



# Kings Landing Corporation

Annual Report  
**2014-2015**

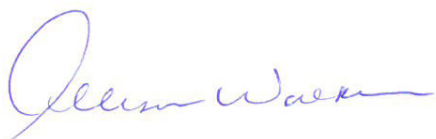
October 11, 2017

Honourable John Ames  
Minister of Tourism, Heritage and Culture  
Province of New Brunswick  
Fredericton, New Brunswick

Dear Minister Ames:

On behalf of the Board of Directors, it is my pleasure to submit to you the Annual Report of Kings Landing Corporation for the fiscal year ended March 31, 2015.

Sincerely,



Allison Walker, Chair  
Kings Landing, Board of Directors

# Board of Directors

Mark McCauley (Chairperson)

D. Andrew Rouse (Vice –Chair)

M. Dawn Bremner

Jan Rowinski (resigned May 2014)

Allison Walker

Helen Jean Newman

Juan Estepa

Ian Stead

Marc E. Smith

Christopher Hand

Dr. William George Bensen (resigned Sept. 2014)

# Executive Director's Report 2014-2015

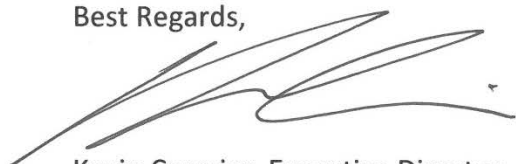
On behalf of the management and staff of Kings Landing Corporation, I am pleased to present our 2014-2015 Annual Report. This report summarizes the highlights of Kings Landing Corporation's financial and operational activity over the past year.

This year marked Kings Landing's 40<sup>th</sup> anniversary – and what a year it was! With new programs, new exhibit space, new retail model and an expanded level of interpretation, Kings Landing continued its strategic growth in building new audiences and pushing the boundaries of living history interpretation and experience.

While the year also presented its fair share of challenges, including the Tropical Storm Arthur, resulting in Kings Landing being closed for an unprecedented eight days, it also marked key successes, including securing new funding through the recently updated Provincial Cultural Policy as well as the opening of the MacBeath Exhibit Hall. Funding commitments through the Provincial Disaster Relief program were also realized to repair major infrastructure damaged in the December 2010 flood, earmarking \$3.8 Million dollars for a new dam, bridge and repairs to the iconic sawmill complex.

Indeed the 2014-2015 fiscal year was an exciting and pivotal one. I'd like to thank all those involved in making it a success.

Best Regards,

A handwritten signature in black ink, appearing to read 'Kevin Cormier', with a stylized flourish at the end.

Kevin Cormier, Executive Director  
Kings Landing Corporation

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# About Kings Landing Corporation

Created over a period from 1967 to 1974, Kings Landing Corporation operates Kings Landing Historical Settlement, a world-class living history museum depicting and interpreting life in rural New Brunswick from the 18<sup>th</sup> to the 20<sup>th</sup> century. In 40 years, over 3 million visitors have come to experience history come to life within a 300-acre site and a priceless collection of over 70,000 artifacts.

