KINGS LANDING

2019-2022
Corporate Strategy

Kings Landing Corporation
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2019-2022 Corporate Strategy

Kings Landing Corporation Act

Government has provided the following mandate direction to the **Kings Landing Corporation** under the ***Kings Landing Corporation Act****:*

- to collect, preserve and exhibit buildings and artifacts which are part of the Province's historical resources;
- to create, maintain and operate an historical settlement in the Mactaquac Headpond Area;
- to stimulate the interest of the public in matters depicted in the historical settlement and in historic sites within the Mactaquac Headpond Area;
- to engage in and promote the production and sale of articles and materials related to the historical settlement; and,
- to carry on the business of operating a restaurant, dining-room, lounge or similar establishment or any combination thereof.

Mission

To create, maintain and operate an iconic, authentic living history museum that will attract, engage, enrich and educate the people of New Brunswick and visitors by showcasing the well-researched adaptation by people who lived along the St. John River through the 19th century.

Interpretation should help guests connect emotionally and intellectually, by provoking thought, revealing meanings and relating to their lives. In doing so, interpretation should appeal to guests of all ages, backgrounds and learning styles.

Executive Summary

Over the past several years, Kings Landing Corporation has been on a path of growth focusing on evolving programming to increase visitation and revenues. The interpretation experience has continued to develop to present dynamic and interesting programming and exhibits to entice, educate and entertain visitors and in which they can actively participate.

This three year strategy lays the groundwork not only to enhance both visitation and revenue, but also to address other important areas that include, but are not exclusive to, renewing infrastructure, maintaining a strong workforce and expanding education outreach and accessibility and the pursuit of a higher standard of interpretation.

The programming and interpretation offered at Kings Landing over the course of the next three years will reflect the renewed mission and guiding principles of the Corporation and will be responsive to expectations of visitors and areas for prospective development. It will continue to develop with a balance of historical integrity and organizational sustainability by employing the right people, partnering with stakeholders and managing resources in accordance with overarching objectives.

Kings Landing recognizes its unique selling proposition as a regional key tourism attraction and will continue to partner closely with the City of Fredericton, the Department of Tourism, Heritage and Culture, Destination Canada as a Signature Experience and others that can help advance Kings Landing as a tourism and educational product Kings Landing will continue to strive to be a centre of excellence and anchor experience along the St. John River Valley recognizing its responsibility as a major regional economic generator.

Kings Landing will focus on being an exceptional employer, retaining and attracting a talented workforce that is well trained, passionate and well resourced to deliver an exceptional performance.

The Corporate Strategy will serve as the guide to annual plans where greater detail, expected outcomes and adherence to the Mandate Letter can be demonstrated.

Strategy Snapshot

Stakeholders

- Employees
- Guests
- Educators
- Current and future business partners
- Heritage Sector
- Public
- Government
- Board of Directors
- Suppliers
- Advisors (education, history, agriculture)

Cost Priorities Goals

- Significant investment in capital infrastructure renewal.
- Workforce turnover below 8% per year.
- Reduce administrative costs 5% each year.

Guiding Principles

Principle 1
Preserve, manage and research our physical collection defined as buildings (both historic and reconstructed), artifacts, plants/trees and animals to the highest standard.

Principle 2
Be responsible stewards by using sound, practical and responsible financial practices, manage our resources effectively, operate within the appropriate acts, government policies and agreements in which Kings Landing Corporation resides.

Principle 3
Present engaging and authentic experiences in a historical setting.

Principle 4
Authentically interpret and present heritage defined as work habits, craft techniques, life stories and historic events of the St. John River valley.

Principle 5
Seek partnerships to grow customer experiences, bottom line results, visitation, and/or number of employees.

Value Proposition

KLC to Businesses – We are a trusted Government partner who can guarantee to deliver an exceptional experience.

KLC to Consumers - You can roll up your sleeves and make a little history of your own with authentic, hands-on experiences in a beautiful self-paced setting.

KLC to Heritage Sector – We are a trusted heritage institution with a well research and vast collection to share our knowledge and experience in quality interpretation techniques.

KLC to Educators – We create memorable hands-on learning experiences that makes history jump off the pages.

