

KINGS LANDING



2022-2023 ANNUAL PLAN



**Kings Landing Corporation
2022-23 Annual Plan**

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MESSAGE FROM THE CEO

The pandemic continued to present challenges to Kings Landing, in 2021, and yet, our approval rating continued to rise, as did season pass sales and attendance. The 2021-2022 season finished March 13, 2022 with an astounding 26,782 visitors making the trip to Kings Landing. The new life breathed into the site over the last two years continues to attract positive comments from visitors, and the media as well. Kings Landing was named #1 Family attraction by Brunswick News and #3 Attraction in New Brunswick. In a year of challenge and change, the renewal of programs and events, revitalization of the Welcome Centre, renovation and restoration of the Slipp House and Learning Centre, reopening of the Donaldson House and a return to living history at the Gordon House, we are well positioned for a very successful 48th season.

Kings Landing remains immensely grateful for the continuing support of the Province and Ministry of Tourism, Heritage and Culture, the renewed support of neighbours, supporters and the thousands of visitors who visit each year from as near as home, to far distant lands.

I am proud to be part of a dedicated team of Board, volunteers, and staff members of Kings Landing Corporation (KLC), and I am pleased to present the Annual plan for the 2022-2023 fiscal year on behalf of the staff. Based on the Corporate Strategy document 2019-2022, the Annual plan connects the Six Priority Pillars together with the 2022-2023 Mandate Letter to form the roadmap that our team will follow in this fiscal year.

I hope you will join us to see our plan in action. There's no time like the Present to Discover the Past at Kings Landing!

Warmest regards



Mary E. Baruth
CEO



KINGS LANDING STATUTORY RESPONSIBILITIES

Kings Landing Historical Settlement is one of New Brunswick's oldest and most important historical museums and is included as one of the 200 signature experiences by Destination Canada. The collections are of provincial, and in some cases, national significance; it is the responsibility of the Kings Landing Corporation to care for and share these collections and their stories with our visitors as well as the larger museum community.

The Kings Landing Corporation Act places responsibility on the Board and CEO to:

- Collect, preserve and exhibit buildings and artifacts which are part of the Province's historical resources;
- Create, maintain and operate an historical settlement in the Mactaquac Head Pond area;
- Stimulate the interest of the public in matters depicted in the historical settlement and in historic sites within the Mactaquac Head Pond area;
- Engage in and promote the production and sale of articles and materials related to the historical settlement; and,
- Carry on the business of operating a restaurant, dining-room, lounge or similar establishment or any combination thereof.





THE PLAN 2022-2023



Introduction

The 2022-2023 Annual Plan describes how Kings Landing will deliver on and advance legislative and corporate duties as a Crown Corporation and arms-length institution of the Ministry of Tourism, Heritage and Culture. The Annual Plan aligns with the 2019-2022 Corporate Strategy and the 2022-2023 Mandate Letter from the Province.

From the Corporate Strategy, the Six Priority Pillars:

1. Infrastructure Renewal
2. Employee Retention & Attraction
3. Greater Interpretive Mandate
4. Student Education
5. Incremental revenue contribution
6. Visitation Growth

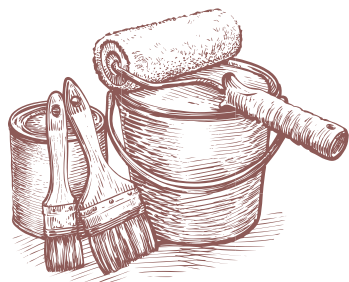
From the 2022-2023 Mandate Letter:

1. COVID-19 hygiene plan.
2. 2022-2023 Annual plan to the Minister by March 31, 2022
3. 2020-2021 Annual report to the Minister by June 30, 2022
4. Crown Body Specific:
 - a. Begin implementation of the Asset Condition and Capital Renewal Plan as scheduled with a focus on projects that enhance visitor safety and experience;
 - b. Continue to partner with the Tourism Heritage and Culture INSPIRE program in ways that promote the Kings Landing dining experience as a uniquely New Brunswick experience;
 - c. Continue to implement in 2022-2023 the 3-year performance targets as outlined in the Kings Landing 2019-2022 Corporate Strategy

2022-2023 will continue to be a transition year, building on the positive feedback from visitors, community, season's pass holders and staff and with the presentation of an ambitious and vibrant 2022 Calendar of Events, with additional shoulder season events. As the 2019-2022 Corporate Strategy draws to a close we will work throughout this year with the Board, community partners, staff and volunteers in the development of the next three year strategic plan.



