas of collection conservation and collection management. In the research area, activities are focused on major areas of interest and relevance to society. Our key efforts are directed towards the discovery of new knowledge, and the gathering and analysis of scientific information to increase our understanding of natural diversity.

The wealth of knowledge gained through our natural history collections and leading-edge research forms the core of the museum's exciting exhibitions and educational initiatives. As a result, our public programmes engage Canadians in guided dialogues about nature and challenge fixed opinions and views. In all activities, we aim to interpret natural history and science themes in an exciting and interactive way. We seek to increase nature literacy and science literacy among Canadians of all ages.

Our Promise, Our Position, Our Approach

Our Promise

Those who connect with the Canadian Museum of Nature will be inspired by natural history to explore our natural future.

Our Position

We are a national museum of international first rank known for evidence-based insights, inspiring visitor experiences and real and relevant engagement with nature's past, present and future.

Our Approach

We advance and package our centres of excellence in Arctic Knowledge and Exploration and Species Discovery so they focus and anchor our research, collection and education programmes while raising our profile and position.

We identify and act on collaborations with local, national and international partners that advance the strategic positioning and objectives of the museum.

We create and deliver enhanced and new programming options that keep current and attract new audiences.

We advance bold and consistent marketing, communications and identity campaigns that position the museum in the eyes of key influencers and markets across Canada and around the world.

We advance the enterprise business model of operation with clear bottom-line metrics and management accountabilities.

We cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the museum and wish to play a part in its life and future.

3.0 Operating Environment

Fiscal year 2018-19 represents the fifth year of the five-year strategic framework that is shaping this Corporate Plan Summary. The assessments completed for this five-year framework will confirm that the Museum's value is based on the knowledge it creates and shares with Canadians. For the Museum to increase its social relevance, this knowledge will need to respond to and reflect the evolving interests and concerns of stakeholders.

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Environmental Scan

At the highest level, the mission of the Canadian Museum of Nature is nothing less than to support making the vision of a sustainable future a reality. As current trends of greenhouse gas emissions, mass species extinctions, and their causal factors run counter to this vision, the museum's mission is one of inspiring change. We are an instrument, one of many working in concert within the scientific community, for providing the foundation required to foster the change required to "save the world". It is a foundation built on evidence, knowledge and inspiration, which are the mainstays of our work.

At a micro level, we are already "saving the world", as we build and maintain the National Natural History Collection, a scientifically active collection of over 14.6 million specimens which creates a geo-temporal record of nature – e.g. what is, and what is living in, the world where and when. From this evidence of the world and life on it, we can develop knowledge of interdependencies, a record of change, and a basis to understand impacts and where change is leading.

Our mission extends, through public engagement, to inspire people to know, engage with, and care for, nature. We hope that in turn will lead them to engage with finding the right path for our natural future. Over 500,000 people come through our museum doors, and millions more engage with us through visits to our travelling exhibits in locations across Canada and abroad, or by simply visiting us online at nature.ca.

Today the World's direction is threatened by fake news, polarized opinions that go unchallenged by fact, and by national reactions that are often impotent in addressing global problems. In the face of this, the Canadian Museum of Nature is playing its part to help "save the world" through evidence, knowledge and inspiration. As a scientifically-active national museum with international reach, this is reinforced by and references Canada's global position as an advocate for global co-operation, global solutions and evidence-based decision-making.

Research and Discovery

As a barometer of change in climate and biodiversity, the relevance of the National Natural History Collection is conditioned by its currency and accessibility. Currency is reliant on acquiring significant specimens from relevant areas, particularly areas of scientific note and/or areas that are experiencing change. This in turn is reliant on opportunities for researchers to get out into the field to explore and discover to find new specimens, and also on our ability to work with other scientific institutions to acquire or exchange specimens, or specimen data, for research purposes. Access and exchange with other institutions is vastly facilitated by digitization of specimen data. Acquiring and developing knowledge from scientific specimens is then reliant on the quality of our scientific team and our science laboratories and equipment.

The Museum shows leadership in all these areas by working and co-operating closely with and within aligned scientific institutions and organizations on a local, regional, national and international level. Federal partners such as Department of Fisheries or Parks Canada may assist providing researchers with transit and access to field sites. Local universities co-operate in sharing equipment, while local, national and international universities co-operate on research. Digitization of over 14.6 million specimens collected over the course of over 100 years demands a longer-term effort, resulting in a need to prioritize digitization in accordance with areas of specialization and in concert with similar efforts by other regional and international institutions. This is managed through the Museum's participation in alliances, such as the Alliance of Natural History Museums of Canada (ANHMC), and in international bodies, such as the Arctic Natural History Museums Alliance, the Global Biodiversity Information Facility (GBIF) and the International Union for Conservation of Nature (IUCN). In addition to co-operating on developing and sharing knowledge, these national and international alliances and bodies are also fora for the Museum to take leadership in areas of co-operation such as citizen science and conservation.