## Mission

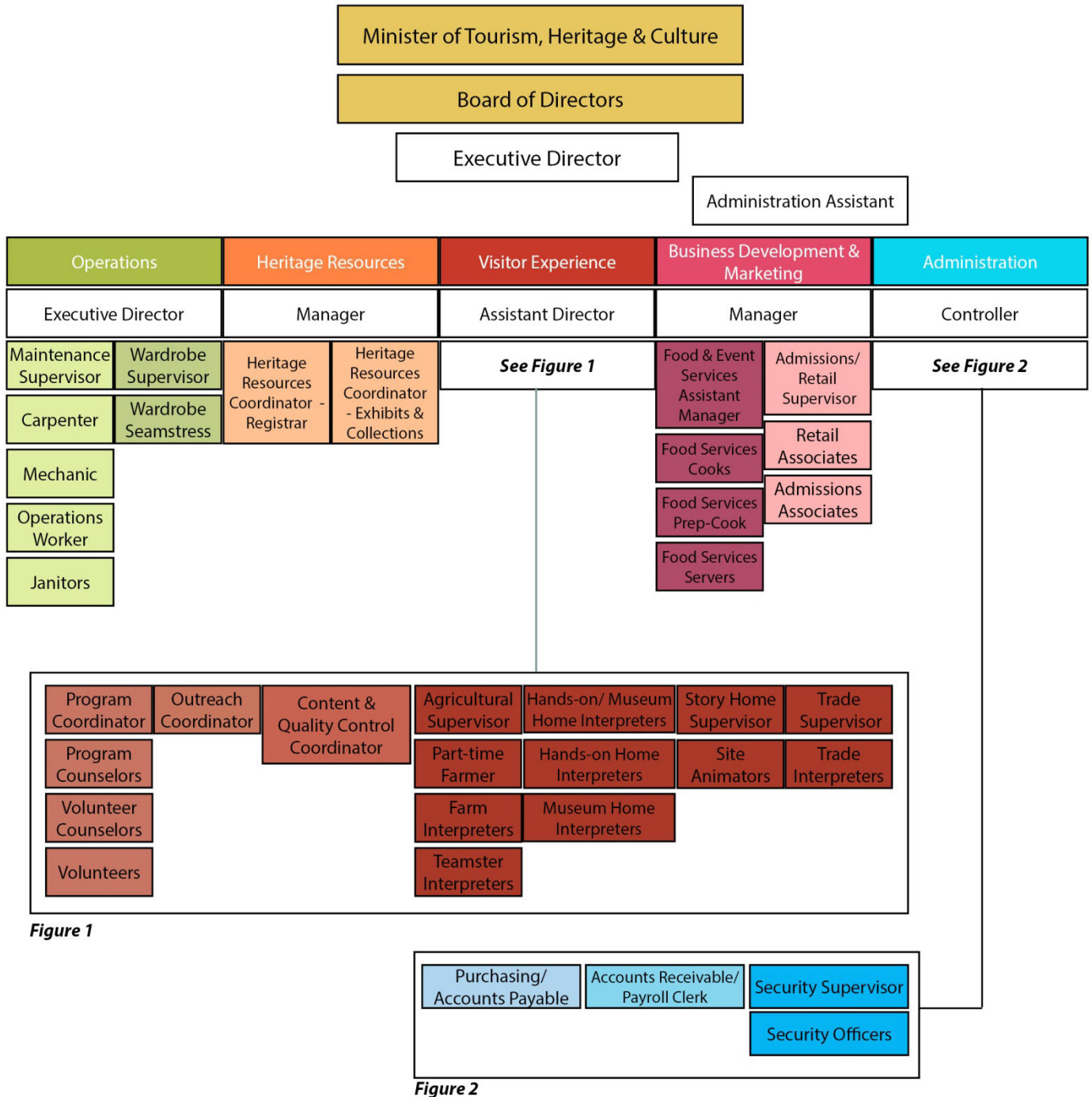
To create, maintain, and operate as a world-class attraction an authentic living history museum that will attract, educate, enrich, and entertain tourists and New Brunswick residents by depicting life in rural New Brunswick during the 19<sup>th</sup> century.

## Key Corporate Objectives

- Preserve and manage our physical collection defined as buildings (both historic and reconstructed), artifacts, plants/trees and animals.
- Authentically interpret the heritage (defined as work habits, craft techniques, life stories and historic events) within the context of our Mission.
- Provide an unforgettable positive experience, for visitors, employees and volunteers that educates and enriches.
- Be responsible stewards in order to ensure organizational sustainability by living within our financial means, our resource means, the appropriate acts, governmental policies and agreements within which Kings Landing resides.

# Organizational Chart

## Kings Landing Corporation Organizational Structure 2014-2015



# Highlights of the Year

## **Business Development Department**

A new Business Development Manager was hired to oversee all lines of business and to create a strategy to bring incremental increases to travel trade business as well as steadily grow revenues by working collaboratively with Visitor Experience.