Key Resources Requirements

- Funding from Government
- Employees (experience, knowledge and passion)
- Intellectual Property
- Artifacts (collection)
- Buildings/infrastructure
- Business partnerships
- Suppliers
- Visitors
- Academic Partners

Channels

Awareness generation:
- Social Media
- Search Optimization
- DMO/PMO support
- Traditional Media
- Digital curation
- Traditional advertising
- Intercept partnerships
- Trade shows
- Heritage events
- In-experience upsell
- Strategic Signage

Conversion:
- Online
- On-site
- Tour Operator
- Hotel (FIT)

Data collection:
- Online
- In person
- Groups
- Intercepts

Customer Segments

New Brunswick residents
Motivation: Personal history connection, Friends & Family, nostalgia, show to children, history buffs, No Hassle Travelers (fresh, original and creative experiences to share with their families).

Out of province visitors
Gentle No Hassle Travellers (family oriented, outdoor adventures; unique, local experiences; deals).

Authentic Experiencers (visit history cultural attractions during their travels and seek experiences that cultivate lasting memories with their children).

School Groups
School-aged children onsite, online and in classroom

Group Tours
Unique experience providing a peek into New Brunswick history and culture that provides great value for operators and their guests.

Customer Relationships Statements

Businesses – "As our partner, we want our relationship to be a win-win for both of us so that we both may grow."

Consumers – "As our guests, we welcome you to our experience with hospitality, personal attention and a desire to help you make positive memories that lasts a lifetime."

Heritage Sector – "We share a passion for history and we're eager to share and learn."

KLC to Educators – "We share a passion for teaching and want to help you provide a positive learning experience like no other."

Guest Experience Goal

- Maintain an 85% favorable satisfaction rating through guest feedback each year.

Priorities Goals: end of 2022

- Increase in self-generated revenue by 10%
- Increase in seasonal visitation of 20%
- Increase in student participation by 75%
- Increase of Group Tour business by 15%

Corporate Overview

Created over a period from 1967 to 1974, Kings Landing Corporation operates Kings Landing, a world-class living history museum depicting and interpreting life in rural New Brunswick from the 19th century. Since its inception, over 3.5 million visitors have come to experience history brought to life within a 300 acre site and through a priceless collection of over 77,000 artifacts.

Today Kings Landing primarily operates as a seasonal museum and attraction from June to October. Visitors visiting are treated to Exhibit Galleries and the Village. Exhibit Galleries feature contemporary programming museum exhibits, live theatre, and workshops for visitors to immerse themselves in historical context. In the Village visitors are invited to journey back in time to meet characters interpreting real stories of New Brunswick's past. Over 100 costumed, first person characters invite visitors to roll up their sleeves and take part in the day to day living of the 19th century. Programming at Kings Landing ensures that no two days are the same and there's always something for everyone.

Kings Landing also operates the famous King's Head Inn Restaurant featuring an authentic 19th century English pub where visitors can enjoy a choice of libations or fare from days gone by. The King's Head Inn provides daily service during the regular season and culinary Long table, Thanksgiving and Christmas dinners throughout the year. Booking months in advance to ensure a seat, these dinners are an annual tradition for many visitors.

Kings Landing Corporation manages a collection of over 77,000 artifacts which are used for study and exhibits and are carefully preserved in various collection centres. This Provincial collection is always evolving as new acquisitions are made to further learn about the Province's history. As a leader in the cultural and heritage sector, Kings Landing provides opportunities for research and loans to other institutions year-round.

In order to create the Kings Landing experience, substantial resources and support are required: the dedicated team of carpenters, seamstresses, security personnel, curators, researchers, entrepreneurs, artisans, musicians, interpreters and service staff all have one mission in mind: to make history awe-inspiring for every guest who visits Kings Landing.

Guiding Principles

Kings Landing Corporation will apply these five guiding principles over the next three years and will be foundational and help guide annual strategies and decision making.

Priority Pillars

Infrastructure Renewal

Employee Retention/Attraction

Greater Interpretive Mandate

Student Education

Incremental Revenue Contribution

Guest Visitation Growth

The infrastructure at Kings Landing is over 50 years old and there has been a growing list of deferred maintenance that will require attention over the next three years. Kings Landing will also be investing with the help of Government and other funding partners in infrastructure that will provide new revenue opportunities and better programming.

People are one of the great assets of Kings Landing: the people who work passionately to produce a memorable experience. Over the next three years Kings Landing will: A) establish a new workforce retention strategy to ensure that employees continue to find Kings Landing a viable place to work, B) develop a training curriculum for employees to learn unique skills required to present the programming and C) attract talented employees.