The \$4M individual donation from the Ross Beaty Family announced in 2017, directly addresses key needs of a new cryogenic lab, research staffing in association with universities, and specimen digitization. For the museum, it is a game-changer which further extended Government Budget financing for capital projects into areas of strategic importance. While increases in the operating budget provided by the Government will also be helpful to partially off-set rising costs, longer term research leadership will be made possible through successful ongoing Advancement efforts and contributions – such as the Beaty investment. For achieving this, the museum is encouraged by an increasingly positive economic climate.

Of particular importance to Research and Collections, but applicable to all operations, is the key risk for the Museum of the significant number of employees eligible for retirement and the loss of corporate memory. The Museum has developed succession plans to help manage the workforce turnover. While succession is clearly a risk, it does provide the Museum with an opportunity to examine needs as a whole and to make strategic staffing decisions moving forward. To this end, new research hires have demonstrated professional dynamism and an eagerness to promote their knowledge and discoveries beyond the scientific community and out to the public realm – an excellent support for public engagement and media outreach.

Nature Inspiration and Engagement

The Museum competes for visitor attendance within the Entertainment and Leisure sector as a cultural attraction. The reputation of its exploration and research, and the valuable specimens on display from the national natural history collections, form the basis of differentiation and advantage over competitive entertainment and leisure alternatives. The Museum can rightly claim that it is the one place to see the “real” scientific specimen.

Nonetheless, competition in the sector continues to grow, as the market is becoming increasingly crowded from out-of-home alternatives such as water parks and festivals, and from stay-at-home options from ever more sophisticated home entertainment systems. Maintaining relevance in a digitally connected world where facts are only as far away as a smartphone, demands that the Museum experience embraces new media in telling relevant “stories”, as facts alone are not enough. The Museum experience must be engaging, connecting visitors to how the presented knowledge is relevant to them, and providing interactivity for self-customization.

The Museum enjoys strong market penetration in its core family segment within the National Capital Region (NCR), with some geographic growth opportunities in suburban and cross-river communities and within adult and diversity demographic segments. In the face of aging demographics, stability and growth in these segments will rely on increasing frequency of visits through resonant programming and special exhibitions, as has been done with summer blockbusters and the millennials-focused Nature Nocturne social evenings and the “Escape the Museum” escape-room experience. More significant growth opportunities reside in the tourist segment, both in capturing larger share of tourists on-the-ground in the

NCR through marketing activity and in supporting or leading a variety of efforts to attract new visitors to the city as a destination.

Led by Canada 150 celebrations, Canada experienced strong growth in tourism in 2017 which is on track to reach 21.8 million international inbound tourists - the highest ever (previous record was 2002). The recent growth trend is expected to continue. Destination Canada has announced a target of increasing international tourist arrivals to Canada by 30 percent by 2021. This will generate increased visitation for the Museum, if Ottawa, as a secondary entry destination, sustains or builds on its share of tourism as a whole.

For international origin visitors, Canada's association with nature is identified as the primary driver of intent to visit the country. Whereas, intent to visit Canada's National Capital as a component of a Canadian visit is tied to developing a broad understanding of Canada as a nation. Canada's national museum of nature stands to benefit on both counts. National museums come first in unaided awareness of NCR attractions in external markets, exceeding even Parliament. The national museums' offer and experience is a cornerstone of the NCR's brand as a tourist destination, and as such is a fundamental driver of tourists' intent to visit. Taking leadership in strengthening national museums' amalgamated value proposition through messaging, branding, and accessibility is core to this. The new National Museums Passport introduced in August 2016, with an offer that targets tourist visitors to the National Capital, saw continued strong growth in 2017 and will be further promoted in external markets in 2018 and beyond.

While Museum attendance grew by 41 percent over the 4 years ending fiscal year 2017, the Museum did experience some loss of market share to special Canada 150 events and competing museum attractions in 2017. 2017-18 attendance will be down to 2015-16 levels. Summer attendance was down, as locals and tourists were drawn to free events and attractions such as MosaiCanada 150 in Gatineau and to the adjacent Canadian Museum of History and its new Canadian History Hall. Nonetheless, past experience of multiple summer special exhibits at National Museums has proven them to be complementary, rather than competitive, driving attendance increases across ALL museums. The same is expected to occur in 2018, where building on the buzz of the new permanent galleries and museum opened in 2017, special exhibits will be held at each of the Canadian War Museum, Canadian Museum of History, National Gallery of Canada, National Museum of Science and Technology (Ingenium), and the Canadian Museum of Nature – featuring "Brain" from the American Museum of Natural History.