PRIORITY PILLAR 1: INFRASTRUCTURE RENEWAL



The infrastructure at Kings Landing is over 40 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.

Infrastructure renewal plan: The Asset condition and capital renewal plan was concluded by EXP in December 2020 and detailed the state of Kings Landing infrastructure. Using a Parks Canada model approach to renewal, the study detailed the funding and yearly commitment required to achieve good to fair status for all buildings at Kings Landing. In the 2021-2022 fiscal year, grant applications were made to the Department of Canadian Heritage Cultural Spaces program for the final phase of the Slipp House/Learning Centre project; the Canada Community-Building Fund, and; the Canada Green and Inclusive Community Buildings (GICB) Program. The goal being to leverage existing funds from government and private donors.

We will also continue to work with DTI to implement GIS software to manage the capital infrastructure which will augment the website by allowing us to put an interactive map online where visitors and community can look at venues for special events, etc.

Meeting standards: The Slipp House and Learning Centre renovation and restoration will conclude this year, pending funding, and following all safety, fire and building codes.

New: New walkways, gardens and signage.

Tie to Mandate Letter: *Crown Body Specific Item 4.)a.): Begin implementation of the Asset Condition and Capital Renewal Plan.*



PRIORITY PILLAR 2: EMPLOYEE RETENTION & ATTRACTION



One of the greatest assets Kings Landing has is the people who work passionately to produce a fantastic experience. Over the next three years Kings Landing will:

1. Establish a new workforce retention strategy to ensure that employees continue to find Kings Landing a viable place to work;
2. Develop a training curriculum for employees to learn unique skills required to present the programming and;
3. Attract talented employees.

Hiring: Interpretation & Education Coordinator (PSC); Special Events & Programs Coordinator (PSC); Collections Coordinator (PSC); Heritage Farming & Livestock Coordinator (PSC); Historic Costume and Craft Coordinator (permanent, reclassified); Assistant Director of Visitor Services (permanent, reclassified); Assistant Director of Heritage Resources (permanent, reclassified); Supervisor of Visitor Services (two positions, casual, CUPE 1190); Head Interpreters (two positions, casual, CUPE 1190); Department of Canadian Heritage intern; Chef and Kitchen Supervisor (casual, CUPE 1190);

Postings: Assistant Director of Programming & Projects (PSC); Artisan II (casual, CUPE 1190); Artisan III (casual, CUPE 1190); Prep cook and servers (casual, CUPE 1190);

Seasonal: Recruitment is ongoing; attendance at job fairs to attract excellent staff; cross-training and the apprentice program will continue;

Grant funded positions: Application to Canada Summer Jobs (age 15-30) & Young Canada Works: applications submitted;

Volunteers: The recruitment of volunteers to assist in the Village presentation and other areas of the site will continue