## **Admissions**

Admission prices were increased by 7% to reflect a more competitive pricing with like museums and attractions within the region. Tropical Storm Arthur forced Kings Landing to close for an unprecedented eight days during a traditionally high visitation period of the season resulting in admissions revenue posting essentially no growth in sales (\$283,515). Kings Landing's total number of visitors for the year was 23,338, down 9% from the previous year. It is important to note, however, that had Kings Landing not shut down for the eight days – visitation would have been up an estimated 2.5% over 2013.

## **Retail**

This year, we changed our retail footprint by closing the retail component of the Grant Store and relocating it to the former ice cream parlor and changing its name to The Barony General Store. Staff at the store dressed in period costumes and the store is the last stop for wagons. The Peddler's Market also launched this past summer having relocated in a new area of the Visitor Reception Building; positioned so that guests leaving can exit through the retail space. Overall sales from the retail operation were down 6.4% over 2013 – largely due to the closure of the site for eight days.

## **Food Services**

This year saw substantial changes to this line of business--notably a new menu for the first time in decades that offered more modern fare to customers. This has resulted in lower revenues (cheaper items) but greater profitability. Food Services revenue increased by 1% and profitability rose 24% over the year prior.

## **Marketing**

Marketing initiatives continued on the strategy of the year prior with the incremental development of social media presence relying on cost-efficient word of mouth advertising primarily centred on new programming and experiences. Of note was the adoption of the same market segmentation tools used by the Department of Tourism and Culture: Explorer Quotient. This data set aided in the development of target markets that dove-tailed into both the provincial and local municipal initiatives. This adoption also meant tracking guest visitation by postal code for future planning and analysis.

Kings Landing also attended the Atlantic Canada Showcase in Prince Edward Island as part of the New Brunswick delegation to network and sell to travel trade group buyers from across the United States and Canada.

## **Visitor Experience Department**

### **Site Interpretation**

This season saw a significant change in the quality of historical interpretation. The method of interpretation shifted from third person to first person by costumed interpreters. This shift in interpretive delivery required the creation of specific character abstracts and rigorous training. We have experienced that first person interpretation allows interpreters to bring visitors closer to the stories being told and assist them in relating to the history being interpreted. Kings Landing has hired a new Training and Content Coordinator to assist in this transition and elevate us to a higher degree of interpretive quality.

### **Education**

The Visiting Cousins & Family Kin immersion programs were operated during the summer school break. These programs offer an opportunity for children ages 9 to 15 to stay overnight and dress in period costume in order to live as a child their age would have in the 19th century for five days. Activities include doing chores on the farm, attending the one-room schoolhouse, learning to cook, do laundry, make a nail in the blacksmith shop and help maintain gardens. 176 children participated in the program this year, down 15% from last year as a result of Hurricane Arthur, whereas one week of the program was cancelled.

## **Heritage Resources Department**

After several years in development, the Board of Directors adopted a new Collections Management and Acquisitions Policy in January 2015. This document articulates how the Kings Landing Collection is to be managed and defines criteria for acquiring new pieces.

## Acquisition Highlight:

One collection we received this year that was of worthy mention was the following:

### **M2014.1** Elaine Gunter Estate (acquired winter 2014)

- A collection of artefacts that belonged to the late Elaine Gunter, a direct descendant of the Gunter family who built a house in Bear Island, York County, in 1825. This house would have been very close to the homes of the Ingraham, Hagerman, Lint, Perley, and Morehouse families, all represented at Kings Landing, and would have been across the St. John River from the Jones House. Kings Landing has several artefacts in its collection from the Gunter family.
- Elaine's parents were Byron Gunter (1897-1975) and Stella Boone (1908-1999). Byron's parents were Fred Gunter (born 1873), raised in Queensbury, and Fannie Mitchell (1879-1903), raised in Scotch Settlement. She was a niece of James Mitchell, who built the Hagerman House, Ingraham House, Kings Head Inn and the Heustis House. We have a sampler made by Fannie Mitchell in our collection.
- Fred Gunter's parents were Isaac Judson Gunter (1842-1912) and Mary Ingraham (1849-1930).
- Isaac Gunter (1787-1879) and his wife, Maria (1804-1883), parents of Isaac Judson Gunter, purchased lot 123, consisting of 524 acres, in Bear Island, on May 1, 1825 from Amasa Coy.
- This small collection consists of furniture, crockery and china.

## Operations Department

### Maintenance

Notable in 2014-2015 was the initiation of the dam replacement project. With the Department of Transportation and Infrastructure as the lead, a tender was issued for the removal of the existing dam structure. All elements of the dam were removed by 4<sup>th</sup> quarter in preparation for the 2<sup>nd</sup> phase and tender issuance – to build a new dam in 2015-2016.

In addition, the print shop was moved from the west side of the site to its new location on the east side village. This served two purposes – to repurpose its existing foundation for a new summer stage for additional programming and to ensure the popular print shop remained interpreted in 1<sup>st</sup> person.

During the Tropical Storm Arthur, Kings Landing suffered the loss of over 1,000 trees on the property. Fortunately, no buildings were damaged. Power infrastructure was damaged requiring repairs to overhead lines.

Several repair and replacement projects were performed as part of normal maintenance practices. These included structural work done to the Joslin Carriage Barn foundation, Blacksmith Shop foundation, repainting the King's Head Inn, new greenhouses, and replacement of electrical infrastructure for Administration Building.

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FINANCIAL STATEMENTS

**KINGS LANDING CORPORATION**

3/31/2015

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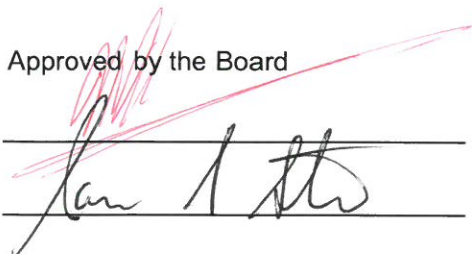
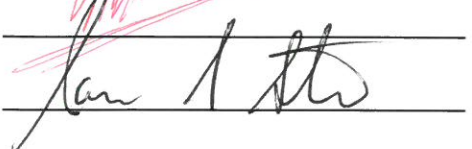
Kings Landing Corporation  
Statement of Financial Position  
As at 31 March

<b>FINANCIAL ASSETS</b>	<b>2015</b>	<b>2014</b>
Cash and cash equivalents	\$ 491,526	\$ 392,566
Accounts receivable	55,007	20,174
	<u>546,533</u>	<u>412,740</u>
 <b>LIABILITIES</b>		
Accounts payable and accrued liabilities (Note 3)	218,167	184,382
Working capital advance payable (Note 4)	200,000	200,000
Deferred revenue (Note 2)	37,237	23,855
	<u>455,404</u>	<u>408,237</u>
 <b>NET FINANCIAL ASSETS</b>	<u>91,129</u>	<u>4,503</u>
 <b>NON-FINANCIAL ASSETS</b>		
Prepaid expenses	3,022	265
Inventories (Note 5)	107,358	115,534
Kings Landing Collection (Note 2)	1	1
Tangible capital assets (Note 7)	3,156,155	3,341,032
	<u>3,266,536</u>	<u>3,456,832</u>
<b>ACCUMULATED SURPLUS</b>	<u>\$ 3,357,665</u>	<u>\$ 3,461,335</u>

Contingent liabilities – Note 11

The accompanying notes are an integral part of these financial statements.