4.0 Strategic Objectives, Activities and Results 2018-19

In 2018-19, the Museum will advance year five of a strategic plan that **leverages its research and collections strengths in Arctic Knowledge and Species Discovery and builds on the experience of previous years**. New approaches to the design and delivery of visitor experiences will enable the Museum to attract and inspire new audiences. These new engaging experiences will lead to higher memberships, higher membership renewal and will provide a foundation for enhanced fundraising. **Overall higher levels of engagement will lead to a better understanding of and connection with Canada's natural world.**

Strategic Objective #1:

Create a Centre for Arctic Knowledge and Exploration that **transforms people's understanding of Canada's Arctic** and its relationship with Canada as a country in a 21st century global context.

Strategies: Advance a five year program to enhance and advance the research, collections, education and exhibition programs focused on Canada's Arctic within a national and global context.

- Promote and leverage arctic content. Gallery, maps, exhibits, programs
- Invest in Arctic knowledge sharing. Post doc, students, global forums
- Grow the Arctic collection through field work
- Share the evidence with the world through enhanced digitization
- Recruit high profile volunteers committed to supporting our profile raising and fundraising aspirations

Outcome #1: Be a global museum leader in Arctic Knowledge and Exploration.

Performance Measures:

Outcome	Measure	2017-18 Performance Forecast	2018-19 Performance Target
Be a global museum leader in Arctic Knowledge and Exploration	▪ Number of participants in Arctic themed experiences: gallery, exhibit, program, digital	▪ 600,000	▪ 500,000
	▪ Funds raised supporting Arctic research, collections and engagement programming	▪ \$400,000	▪ \$400,000
	▪ Number of contacts with the Museum of Nature and its experts and collections for Arctic related content, expertise and collaboration	▪ 80	▪ 75
	▪ Awareness of the Museum's Arctic content and expertise as measured by media mentions, stories, etc.	▪ 300	▪ 175

Strategic Objective #2:

Create a Centre for Species Discovery and Change that **transforms people's understanding of the relevance of species diversity** to their lives now and in the future.

Strategies: Advance a five year program to advance and disseminate the research, collections, education and exhibition programs explaining Canada's species diversity aligned with the United Nations Convention on Biodiversity 2020 program.

- Promote and leverage species content. Galleries, travelling exhibits, programs
- Invest in scientific talent. Training program, post docs, succession
- Share our knowledge. Digital data, traditional and new digital publications, conferences, boards and committees
- Build the body of evidence. Private collections, field work, strategic loans
- Create, share and leverage digital profiles of our scientific research to ensure our expertise is known and used by the local, national and international community

Outcome #2: Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change.

Performance Measures:

Outcome	Measure	2017–18 Performance Forecast	2018–19 Performance Target
Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change	▪ Number of publications	▪ 50	▪ 50
	▪ Number of new species described by the Museum	▪ 20	▪ 20
	▪ Number of collaborators involved in the work the Museum does	▪ 175	▪ 250
	▪ Number of new experts being guided by us	▪ 30	▪ 25
	▪ Amount of data shared digitally through nature.ca	▪ 70 million	▪ 20 million

Strategic Objective #3:

Create a Centre for Nature Inspiration and Engagement that **transforms people’s expectations of the Canadian Museum of Nature as a destination** for discussion, connection and exploration with nature’s past, present and future that advances understanding and respect for Canada’s natural world.

Strategies: Advance a five year program of inspiration and engagement activities on-site and off-site that deliver a different and compelling approach to connection and engagement with nature.

- Confirm a content refresh plan based on the natural history issues environmental scan
- Prioritize content investments to guide fundraising
- Invest in best practice and new practice learning
- Leverage partnerships with specialized expertise
- Co-create with new partners reaching new museum audiences
- Create a multi-year and multi-layered digital engagement strategy targeting our public program audiences

Outcome #3: Be a national leader in nature inspiration experiences on-site and off-site.

Performance Measures:

Outcome	Measure	2017–18 Performance Forecast	2018–19 Performance Target
Be a national leader in nature inspiration experiences on-site and off-site	<ul style="list-style-type: none"> ▪ Number of visitors attending the VMMB and NHC generated experiences ▪ Change in membership renewal rate and total memberships ▪ Change in reach of museum expertise demonstrated by number of collaborations, conference presentations and workshop ▪ Number of organizations collaborating with the Museum for content and experience creations ▪ Funds raised in support of nature inspiration, content and experiences 	<ul style="list-style-type: none"> ▪ 1.2 million ▪ 5,000 and 45% ▪ 35 events ▪ 155 collaborations ▪ \$510,000 	<ul style="list-style-type: none"> ▪ 1.5 million ▪ 5,000 and 55% renewal ▪ 30 events ▪ 75 collaborators ▪ \$500,000 annually

Strategic Objective #4:

Position the Natural Heritage Campus as a centre of excellence in collections management and knowledge creation, advancement and sharing by becoming a collections collaborator with institutions around the world seeking to collect, preserve, digitize and disseminate specimens that document the nature of Canada.

Strategies: Advance a five year program that positions the Campus as a globally excellent research, collections, administration and experience site that advances understanding and respect for nature.