Over the next three years, Kings Landing will continue to strive to provide quality interpretation. In order to do that, it will focus on delivering on its Mission more precisely and with greater attention to depth of interpretation. The objective shall be to adequately balance the expectations of a tourism attraction with the historical integrity of its interpretation.

Kings Landing has enjoyed a fantastic reputation as a centre of excellence in experiential education. Over the next three years, Kings Landing will seek to establish a strong partnership with educators to ensure many more students have access to a curriculum-based programs both in the classroom and on site that demonstrate learning outcomes that are not only educational but also fun.

Over the last several years, Kings Landing has focused heavily on developing lines of business to help offset operational costs of producing the Kings Landing experience. Kings Landing will continue over the next three years to identify new and profitable ways to add value for guests while directly contributing to greater operational costs.

Strong attendance and guest engagement are critical for the sustainability of Kings Landing. As has been over the course of the last decade, Kings Landing will continue to focus on a guest growth strategy built on quality programing worthy of repeat visitation and favourable recommendation. Our focus shall be on community and intercept marketing; aiming to empower our audience to help entice new guests both local and foreign.

Mandatory for Success

In order to realize the goals established in the Corporate Strategy, Kings Landing recognizes that cooperation and coordination both within the Corporation, the Government and with external stakeholders and partners are necessary to ensure success. Kings Landing is committed to striving for excellence and fairness in all its interactions. Key to the success of the Corporate Strategy are:

1. **Base funding (Operating Grant) adjustment from Government to reflect a more accurate cost of operation and to be able to deliver programs as prescribed;**
2. **Contribution from Government for infrastructure renewal through the provincial capital budget;**
3. **The financial support and partnership in community engagement with the Kings Landing Foundation;**
4. **The commitment to developing an official Plan of Establishment to accurately reflect the human resources required to support the operational mandate.**
5. **That Kings Landing be an active partner and participant in the provincial Tourism Growth strategy and that the Department of Tourism, Heritage and Culture recognize Kings Landing as an anchor tourism experience both within the Province and along the St. John River Valley;**
6. **Commitment to the Strategy.**

Performance Targets

85%
Guest Satisfaction rating of “Excellent” or “Very Good”.

20%
Percentage growth in guest visitation

8%
Workforce turnover below 8% per year.

The Annual Plan for Kings Landing sets the direction for staff to ensure corporate performance targets are met. It is vitally important that each employee identify their contribution to the success of Kings Landing.

10%
Percentage growth of self-generated revenues.

75%
Percentage growth in student participation.

$3.12M
Investment in Infrastructure.

5%
Reduction of Administrative Expenses.

15%
Percentage growth of Group Tour Business.

A Closer Look

Kings Landing has endeavoured to provide programming and an integrated experience that resonates with visitors, pushes the pursuit of knowledge and research in the heritage field and promotes a sense of place. Given competing and complementary sites and experiences that aim to provide similar experiences, KL continues to adapt and engage visitors understanding that expectations are ever evolving.

Over the course of the last several years, Kings Landing has embarked on substantial programming changes to anticipate what visitors are looking for in a modern take on a living history museum. It has realized incremental gains in guest visitation, gains in revenues and favourable reaction of the experience. Visitors are coming back multiple times in a season because they see the values of the dynamic programming ensuring that no two visits offer the same experience.

But these successes do not mean slowing down or pausing. In 2018 Government announced the Provincial Tourism Growth Strategy; at its core is a requirement to be innovative in experiential product development that resonates with visitors to the Province and translates to increase in visits and longer stays. Kings Landing has been engaged in and is a proven leader in the development of experiential tourism product development and is poised to continue and expand in that capacity.

As a partner with Tourism, Heritage and Culture (THC) Kings Landing can ensure alignment in the development of the Tourism Growth Strategy Product Innovation approach. Alignment is also important for developing a leadership position as an icon experience focusing on heritage, culture, culinary and outdoor experience portrayed in marketing efforts of THC. As with KLC's involvement and recognition with the *Creative Futures – A Renewed Cultural Policy for New Brunswick* as a key institution in the delivery of this policy, KL appreciates that Government has recognized that Kings Landing has an important role to play within the tourism sector.