Approved by the Board

 Chairperson *Mark McCauley*  
 Director *Ian Stead*

Kings Landing Corporation  
Statement of Operations and Change in Accumulated Surplus  
For the year ended 31 March

	Budget 2015 (Note 10)	Actual 2015	Actual 2014
<b>REVENUE</b>			
Admissions	\$ 312,728	\$ 283,515	\$ 283,708
Gift Store	163,000	160,043	171,551
Food Services	369,000	372,849	369,635
Interpretation & education	86,600	66,657	101,964
Other Operating Revenue (Note 13)	40,630	28,577	43,302
	<u>971,958</u>	<u>911,641</u>	<u>970,160</u>
<b>GRANTS</b>			
Provincial – Operating	2,617,000	2,647,176	2,295,908
Provincial – Other (Note 9)	50,000	50,000	50,000
Federal	-	-	27,279
Marketing	-	-	14,239
Employment Programs	15,000	19,306	23,359
	<u>2,682,000</u>	<u>2,716,482</u>	<u>2,410,785</u>
	<u>3,653,958</u>	<u>3,628,123</u>	<u>3,380,945</u>
<b>EXPENSES</b>			
Interpretation & education	1,229,412	1,208,252	1,217,771
Gift store	84,797	102,386	84,655
Maintenance	722,534	746,906	755,235
Security	201,105	210,532	203,605
Curatorial	246,154	271,258	228,725
Visitor services	314,372	195,788	139,605
Public relations	73,936	44,846	143,667
Administration	430,553	427,463	386,453
Food services	351,000	336,985	340,515
Amortization of tangible capital assets	-	187,377	201,181
	<u>3,653,863</u>	<u>3,731,793</u>	<u>3,701,412</u>
<b>ANNUAL (DEFICIT) SURPLUS</b>	<u>95</u>	<u>(103,670)</u>	<u>(320,467)</u>
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>		<u>3,461,335</u>	<u>3,781,802</u>
<b>ACCUMULATED SURPLUS, END OF YEAR</b>		<u>\$ 3,357,665</u>	<u>\$ 3,461,335</u>

The accompanying notes are an integral part of these financial statements.

Kings Landing Corporation  
Statement of Changes in Net Financial Assets  
For the year ended 31 March

	2015	2014
<b>Net Financial Assets (Debt) at beginning of year</b>	\$ 4,503	\$104,166
Annual (deficit) surplus	(103,670)	(320,467)
Acquisition of tangible capital assets	(2,800)	(3,200)
Proceeds on disposal of tangible capital assets	500	500
Amortization of tangible capital assets	187,377	201,181
Loss (Gain) on disposal of tangible capital assets	(200)	2,012
Net change in prepaid expenses	(2,757)	13,998
Net change in inventory	8,176	6,313
<b>(Decrease) Increase in Net Financial Assets</b>	<u>86,626</u>	<u>(99,663)</u>
<b>Net Financial Assets at End of Year</b>	<u>\$ 91,129</u>	<u>\$ 4,503</u>

The accompanying notes are an integral part of these financial statements

Kings Landing Corporation  
Statement of Cash Flows  
For the year ended 31 March

**CASH PROVIDED BY (USED FOR):**

	<b>2015</b>	<b>2014</b>
Operating Activities		
Annual (deficit) surplus	\$ (103,670)	\$ (320,467)
Add items not involving cash:		
Amortization of tangible capital assets	187,377	201,181
Loss (Gain) on disposal of tangible capital assets	(200)	2,012
Increase (decrease) of non-cash components of working capital (Note 14)	17,753	16,690
	<u>101,260</u>	<u>(100,584)</u>
Capital Activities:		
Acquisitions of tangible capital assets	(2,800)	(3,200)
Proceeds from disposal of tangible capital assets	500	500
	<u>(2,300)</u>	<u>(2,700)</u>
<b>(DECREASE) INCREASE IN CASH</b>	<u>98,960</u>	<u>(103,284)</u>
Cash and cash equivalents, beginning of year	<u>392,566</u>	<u>495,850</u>
<b>Cash and cash equivalents, end of year</b>	<u><u>\$ 491,526</u></u>	<u><u>\$ 392,566</u></u>