- Invest in building infrastructure. Budget 2016
- Invest in scientific equipment. Budget 2016, cryogenic storage
- Raise the profile of our experts. Focus on stars and popular subjects and issues in the media
- Open our doors physically and digitally. Open House, digital narratives and digital publications
- Share our resources. Library, archives, conservation expertise, collections care best practice, building design and management
- Raise the profile of our Natural Heritage Campus excellence by launching a profile raising campaign with a major broadcast partner

Outcome #4: Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination.

Performance Measures:

Outcome	Measure	2017–18 Performance Forecast	2018–19 Performance Target
Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination	▪ Number of roles in national and international collections management and research bodies	▪ 30	▪ 35
	▪ Growth of collections through new signature public and private sources gifted to the Canadian Museum of Nature	▪ 35,000	▪ 22,000
	▪ Collection lots digitized number and percent	▪ 835,000 / 25%	▪ 850,000 / 26%
	▪ Attract in-kind support from research collaborators to fund field and lab research	▪ \$435,000	▪ \$450,000

Strategic Objective #5:

Create a **sustainable business enterprise model of operation** that leverages the Museum’s strategic imperatives: knowledge and discovery, inspiration and engagement, presence, performance and advancement.

Strategies: Advance a five year program of continuous innovation in all aspects of the Museum operation in order to create a financial and operational model that sustains the Museum now and into the future.

- Solidify the Sustainable Museum Enterprise (SME) approach across all divisions
- Establish a data management system for SME objectives
- Invest in professional development that advances and supports SME
- Benchmark the metrics that strengthen the Museum’s operating model and diversifies our sources of revenue
- Develop and launch a multi-year strategy to collect, house and leverage financial data that informs decision making across the museum enterprise

Outcome #5: Be a national leader in sustainable museum enterprise operations within an international best practice context.

Performance measures:

Outcome	Measure	2017–18 Performance Forecast	2018–19 Performance Target
Be a national leader in sustainable museum enterprise operations within an international best practice context.	▪ Earned revenue as % of total budget	▪ 27%	▪ 25%
	▪ Penetration of tourist market	▪ 11%	▪ 12%
	▪ Advancement revenue as % of earned revenue	▪ 14%	▪ 17%
	▪ Number of experience connections per FTE	▪ 22,000	▪ 30,000
	▪ Number of media mentions and stories	▪ 1,400	▪ 1,500
	▪ Align the performance management and succession plans to support the enterprise model with the skills and human resource practices needed.	▪ Combined and integrated approach to human resource development and management	▪ Fully integrated PMP, health and wellness and succession plan

The Museum will continue looking for ways to find new and larger sources of self-generated revenue for its programs and services, and to develop new approaches to working with collaborators. Revenue generation measures in 2018-19 and beyond will include:

- continue with the roll out of the next phase of the Museum’s fundraising and development strategy, with the goal of raising \$25 million over five years in support of operations, inspiration and engagement programming, scientific research and collections care;
- implement a plan to increase earned revenues by capitalizing on the VMMB’s commercial operations, especially in the areas of attendance and membership fees, rental of facilities, ticketed programs, boutique and online sales;
- expand the Museum’s virtual presence and attract new audiences through the use of digital strategies including digital storytelling, digital apps, digital collections, digital natureART exhibits and downloadable teacher resources.
- enhance existing marketing and awareness campaigns, including the Museum’s social media marketing campaign;
- build and strengthen the Museum’s exhibitions and public-education programming with a view to continuously increasing overall attendance and diversifying its audience base;
- evolve the business model for the travelling exhibitions program at the Museum; and
- monetize the physical assets of the Museum at the VMMB and NHC sites.

The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians. Given the expenditure reduction measures implemented in previous years and recognizing the financial pressures of many museums across the country, the Museum embarked on collaborations with Science North in Sudbury, Parks Canada, the National Film Board of Canada, Vancouver Aquarium, and with Canadian Geographic Enterprises to create and deliver programs to Canadians. This collaboration approach reflects a direction the Museum will continue to pursue to leverage scarce resources to best effect.

Based on an environmental scan of the natural sciences issues of interest and concern across Canada and around the world, the Museum has updated its five year special exhibit program taking it to 2021-22. Brain, Animal Survival, Whales, The Human Biome, Ice Ages, Biomechanics, Bugs and Live Animals are confirmed or planned exhibits. The details of the business case for each will be outlined as part of the annual business planning exercise.

Y1: 2017-18	Canada Goose Arctic Gallery Permanent Exhibition CMN	Butterflies in Flight Temporary Exhibition CMN
Y2: 2018-19	Brain: The Inside Story Exhibition from AMNH	Survival of the Slowest
Y3: 2019-20	Pterosaurs	The Secret World Inside You (AMNH) Butterflies (TBC)

Y4: 2020-21	Ice Age Exhibition from CMN (will tour after)	Butterflies (TBC) Bug Lab
Y5: 2021-22	Bug Lab	Butterflies (TBC) Live Animals Exhibit (TBC)

Furthermore, the Museum continues to identify and act on opportunities for collaboration with the other national museums that improve effectiveness and efficiency. The national Museums now have a systematic approach for identifying and advancing co-procurement projects, cooperative exhibit scheduling and cooperative marketing projects.