Operational Funding

Over the past twenty years, Government has maintained the same funding levels (except for increases due to bargaining wage increases), while the organization is subjected to an average annual inflation rate of approximately 1.38% per annum. This has essentially meant a net reduction in operating commitment and resulted in several structural deficit budgets being developed which has at times placed the Corporation in a vulnerable financial position. During the past four years, Government has provided an increase in operating grant under the condition of delivering additional programming in line with the *Creative Futures – A Renewed Cultural Policy for New Brunswick*. This, along with an aggressive audience growth strategy, has meant that KLC could effectively operate with no deficit for a period; however, there is always the risk of falling behind. While the Corporation has seen an increase in generated revenues, it will not experience enough net revenue growth to offset rising costs associated with service delivery. KLC needs to ensure that infrastructure can accommodate the increase in visitors, that the right number of employees are in place to service the increase demand and that there is continued heavy investment in new innovative programming. This requires increased yearly investment and partnership in marketing and travel trade, where lucrative new markets are presently being developed.

As part of the negotiation for renewed funding solution, KLC will seek to develop a Plan of Establishment to better inform the wage component of the operational funding. This has been a long-standing issue and has provided challenges to budgeting as rising wage costs are not being completely offset by Government funding: the amounts received do not reflect the correct number of employees who are employed in any given year required to deliver programming at expected levels. This in conjunction with most non-bargaining employees on indefinite personal service contracts has provided the organization with some workforce risk. The resulting increase in salaries and competitive compensation arrangements have meant a decrease in funding to operational expenses and this will require attention within the next year. Also, Kings Landing is seeking to provide greater stability for its employees who see Personal Service Contracts as a temporary employment solution. Kings Landing recognizes the risk of having critical talent leave the organization for pursuit of more permanent employment.

KLC is seeking a multi-year agreement with Government that will ensure adequate funding levels to not only deliver the services required under legislation, but to continue to grow visitation which in turn provides substantial economic benefit to the region as part of the Tourism Growth Strategy. It is the intent that over the next three years that KLC will formalize such an agreement with Government.

Capital Funding and Infrastructure

As part of a regular maintenance program Kings Landing has been able to keep up with small sized capital infrastructure needs but deferrals in overall capital maintenance has resulted in the need for dedicated resources to restore historic buildings and other infrastructure. It has been very beneficial that Government has contributed beyond the $50K over the last two years to help and KLC looks forward to continuing to work with Government to create an Asset Condition Assessment and Capital Renewal Plan (ACACRP). While the following table highlights maintenance issues, it is expected that priorities may change once the plan is completed in 2020.

Capital Infrastructure	2019-2020	2020-2021	2021-2022	Totals
Asset Condition Assessment and Capital Renewal plan		**Detail:** **$500,000** Asset Condition Assessment and Capital Renewal plan (ACACRP)	**Detail:** **$1,000,000** Projects arising from ACACRP	**$1,500,000**
Corrective / Conservation		**Detail:** **$100,000** Slipp House: ACM abatement, basement fire separation		**$100,000**
Preventative		**Detail:** **$27,000** a. Perley barn: raise and pour concrete foundation b. Chimney repointing **$15,000**		**$42,000**
Site & Underground Services		**Detail:** **$225,000** a. New transformers and power lines $200,000 (Phase 1 of 3) b. Gravel & grading of roads $25,000 (Phase 1 of 2)	**Detail:** **$170,000** a. New transformers and power lines $75,000 (Phase 2 of 3) b. Gravel & grading of roads $95,000 (Phase 2 of 2)	**$395,000**
New Construction/upgrades	**Detail:** **$94,500** a. New gas pump $6,000 b. Foundation re-setting, root cellar for Morehouse Kitchen and Ingraham Barn $50,000 c. Exhibit Pavilion upgrade $32,500 d. Corrective upgrades (Paint, etc.) - $6,000		**Detail:** **$800,000** Visiting Cousins Covid-19 dormitory refit/new build, pending ACACRP	**$894,500**
Repurposing		**Detail:** **$15,000** Lower warehouse: collections storage management		**$15,000**

Fleet Replacement		**Detail: $60,000** New truck & lawn mower (Phase 1 of 4)	**Detail: $65,000** a. New motor vehicles and mobile heavy equipment (Phase 2 of 4) b. Operating equipment: small machines (e.g. power generator, lathes and saws	**$125,000**
Security		**Detail: $20,000** Alarm monitoring system upgrade and expansion		**$20,000**
Wardrobe			**Detail: $30,000** Commercial washer and dryer replacement	**$30,000**
TOTALS	**$94,500**	**$962,000**	**$2,065,000**	**$3,121,500**