**Cash and cash equivalents are represented by**

	<b>2015</b>	<b>2014</b>
Cash	\$ 125,467	\$ (20,254)
Short term Investments	<u>366,059</u>	<u>412,820</u>
	<u><u>\$ 491,526</u></u>	<u><u>\$ 392,566</u></u>

The accompanying notes are an integral part of these financial statements

**1. Nature of operations**

Kings Landing Corporation (the Corporation) is a provincial Crown agency incorporated by an Act of the New Brunswick Legislature. The Corporation serves the people of New Brunswick and visitors of the province by operating a living historical village as a dynamic, progressive outdoor museum.

**2. Summary of significant accounting policies**

**General**

These financial statements are prepared by Management using the Corporation's accounting policies stated below, which are in accordance with Canadian public sector accounting standards (PSAS) as issued by the Public Sector Accounting Board.

**Revenue recognition**

Government transfers are transfers of money, such as grants, for which the Corporation does not provide any goods or services directly in return.

Government transfers are recognized in the Corporation's statements as revenue in the period the events underlying the transfer occurred, as long as the transfer is authorized and eligibility criteria have been met. Government transfers consist of operating and capital grants from the Province of New Brunswick. The Corporation received from the Province disaster assistance due to Tropical Storm Arthur and cultural funding grants to create an exhibition gallery in 2014-2015.

Revenue from general operations is recognized when products and services are delivered to the customer and collection is reasonably assured.

**Deferred revenue**

Amounts received for registration fees are deferred and recognized in revenue over the period to which they relate.

**Asset classification**

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not to be consumed in the normal course of operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver services, may be consumed in normal operations and are not for resale. Non-financial assets include prepaid expenses, inventory, tangible capital assets and the Kings Landing Collection.

**Kings Landing Collection**

The Kings Landing Collection is composed of some 70 major historical structures and thousands of individual artifacts from the period between 1780 and 1900. The structures and artifacts are not replaceable as each piece represents a unique aspect of New Brunswick history. In recognition of this, the collection is valued at \$1 and individual pieces purchased by the Corporation are expensed in the year of acquisition. Similarly, costs of maintaining the collection are charged to maintenance expense as incurred. During the year, artifacts with an estimated fair value of \$9,905 (2014 - \$23,012) were received from donors and added to the collection.

**Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, bank balances, or cheques in excess of funds on deposit, and a GIC with a maturity of less than one year as at March 31, 2015. The Corporation has overdraft protection at a financial institution where interest is calculated at prime rate plus 1.5% per year.

**Contributed services**

Volunteers contribute a significant number of hours to assist the Corporation in carrying out its activities. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

**Pension contributions**

Effective January 1, 2014, the Public Service Superannuation Plan (PSSA) was converted and replaced by the Public Service Shared Risk Plan (PSSRP). The PSSRP is a shared risk pension plan in accordance with the *New Brunswick Pension Benefits Act*. Certain employees of the Corporation are entitled to receive pension benefits under the PSSRP. This converted plan requires all employees classified as full-time employees to participate in this new plan, which is funded by both the employee and the employer. The Corporation is not responsible for any unfunded liability nor does it have access to any surplus with respect to its employee pensions.

**Retirement allowances**

Certain long serving employees receive a retirement allowance upon retirement from public service. The plan is funded by the Province of New Brunswick. The Province made changes to its retirement allowance program during the fiscal 2013-2014 year where management and non-union employees of the Corporation will no longer accumulate retirement allowance credits. Employees who were participating in this program were offered a choice of pay-out in lieu of a retirement allowance or, for those with more than five years of service, an option to defer the pay-out until retirement. The Corporation's costs and liability associated with the plan and its recent changes are not included as part of its budget but are recorded by the Province in its financial statements. There were no payouts made during the year.

**Liability for injured workers**

The Corporation is responsible for benefit payments to WorkSafeNB for injured employees. Amounts billed by WorkSafeNB and management's estimate of the value of unbilled payments have been accrued.