The Museum has been building its fundraising capacity since 2012 by hiring new professionals, engaging the Board of Trustees network, cultivating a pipeline of prospective supporters and packaging attractive projects to support. As a federal crown corporation, the museum faces challenges positioning itself as needing philanthropic support relative to the many other worthy charitable causes in the local, provincial and national marketplace. We are inspired by the success of the National Arts Centre (NAC) (built up over 15 years) and of the National Gallery of Canada (built up over more than 15 years).

We have a long time horizon and recognize it will take time to build relationships, deliver on projects and build trust with donors and sponsors. To date we have increased cash raised for operations from \$400,000 in 2012-13 (at a cost of \$675,000) to \$1.7 million in 2017-18 (at a cost of \$720,000). This is significant progress over a short period of time and we are confident this rate of growth will continue. Cash and in-kind raised for special projects varies year to year depending on the capital needs of the Museum growing from \$1 million in 2012-13 to over \$5 million in 2017-18. The individual major gift program has been the most challenging to date. Most donors have asked for government matching funds, as that is a model used to fund programs associated with their other personal priorities (universities, healthcare). We are hopeful that any increases to Museum funding can be used to leverage funds from individuals seeking evidence of increases to our support from government.

In Appendix A, the Museum outlines its key strategic risks, risk level and risk mitigation actions. The key risks are related to the structural deficit in the operating budget, Budget 2016 project management, succession due to an aging workforce and advancement dependence on a pipeline of donor prospects identified and cultivated by an engaged Board of Trustees.

The Museum continues to complete the actions in response to the recommendations made by the OAG in its 2016-17 special examination of Museum operations. All actions are on schedule and should be completed by the end of fiscal 2018-19.

5.0 Five-Year Financial Overview

5.1 Overview

In 2018-19, the Museum is proposing a total operating budget of \$36.0 million, compared to \$34.4 million approved in 2017-18. 74 percent of the operating budget will come from parliamentary appropriations (78 percent in 2017-18), while the remaining 26 percent will come from self-generated revenues (22 percent in 2017-18).

In addition, the Museum is proposing a capital budget of \$10.0 million, compared to \$6.4 million approved in 2017-18.

The outlook of \$35.2 million for operating resources in 2017-18 represents an increase of \$0.8 million or 2 percent from the amount approved as a result of a favorable variance of \$0.4 million in revenues from admission and program fees and an incremental capital budget of \$0.4 million funded through accumulated unrestricted net assets to address additional Information technology capital requirements.

5.2 Planning Assumptions and Projections

5.2.1 Parliamentary Appropriations

The budgets have been formulated on the basis of the operating environment and the Departmental Results Framework. Table 4 summarizes the operating and capital budgets.

	2016-2017 Actual	2017-2018 Approved	2017-2018 Outlook	2018-2019 Proposed
<i>(in thousands of dollars)</i>				
Capital Budget	3,098	6,372	7,962	10,030
Operating Budget	36,651	34,411	35,218	36,000
Variation in Deferred Appropriation - Capital			(991)	(1,250)
Variation in Accumulated Unrestricted Net Asset	(100)	(300)	(400)	(3,000)
Variation in Deferred contribution - Capital			(500)	(1,500)
Revenues	(9,879)	(7,968)	(8,087)	(9,199)
Appropriation	29,770	32,515	33,202	31,081

The Museum is estimating expenditures of \$ 31.1 million in 2018-19, \$2.1 million lower than the outlook for 2017-18 mainly attributable to a lower installment of a 4 year investment by the federal government through Budget 2016 (\$4.3 million this fiscal year compared to \$6.2 million in previous year) to address the backlog of health and safety and other recapitalization and \$0.5 million onetime increase to the 2017-2018 reference level to address compensation adjustments offset by \$0.3 million increase to the ongoing reference levels to address compensation adjustments

The Museum is estimating capital expenditures of \$10.0 million in 2018-19 funded as follow:

- \$4.3 million through Budget 2016 covering only health and safety projects,
- \$3.0 million funded through accumulated unrestricted net assets to address additional capital requirements and specimen acquisitions.
- \$1.2 million through deferred appropriation mainly for base building infrastructure and,
- \$1.5 million through deferred contribution covering the acquisition of the cryogenic facility

5.2.2 Earned Revenues

Table 5 outlines the revenue forecast for the planning period.