Self Generated Revenues

Admission and Business Development

Kings Landing operates several lines of business in addition to admission to the site. Admission revenues are comprised of:

- Daily admission for families, adults, youth and seniors;
- Season passes for families, adults, youths, seniors or ambassadors (guest + three friends);
- Bulk corporate admission pass sales;
- School and group tours;
- Travel trade tours (tour bus operators); and,
- Family, adult, and youth admission for two weekends of Sugar Bush activities in March.

Admission revenues is a combination of volume and price per category that yields an overall revenue target. Over the course of the next three years that target will increase to contribute to the overall objective of increasing self generated revenues by 10%. Admissions and Business Development will work at continuing to grow group tour business, the educational tours business, season pass volumes, bulk pass sales and in combination with marketing incrementally grow the volume of single day visitors.

Retail

KLC continues to operate the Peddler's Market, a retail gift store featuring "The Kings Landing Collection" that showcases locally made crafts, items made by staff of Kings Landing, old fashioned candy and items made by students of the New Brunswick College of Craft and Design. The next three years will focus a lot more on items seen or made on site that visitors can purchase to cap off their visit to Kings Landing. The "Peddler's Market," located in the Welcome Centre, is positioned so that visitors can visit prior to their entrance to site and are required to exit via the retail store. The Grant Store onsite also features a small retail gift Shoppe with refreshments also available

Food Services

Over the years, The King's Head Inn Restaurant has long been a tradition to many who frequent Kings Landing. The Kings Head Inn features an authentic English-style pub and has seating capacity for 240 visitors and hosts many functions throughout the year and during the season and operates as a central culinary experience within the site. With the addition of The Axe & Plough, located in the Welcome Centre adjacent to the retail location, as well as new culinary experience specific programing to contribute towards the Provincial Tourism Culinary Strategy, Food Services is poised for significant growth. With programs like the Christmas experience, group tour business and Feast in the Village long table dinners, Food Services is well poised to actively contribute to the increase in self-generated revenue targets over the next three years.

Interpretation and Education

KLC continues to offer the Visiting Cousins and Visiting Kin summer camp programs. These very popular children and teen camps occur each summer for 9 weeks where an estimated 220 youth join the cast of characters in costume and integrate into the village each day. This education program has been offered at Kings Landing for over 30 years, is a signature experience and continues to be in high demand. In 2020, as a result of the Covid-19 pandemic, this popular program was cancelled as a result of being unable to guarantee physical distancing in the dormitory. In 2020 a review will be undertaken of the program and housing to determine how to proceed in 2021.

Outreach programs for schools have been developed so that schools can experience KLC in the Classroom through travelling trunks, artifact discovery and storytelling in addition to being able to visit the site for curriculum-based experiences. This evolution of education-based tours currently being offered to ensure alignment with learning outcomes administered by the Department of Education and Early Child Development. Online programs provided during the pandemic were very successful with teachers and parents and they will continue to be expanded over the next three

Other Revenue

KLC receives additional revenues through grants from the Kings Landing Foundation, the Fredericton Community Foundation, and through workshops offered in conjunction with the New Brunswick College of Craft and Design. It will continue to work with the partners and others to identify additional revenue opportunities through grants and programs.

Interpretation Programming

Kings Landing is at an exciting place in its interpretive history. The spaces provided for third person gallery exhibitions and third-party partnerships offer the opportunity for the Museum to reimagine its place in the community. A museum collects, displays, and interprets the material culture of its community serving both the past and the future. It provides a space that is both engaging and effective in presenting that material culture to its visitors and serves the needs of its staff and collections.

The goal for the next three years is to strike a better balance between first person interpretation and contemporary programming. The objective continues to be to create a unique experience that provokes thought, is relatable to issues and societal pressures of today and obtainable, one that builds on where we come from, who we are and interconnects the programming. Museum exhibits and village interpretation provide an important link between the community and its heritage. In the planning and presentation of exhibitions and programming, KLC will strive for accuracy of information, identity to the community, effective communication, opportunities for learning and the safe display of artifacts. In today's culture, people have many opportunities in which to invest time and money. A museum seeking to attract a broad audience and supportive membership should provide value through dynamic, engaging, informative and relevant experiences.