**Measurement uncertainty**

The preparation of financial statements in accordance with 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 reported amounts of revenues and expenses during the reporting period. The most significant areas requiring the use of management estimates related to the determination of employee benefit liabilities, amortization rates of tangible capital assets and the amount of inventory subject to obsolescence. Actual results could differ from management's best estimates, as additional information becomes available in the future.

**Tangible capital assets**

Acquired or contributed tangible capital assets, except those of a historical nature, are recorded at cost or appraised value where cost is not determinable. Amortization is calculated using declining balance rates of 5% to 20% or straight line over 20 to 30 years, which represent the estimated useful life of the assets. The Corporation has 91.5 acres of land on both sides of the St. John River. Approximately 40 acres are used for site purposes. Because its purpose is to serve as a site for the collection, the land has been recorded at a value of \$1.

**Inventory**

Inventory is valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business. Inventories consist of fabrics, food and merchandise held for resale. Management estimates the inventory obsolescence results from the decline in saleable value.

**Kings Landing Corporation**  
**Notes to the Financial Statements**  
**31 March 2015**

**Financial instruments**

Financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities and working capital advance payable.

Financial instruments are recognized when the Corporation becomes a party to the contractual rights and obligations of the financial instrument.

Financial instruments are derecognized when the contractual rights to the cash flows from the financial asset have expired or have been transferred, and the Corporation has transferred substantially all risks and rewards of ownership, or are derecognized when the contractual obligation has been discharged, cancelled, or has expired.

The Corporation designates its financial instruments as follows:

- a) Cash and cash equivalents are measured at fair value. Fair value is assumed to represent the carrying value, which is at historical cost.
- b) Accounts receivable, accounts payable and accrued liabilities and working capital advance payable are measured at amortized cost.

**3. Accounts payable and accrued liabilities**

	<b>2015</b>	<b>2014</b>
Employee benefits	\$ 132,695	\$ 119,539
Other accounts payable and accrued liabilities	85,472	64,843
	<u>\$ 218,167</u>	<u>\$ 184,382</u>

**4. Working capital advance payable**

The demand loan owing to the Province of New Brunswick is unsecured and non-interest bearing with no specific terms of repayment.

**5. Inventories**

	<b>2015</b>	<b>2014</b>
Gift store	\$ 60,048	\$ 71,140
Fabrics	11,191	8,788
Food and liquor	33,947	31,810
Other	3,814	5,438
Subtotal	<u>109,000</u>	<u>117,176</u>
Less: Provision for obsolescence	<u>(1,642)</u>	<u>(1,642)</u>
	<u>\$ 107,358</u>	<u>\$ 115,534</u>

**6. Expenses by object**

	<b>2015</b>	<b>2014</b>
Amortization	\$ 187,377	\$ 201,181
Salaries, wages and benefits	2,672,882	2,647,856
Cost of goods sold	195,839	178,703
Other Expenses	<u>675,695</u>	<u>673,672</u>
	<u>\$ 3,731,793</u>	<u>\$ 3,701,412</u>

**Kings Landing Corporation**  
**Notes to the Financial Statements**  
**31 March 2015**

**7. Tangible capital assets**

	Land	Buildings	Site Services	Mobile Equipment	Computer Hardware	Office Furniture	2015 Total	2014 Total
<b>Cost</b>								
Opening Cost	1	4,970,746	211,567	379,375	98,176	31,659	5,691,524	5,715,777
Additions net of disposal	-	-	-	1,300	-	-	1,300	(24,253)
<b>Closing Cost</b>	1	4,970,746	211,567	380,675	98,176	31,659	5,692,824	5,691,524
<b>Accumulated Amortization</b>								
Opening Accumulated Amortization	-	1,961,890	37,939	261,200	66,103	23,360	2,350,492	2,174,252
Disposal	-	-	-	1,200	-	-	1,200	24,941
Amortization Expense	-	150,812	7,360	21,130	6,415	1,660	187,377	201,181
<b>Closing Accumulated Amortization</b>	-	2,112,702	45,299	281,130	72,518	25,020	2,536,669	2,350,492
<b>Net Book Value</b>	1	2,858,044	166,268	99,545	25,658	6,639	3,156,155	3,341,032

**8. Risk management**

The carrying value of the Corporation's financial instruments are assumed to approximate their fair amounts because of their short term to maturity.