TABLE 5 : Revenue Forecast							
(in thousands of dollars)	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Actual	Outlook	Forecast	Forecast	Forecast	Forecast	Forecast
Admission and program fees	5,359	4,194	5,073	4,985	5,340	5,536	5,740
Ancillary operations	1,776	1,770	1,828	1,834	1,893	1,954	2,019
Contributions	1,899	1,290	1,395	1,482	1,506	1,552	1,602
Interest income	126	84	115	121	127	133	140
Other	719	749	788	802	815	832	944
Total revenues	9,879	8,087	9,199	9,224	9,681	10,007	10,445

The revenue forecast for admission and program fees and other revenues in 2018-19 and beyond are aggressive, and will be monitored closely by the Museum, given the challenging business environment.

In 2018-19, the Museum is projecting total revenues of \$9.2 million, an increase of \$1.1 million from the outlook for 2017-18. The increase of \$1.1 million is mainly attributable to admission and surcharges fees related to the Museum's major temporary exhibitions which in 2018-19 will include Brain: The inside Story and Animal Survival Tactics. The 2018-19 forecast anticipates that the Museum will lose admission and membership revenues to the newly renovated National Museum of Science and Technology (Ingenium) opened on November 2017 as attendance in 2018-19 is expected to be only slightly up over 2017-18, or even flat.

5.2.3 Contributions

In 2018-19 the Museum is anticipating that it will recognize a total of \$1.4 million in contributions mainly attributable to the annual giving and Major Gifts and \$0.2 million in gift-in-kind.

5.2.4 Operating Expenditures by Core Responsibility

TABLE 6: Budget Summary by Core Responsibility							
(in thousands of dollars - except for staff levels)	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Actual	Outlook	Budget	Forecast	Forecast	Forecast	Forecast
Staff Levels	135	137	142	142	142	142	142
Visitor experience and public engagement	10,650	9,821	10,255	9,978	10,171	10,270	10,394
Scientific knowledge and collection care	6,932	7,003	7,490	7,497	7,532	7,449	7,472
Buildings and grounds	13,225	12,943	13,366	13,592	13,791	14,035	14,291
Internal support services	5,844	5,451	4,889	4,958	4,988	5,054	5,089
Sub-total	36,651	35,218	36,000	36,025	36,482	36,808	37,246
Less: Revenues	(9,879)	(8,087)	(9,199)	(9,224)	(9,681)	(10,007)	(10,445)
Appropriation	26,772	27,131	26,801	26,801	26,801	26,801	26,801

Note: Table 6 is prepared on a cash basis whereas the financial statements are prepared on an accrual basis and therefore, Deferred Parliamentary Appropriations are not reflected in Table 4.

Table 6 outlines the budget summary by Core responsibility based upon approved reference levels and revenue projections for the planning period. The Museum's Departmental Results Framework consists of the Museum's Core Responsibilities that reflects the three central aspects of the Museum's mandate: Inspiration and engagement, Collections care and access and Research and discovery. Building and grounds includes the ongoing operations and maintenance of the Museum's two facilities. Internal services includes the development and implementation of policies, accountability structure, processes and support

to all Museum activities that contribute to the fulfillment of the Museum's mandate, including governance, strategic planning and corporate services.

Appropriation in 2018-19 decreased to \$26.8 million from \$27.1 million. This decrease of \$0.3 million is attributable to \$0.3 million increase to the ongoing reference levels starting 2018-19 and \$0.6 million onetime increase to the 2017-18 reference level to address compensation adjustments.

Strategic Risks / Opportunities and Mitigation / Leveraging Strategies

The Museum has in place an enterprise risk management framework designed to effectively and proactively manage the risks that could prevent the Museum from achieving its objectives. This Corporate Plan Summary identifies five risks/opportunities and their related mitigation/leveraging strategies. The risk mitigation step involves development of mitigation strategies designed to manage, eliminate, or reduce risk to an acceptable level, ideally low. The opportunity leveraging step involves development of a plan to maximize the benefits of the opportunity for the organization taking into account the costs. Once a strategy is implemented, it is continually monitored to assess its efficacy with the intent of revising the course-of-action if needed.

Summary of key risks/opportunities and mitigation/leveraging strategies are as follow:

1. Advancement – Risk that a limited donor pipeline may constrain financial resources available to support the investment required for initial implementation of the Museum’s strategic objectives. This is mitigated by a comprehensive advancement program that identifies, cultivates, solicits and stewards donors and prospects, led by a team of fundraising professionals and a new group of committed fundraising volunteers and board members.
2. Structural Deficit - Risk that the structural deficit will continue to increase due to expenses increasing at a greater rate than revenues, such as utilities, property, taxes and general inflation. This is mitigated by a continuous process of expenditure review, admission revenue monitoring and earned revenue growth.
3. Information Management & Technology – Opportunity that information technologies and information data systems are available and leveraged to support organizational objectives. This is supported by new leadership and skills in Information Technology (IT) and Information Management (IM) and an IT strategy that responds to and enables the strategic objectives of the Museum within the resources available.
4. Succession - Risk that a significant number of employees are eligible for retirement resulting in the loss of corporate memory and key skills. To mitigate this risk the Museum developed and monitors a succession plan that includes skills development.
5. Budget 2016 - Risk that capital projects funded through budget 2016 and identified in this submission would not be completed on time and on budget to meet the required scope. Quarterly tracking internally will ensure the Museum fulfills its spending commitments.