Kings Landing will continue to utilize much of the existing infrastructure over the next three years to achieve its interpretive mandate. With a revised mission, KLC can dial in on the interpretive narrative more than it has in the past by focusing on interpreting an adaptation of history with greater emphasis on the 19th century as a whole and geographically along the St. John River. It shall focus on the people who have settled along this area and present their stories as an example of the higher arching themes identified through each year's interpretive strategy. In addition, Kings Landing will explore additional seasonal programming opportunities to maximize the use of the property in other seasons.

The objective of interpretation is to educate, provoke thought and gain a better understanding of where our society has come from through hands on experience. The objective is to ensure that, at a minimum, 85% of our visitors leaving having had a positive experience and ideally are provided with the opportunity to brag about their experience throughout their individual social media community.

Marketing and Audience Engagement

Over the last several years, Kings Landing has focused on quality interpretation and experience, and offering every opportunity for visitors to share their experience. This philosophy of "if the product is worth it – it'll sell itself" was born out of necessity due to lack of resources for marketing. As a result of diverting most of the marketing energy in social media (primarily Facebook), KLC has amassed a strong, loyal and engaged following.

Over the next three years, Kings Landing will continue to create engaging content as an extension to the experience and programming offered on site through its online platforms. Cognisant that Facebook is not a platform for younger demographics, it will seek to diversify its engagement to platforms that have the best opportunity to engage and convert potential visitors to come and visit.

The focus will be on the five consumer segments:

New Brunswickers
Motivation: Personal history connection, Friends & Family, nostalgia, show to children, history buffs, No Hassle Travelers (fresh, original and creative experiences to share with their families).

Quebec
Gentle No Hassle Travellers (family oriented, outdoor adventures; unique, local experiences; deals).

Ontario
Authentic Experiencers (visit history cultural attractions during their travels and seek experiences that cultivate lasting memories with their children).

School Groups
New Brunswick children from grade 1 to 8.

Group Tours
Unique experience providing a peek into New Brunswick history and culture that provides great value for operators and their guests.

Kings Landing receives roughly 2/3 of its visitation from New Brunswick. It will be imperative to continue to engage, entice and provide opportunities for residents to see the value in visiting. The objective is to have more New Brunswickers visit Kings Landing over the next three years and increase the frequency that they visit through the sales of season passes.

Kings Landing is an intercept product, meaning that travelers coming from Ontario, Quebec and New England literally drive right by the door. It is imperative that KLC be included in any local and provincial advertising/marketing programs featured as an anchor experience along the St. John River Valley.

Kings Landing will continue to produce engaging content that is shareworthy and helps to deliver on the interpretive mandate of the organization. This means developing both photo and video assets that educate, enrich, entertain and attract an active audience.

Tactics over the coming three years will also include limited traditional advertising methods including ads in tourism guides, rack cards, signage and radio.

Administration

Over the course of the last three years, KLC has made a concerted effort to streamline back office operations to provide greater efficiency and integration with other government entities. Most recently, Kings Landing transferred payroll function from within the organization to Service New Brunswick.

Over the coming 3 years, KLC will continue seek to find efficiencies where possible throughout the organization and reduce administrative related costs by 5% each year. Kings Landing will continue to evolve a performance management system to evolve key deliverables and metrics to better plan and make use of resources. There is a culture of continuous improvement within KLC and that focus will inform all aspects to planning and execution.

KLC will endeavour to develop and foster meaningful and mutually beneficial relationships with other institutions whether they be academic, creative, heritage, cultural or agricultural in nature. These relationships and the initiatives they spawn shall always align with KLC's objectives and mandate.

Overall, and on a go-forward basis, key understandings, agreements and partnerships with Government will be elemental to KLC's success. Clear, reasonable, yet ambitious directions and outcome expectations; multi-year funding agreements; ongoing strategic and financial support and partnership; a political will to adapt and make changes as necessary for increased sustainability; and, an effective blend of accountability and autonomy will be the important leadership ingredients required from and with Government to help ensure a vibrant and innovative future for the Kings Landing Corporation.