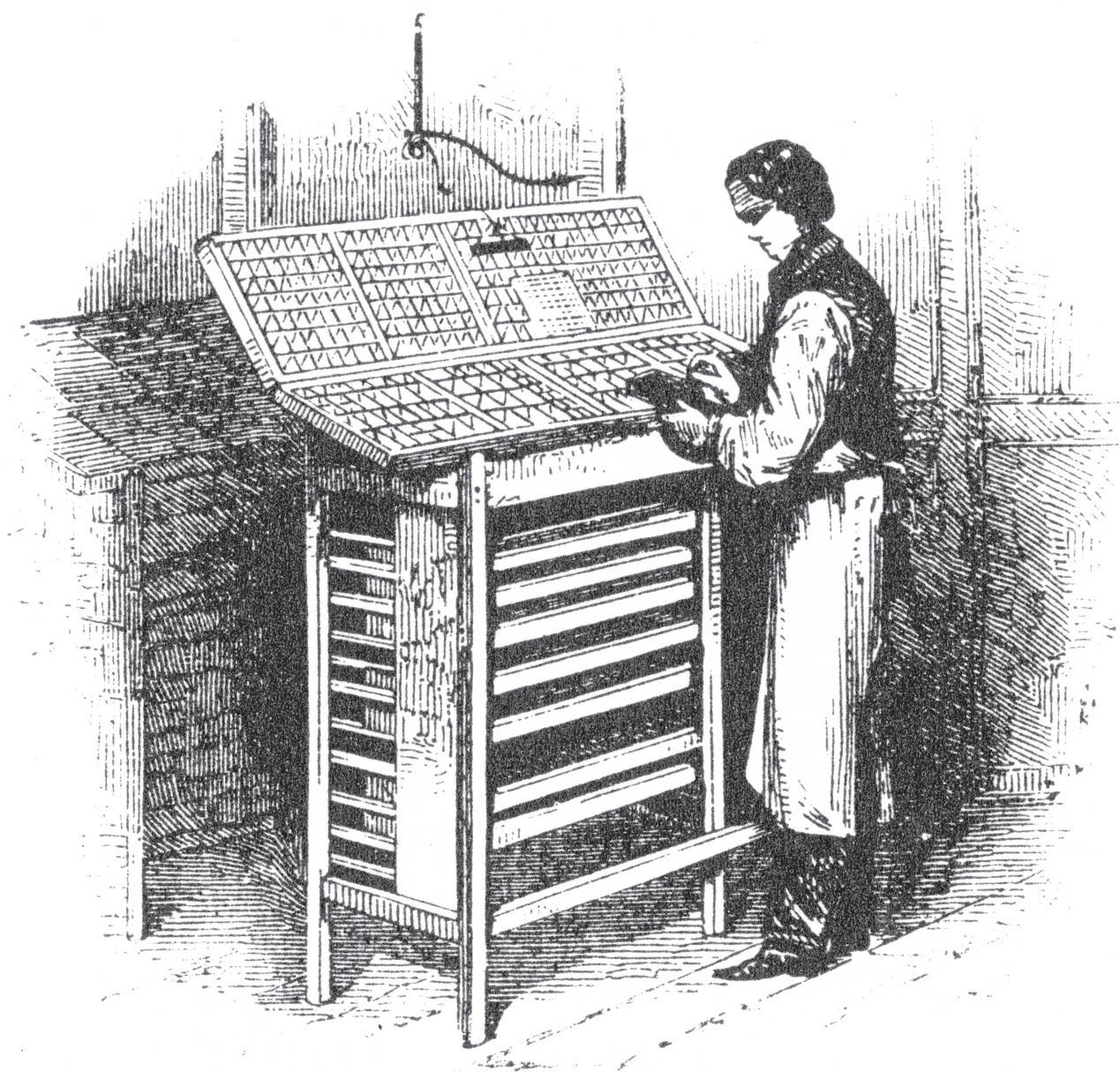
Review & audit: Continued review, evaluation, and repositioning of existing staff to determine need for additional and/or reallocated resources and to ensure corporate strategy pillars are met; clearer lines for reporting; development of a team mindset.

Professional development: Mandatory onboarding for all casual and new staff; online training provided by GNB, TIAC, TIANB and Linked In; in-person attendance at Rendez-vous Canada; Museums Canada Museum Summit, Canadian Museums Association, and other

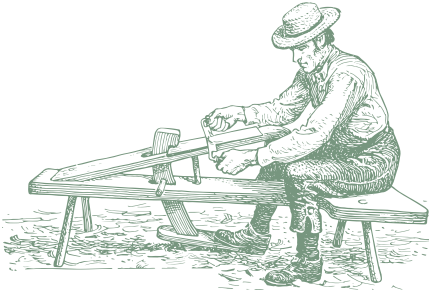
conferences;

Workshops: Staff led historical and/or collections-based workshops continues for staff and volunteers.

Tie to Mandate Letter: *Crown Body Specific Item 4.)c.)iv.) Workforce growth/retention.*



PRIORITY PILLAR 3: GREATER INTERPRETIVE MANDATE



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.

Interpretation: The shortened period of interpretation, 1853-1863 will continue, with a focus on character development of historical people, business, events, and places;

Programming: The Ideas Group will continue to play a role under the leadership of the Special Events & Program Coordinator and the Interpretation & Education Coordinator to develop new events and enhance existing events;

New: The Learning Centre will open to host education programs, workshops, and meeting area;

New: The Lower Pokiok Superior School will open to depict a one room schoolhouse typical of New Brunswick on the west side of the property;

New: Extended season events: Family Day walk; Easter Brunch; Mother's Day Sip & Shop for members only and Weekend Brunch; Hallowe'en;

New: Theatre will expand musical presentations, theatre and storytelling from the characters who lived life in 19th century New Brunswick;

New: The guest-curated Boats of the Saint John River exhibit in the MacBeath Gallery will tell the story of the towboats and other boats that historically travelled the river;

Partnerships: Continued partnerships with New Brunswick Library; New Brunswick Black History Society; Indigenous Tourism Association of New Brunswick; New Brunswick College of Craft and Design; Frantically Atlantic; Mactaquac Country Chamber of Commerce; Destination Nackawic; City of Fredericton; Indigenous Peoples; TIAC; TIANB; CMA; Museums Canada; NBM; AHNB; ALHFAM; Lake Tomlinson Freedom Trail committee; museums; cultural and other community organizations;