Financial Statements

The pro forma financial statements have been prepared in accordance with Section 4200 series of the Canadian Public Sector Accounting Standards applicable to government-not-for-profit organizations consistent with those reported in the institution's annual report. The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations.

STATEMENT 1: Statement of Financial Position							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<i>(in thousands of dollars)</i>	Actual	Pro forma	Pro forma	Pro forma	Pro forma	Pro forma	Pro forma
Assets							
Current							
Cash and cash equivalents	14,190	12,263	8,750	8,396	7,972	7,456	6,797
Restricted cash	3,450	500	500	500	500	500	500
Restricted investments	-	1,000	1,000	200	200	200	200
Accounts receivable							
Trade	466	400	300	300	300	300	300
Government departments and agencies	519	500	500	500	500	500	500
Prepaid expenses	910	700	700	700	700	700	700
	19,535	15,363	11,750	10,596	10,172	9,656	8,997
Collections	1	1	1	1	1	1	1
Restricted investments	-	2,000	2,000	1,800	1,600	1,400	1,400
Investments	-	1,000	1,000	1,000	1,000	1,000	1,000
Capital assets	184,306	178,257	175,859	172,333	164,976	159,884	155,347
	203,842	196,621	190,610	185,730	177,749	171,941	165,845
Liabilities							
Current							
Accounts payable and accrued liabilities							
Trade	4,204	2,000	1,500	1,500	1,000	1,000	1,000
Government departments and agencies	949	100	100	100	100	100	100
Current portion - obligation under capital lease	873	963	1,064	1,174	1,296	1,296	1,431
Deferred revenue, contributions and parliamentary appropriations	5,793	5,000	3,000	2,000	1,000	500	500
Employee future benefits	262	220	200	200	200	200	200
	12,081	8,283	5,864	4,974	3,596	3,096	3,231
Obligation under capital lease	25,972	25,000	23,936	22,762	21,466	21,466	20,035
Deferred contributions related to capital assets	169,324	167,214	164,914	162,226	156,937	151,325	146,486
Employee future benefits	2,820	2,600	2,400	2,200	2,000	2,000	1,600
	210,197	203,097	197,114	192,162	183,999	177,887	171,352
Accumulated Deficit							
Unrestricted	5,507	5,505	5,505	5,505	5,505	5,505	5,505
Restricted for endowment purposes	-	-	-	-	-	-	-
Investment in capital assets	(11,863)	(11,981)	(12,009)	(11,937)	(11,755)	(11,451)	(11,012)
	(6,356)	(6,476)	(6,504)	(6,432)	(6,250)	(5,946)	(5,507)
	203,842	196,621	190,610	185,730	177,749	171,941	165,845

Note:

The accumulated deficit in the forecast year and five-year year planning period in the Statement of Financial Position are entirely a result of the accounting treatment related to a long-term capital lease. The Museum received borrowing authority to enter into a long-term capital lease obligation to fund the National Heritage Campus located in Gatineau. The Statement of Operations therefore reflects the interest on the capital lease obligation as well as depreciation charges because of the recognition of the building as an asset. The accounting treatment of the costs associated with the Gatineau facility has a significant negative impact on the Museum's Statement of Operations. The situation will begin to reverse in 2019-2020 until it is fully eliminated by the end of the lease term in 2031. This does not impact the Museum's cash flow or financial stability in anyway.

STATEMENT 2: Statement of Operations							
<i>(in thousands of dollars)</i>	2016-2017 Actual	2017-2018 Pro forma	2018-2019 Pro forma	2019-2020 Pro forma	2020-2021 Pro forma	2021-2022 Pro forma	2022-2023 Pro forma
Revenue							
Admission and program fees	5,359	4,194	5,073	4,985	5,340	5,536	5,740
Ancillary operations	1,776	1,770	1,828	1,834	1,893	1,954	2,019
Contributions	1,899	1,290	1,395	1,482	1,506	1,552	1,602
Interest	126	84	115	121	127	133	140
Other	719	749	788	802	815	832	944
	9,879	8,087	9,199	9,224	9,681	10,007	10,445
Expenses							
Inspiration and engagement	9,442	9,822	10,255	9,978	10,171	10,270	10,394
Collections care and access	2,729	2,254	2,425	2,449	2,473	2,498	2,522
Research and discovery	4,316	4,749	5,066	5,049	5,060	4,952	4,951
Internal support services	5,018	5,451	4,889	4,958	4,988	5,054	5,089
Buildings and grounds	18,540	21,293	22,217	22,503	22,727	22,996	23,277
	40,045	43,569	44,852	44,937	45,419	45,770	46,233
Net result of operations before government funding	(30,166)	(35,482)	(35,653)	(35,713)	(35,738)	(35,763)	(35,788)
Parliamentary appropriation	31,699	35,362	35,625	35,785	35,920	36,067	36,227
Net result of operations	1,533	(120)	(28)	72	182	304	439