Kings Landing Employees

Over the course of the next three years, Kings Landing will face multiple challenges related to a high rate of potential retirements, EI conditions not favourable for equitably continuing to work at KLC, and KLC not being identified as a permanent working opportunity for prospective employees. This has the increased risk of a lot of the knowledge currently with existing staff not being transferred to other staff and lost.

It will be imperative to ensure these challenges are mitigated through effective strategies, succession planning, training and establishment of adequate funding.

Appendix 1 | Strengths Weaknesses Opportunities & Threats Analysis

This analysis is representative of information gathered during public brainstorming sessions, guest surveys, from management and the Board of Directors and represents only a fraction of the total feedback received. The points within each quadrant are not in order of importance.

Strengths

- Knowledge, experience and loyalty of staff and volunteers
- Loyal customer base; strong repeat visitation numbers
- Off season programs – Thanksgiving and Christmas – keeps KL on people's radar year-round
- Huge quality and quantity of artifacts (the collection)
- Tradition of KL – a part of recent history, local history, nostalgia
- Financial support received as a tourism destination in the region
- Financial viability of the Corporation
- Beautiful setting – location on the river, close to capital city, opportunity to bring in partners
- Strong contribution to historical research; historical stories continue to be uncovered
- Effective communications, social media is strong
- Unique culinary experience – opportunity to grow.

Weaknesses

- Kings Landing is a government agency subject to funding cuts and is very reliant on Government funding.
- Difficult to be nimble and competitive as a government agency.
- Government red tape – ex: don't have HR person, or sufficient accounting, complexity of the organization often not understood.
- Aging infrastructure
- Distance from Fredericton
- Lack of population critical mass of surrounding area.
- Visibility of our collection - lack of resources to take advantage of the collection
- Financial limitations to promote effectively
- High rate of retirement – potential to lose 25% of labour force in next 5 years
- Only have enough money to keep basic programming going
- Highway Signage – not able to build billboards.
- Lack of infrastructure around KLC and no strategy to develop i.e.: Inns, B & B, etc. Lack of school groups visiting – schools do not have funds for bussing
- No change or review of mandate which preempts confusion
- Lack of expertise in some areas.

Opportunities

- Space and capacity are abundant
- Get out in the public more: showcase our experiences, provide a taste of KL through road trips, pursue award programs, classroom visits.
- Several opportunities for staff training are available
- Increase the number of school groups/youth groups to bring up visitation
- Create the tools for teachers to use in class.
- Increase of price in several offerings
- Create KL selection of products for production year-round.
- Build on our credibility as a museum.
- Chinese market – group tours providing incremental revenue
- Be considered an icon attraction of the St. John River Valley
- Opportunity to develop a folk school
- Outdoor nature of Kings Landing – great place to go for a walk. Also, a weakness with the geo sprawl
- Indigenous history playing a larger part of the experience
- Greater seasonal programming – winter activities.

Threats

- Climate change. Weather dependency has an impact on infrastructure and visitation.
- Greater reliance on wagons/mobility to experience wagons.
- Financial austerity of the Government
- Inability for KL to meet full potential because of funding limitations
- KLC has maximized its cost cutting potential and it has proven detrimental if more cuts are asked.
- Digital globalization –you don't have to physically come here to understand NB history. Don't necessarily need to see the artifacts.
- Attraction/retention of new employees – can be a challenge getting the right talent, need to be continually recognized as an employer of choice. Issues: salary bands are not competitive. All our positions are contractual.
- Location: lack of transportation.
- Everything is built on staffing, which can be our Achilles heel. We live in fear of a mass exodus which we know is coming over the next 5 years
- Increasing operating costs due to inflation.

Appendix 2 | Methodology of Strategy Development

This three year strategy was developed over a period of a year to collect data, feedback and ideas from various stakeholders to ensure a well-balanced roadmap. At the outset of the planning process the Board commissioned the following five elements:

1. Roundtable session with the Kings Landing management team to explore strengths, weaknesses, threats and opportunities.

2. Survey of visitors throughout the season to measure the 2018 guest experience.

3. More in-depth survey of visitors to understand their preferences for the current and future guest experience at Kings Landing. This qualitative, non-probability online survey used purposive sampling with people who have recently visited Kings Landing where there were 1154 respondents of which 920 completed it fully.

4. Two public brainstorming sessions, exploring the survey results to finely tune the current and future guest experience.

5. Workshops with the Board of Directors and CEO to review the above three data sets and establish the priorities for the next three years.