An analysis of significant risk from the Corporation's financial instruments is provided below:

- Credit risk – Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation. Accounts receivable balances are due from the federal government and related parties of the Province and are considered low risk due to excellent collection history. Accounts receivable balances from external organizations are deemed insignificant to the Corporation's financial statements. The Corporation's maximum exposure to credit risk at March 31, 2015 is equal to the accounts receivable balance of \$55,007. Credit risk is not disbursed as the Federal government and related entities of the Province comprise a significant portion of the accounts receivable balance.
- Liquidity risk – Liquidity risk is the risk of not being able to settle or meet an obligation on time or a reasonable price. The Corporation manages liquidity risk by maintaining sufficient cash and cash equivalent balances to meet operating and capital requirements.
- Interest rate risk - Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or fair values of financial instruments. The Corporation's management considers exposure to interest rate risk to be insignificant.
- Currency risk – Currency risk arises on financial instruments denominated in a foreign currency. The Corporation is exposed to currency risk on purchases that are denominated in a currency other than the Corporation's functional currency, primarily in US Dollars (USD). The Corporation's foreign currency transactions are normally settled in the short term, therefore management considers exposure to currency risk to be insignificant.

**9. Provincial grant – other**

The Province of New Brunswick provided the Corporation with a \$50,000 capital grant in fiscal 2014-2015 (fiscal 2013-2014 - \$50,000). This grant was used for expenditures related to the maintenance and repairs on the Collection (Note 2).

**Kings Landing Corporation**  
**Notes to the Financial Statements**  
**31 March 2015**

**10. Budget**

The budget figures included in these financial statements have been derived from the estimates approved by the Board of Directors of the Corporation.

**11. Contingent liabilities**

The Corporation may be subject to litigation in the course of its operations. In management's judgment, no material exposure exists at this time and accordingly, management has not recorded a provision for loss in the financial statements.

**12. Economic dependence**

The Corporation is economically dependent on the Province of New Brunswick as it receives a significant portion of its funding from various government departments. The Province also provides certain other services from time to time such as staff resources, the cost of which has not been determined and is not included in these statements.

**13. Other operating revenue**

	<b>2015</b>	<b>2014</b>
Donations	\$ 1,155	\$ 5,616
Other	27,422	37,686
	<u>\$ 28,577</u>	<u>\$ 43,302</u>

**14. Non-cash components of working capital**

	<b>2015</b>	<b>2014</b>
Decrease (increase) in accounts receivable	\$ (34,833)	\$ 128
Decrease (increase) in prepaid expenses	(2,757)	13,998
Decrease (increase) in inventories	8,176	6,313
(Decrease) increase in accounts payable and accrued liabilities	33,785	(24,512)
(Decrease) increase in deferred revenue	13,382	20,763
	<u>\$ 17,753</u>	<u>\$ 16,690</u>

**15. Sawmill, Dam and Bridge Repair**

Flooding in December of 2010 resulted in extensive damage to a dam, sawmill and bridge on site. The dam has continued to deteriorate and after an assessment was conducted by the Department of Transportation and Infrastructure, it was determined that the area was no longer safe for interpretation. The estimated costs of repairs for the sawmill and dam are \$2.5 million and the replacement of the bridge is \$1.3 million, totaling \$3.8 million. Repair work on the dam, sawmill and bridge began in August 2015. None of these repair costs are being funded by the Corporation. The Department of Tourism, Heritage and Culture is responsible for all costs associated with this work.