Note:

The losses recognized in the forecast year and five-year year planning period in the Statement of Operations are entirely a result of the accounting treatment related to a long-term capital lease. The Museum received borrowing authority to enter into a long-term capital lease obligation to fund the National Heritage Campus located in Gatineau. The Statement of Operations therefore reflects the interest on the capital lease obligation as well as depreciation charges because of the recognition of the building as an asset. The accounting treatment of the costs associated with the Gatineau facility has a significant negative impact on the Museum's Statement of Operations. The situation will begin to reverse in 2019-2020 until it is fully eliminated by the end of the lease term in 2031. This does not impact the Museum's cash flow or financial stability in anyway.

STATEMENT 3: Statement of Changes in Net Assets

<i>(in thousands of dollars)</i>	Unrestricted	Invested in capital assets	
Net assets, beginning of year	3,765	(11,654)	(7,889)
Deficiency of revenue over expenses	1,533	-	1,533
Net change in investment in capital assets	209	(209)	-
Net assets, end of year 2016-2017	5,507	(11,863)	(6,356)
Net assets, beginning of year	5,507	(11,863)	(6,356)
Deficiency of revenue over expenses	(120)	-	(120)
Net change in investment in capital assets	118	(118)	-
Net assets, end of year 2017-2018	5,505	(11,981)	(6,476)
Net assets, beginning of year	5,505	(11,981)	(6,476)
Deficiency of revenue over expenses	(28)	-	(28)
Net change in investment in capital assets	28	(28)	-
Net assets, end of year 2018-2019	5,505	(12,009)	(6,504)
Net assets, beginning of year	5,505	(12,009)	(6,504)
Deficiency of revenue over expenses	72	-	72
Net change in investment in capital assets	(72)	72	-
Net assets, end of year 2019-2020	5,505	(11,937)	(6,432)
Net assets, beginning of year	5,505	(11,937)	(6,432)
Deficiency of revenue over expenses	182	-	182
Net change in investment in capital assets	(182)	182	-
Net assets, end of year 2020-2021	5,505	(11,755)	(6,250)
Net assets, beginning of year	5,505	(11,755)	(6,250)
Deficiency of revenue over expenses	304	-	304
Net change in investment in capital assets	(304)	304	-
Net assets, end of year 2021-2022	5,505	(11,451)	(5,946)
Net assets, beginning of year	5,505	(11,451)	(5,946)
Deficiency of revenue over expenses	439	-	439
Net change in investment in capital assets	(439)	439	-
Net assets, end of year 2022-2023	5,505	(11,012)	(5,507)

STATEMENT 4: Statement of Cash Flows							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<i>(in thousands of dollars)</i>	Actual	Pro forma	Pro forma	Pro forma	Pro forma	Pro forma	Pro forma
Operating activities							
Cash receipts - customers	10,070	8,535	10,414	10,053	9,814	9,633	9,705
Cash receipts - parliamentary appropriation for operating activities	26,766	27,131	26,801	26,801	26,801	26,801	26,801
Cash disbursements - suppliers and employees	(27,870)	(35,237)	(31,593)	(32,129)	(33,166)	(33,084)	(33,164)
Interest received	139	84	115	121	127	134	134
Interest paid	(2,724)	(2,627)	(2,537)	(2,436)	(2,326)	(2,204)	(2,204)
Cash provided by (used in) operating activities	6,381	(2,114)	3,200	2,410	1,250	1,280	1,272
Capital activities							
Acquisition of capital assets	(2,168)	(7,962)	(10,030)	(3,870)	(500)	(500)	(500)
Cash used in capital activities	(2,168)	(7,962)	(10,030)	(3,870)	(500)	(500)	(500)
Financing activities							
Obligation under capital lease	(790)	(873)	(963)	(1,064)	(1,174)	(1,296)	(1,431)
Donations received for purchase of capital assets	2,000						
Appropriation received for purchase of capital assets	2,998	6,072	4,280	2,170	-	-	-
Cash used in financing activities	4,208	5,199	3,317	1,106	(1,174)	(1,296)	(1,431)
Decrease in cash and cash equivalents	8,421	(4,877)	(3,513)	(354)	(424)	(516)	(659)
Cash and cash equivalents, beginning of year	8,444	14,190	12,263	8,750	8,396	7,972	7,456
Restricted cash, beginning of year	775	3,450	500	500	500	500	500
Cash and cash equivalents and restricted cash, end of year	17,640	12,763	9,250	8,896	8,472	7,956	7,297