Re-enactment: Reenactment groups portraying the military history of New Brunswick will return in June, with a special free education day for classes studying military history;

Online: History Lesson page expansion continues. Several lessons and activities were introduced during the pandemic and their popularity identified a need for the further development of this platform;

Collections: The review of the Collections Management Policy and Strategy for Collecting has begun; continued partnership with provincial partners as part of the provincial collection;

Tie to Mandate Letter: *Crown Body Specific: Item 4.)b.) Continue to partner with THC to present the Inspire program 4.)c.)i.) Guest satisfaction; ii) Guest visitation; iii) Group tour business; iv) Student visitation; v.) Self-generated revenues; vi.) workforce growth and retention. See Appendix A for confirmed list of Special events and programs for 2022.*



PRIORITY PILLAR 4: STUDENT EDUCATION



Kings Landing has enjoyed a fantastic reputation as a center of excellence in experiential education. Over the years, there has been less engagement from educators to bring their students to visit and learn. Over the next three years, Kings Landing will seek to re-establish a strong partnership with educators to ensure many more students have access to a robust curriculum with an objective to bringing school children back.

Heritage Fairs: Presentation of the Kings Landing Corporation Rural History, Heritage and Traditions Award, "Recognizing the role that Rural History, Heritage and Traditions has played in the formation of New Brunswick."

Teacher engagement: Detailed information on the "Down on the Farm" heritage education experience, suitable for all grade levels, with seasonal activities to be sent to the schools with follow-up;

In class visitation: Outreach into the schools with travelling trunks and historical objects: in-school and online activities to entice participation at Kings Landing;

Curriculum based education: Education program presentation to promote learning in an open-air museum environment will continue;

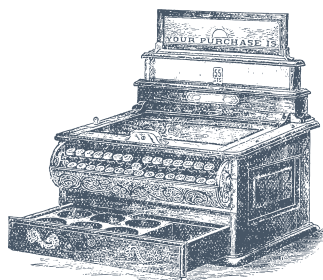
Online: History Lesson page expansion with additional lessons for self and/or class learning based on curriculum and grade levels;

School groups: Low cost fee to encourage visitation; fees waived for students who are not able to participate because of a lack of funds;

Slipp House programming: Pending funding, the goal is to open for the 2022-2023 season with a revitalized program to include corporate retreat, family, and adult programs. Day camps will continue to be offered as an alternative if overnight stays are not permitted or if the Slipp House renovation is not complete.

Tie to Mandate Letter: *Tie to Mandate Letter: Crown Body Specific: 4.)c.)i.) Guest satisfaction; ii) Guest visitation; iii) Group tour business; iv) Student visitation; v.) Self-generated revenues; vi.) workforce growth and retention.*

PRIORITY PILLAR 5: INCREMENTAL REVENUE CONTRIBUTION



Over the last several years, Kings Landing has focused heavily on developing robust 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.

Admissions

New: Reconfigured Welcome Centre lobby and admission desk for better accessibility;

New: Expanded use of Eventbrite for events and programs;

New: Bus tours will return to Kings Landing with new menus, admissions that occur during regular business hours;

New: Adding an online purchasing option for season passes, gift cards and daily admission to the Kings Landing website

Food & Beverage Services

New: The Axe & Plough in the Welcome Centre will return to a “fast food” service area as well as bakery;

New: The King’s Head Inn menu will return to traditional fare;

New: Wedding and special dinner packages have been developed;

New: Themed dinners and shoulder season dinners;

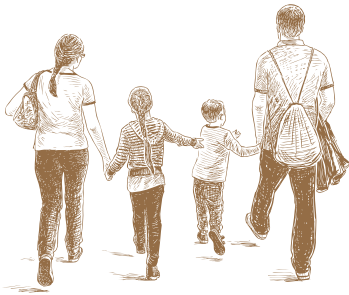
New: The Pub will reopen with an afternoon or evening music session weekly;

Retail

New: The Peddler’s Market will showcase local crafts and craftspeople to enhance the unique offerings of NB artisans; aiming to have key items available to order online through Kings Landing’s website.

Tie to Mandate Letter: *Crown Body Specific: Item 4.)b.) Continue to partner with THC to present the Inspire program 4.)c.)i.) Guest satisfaction; ii) Guest visitation; iii) Group tour business; iv) Student visitation; v.) Self-generated revenues; vi.) workforce growth and retention.*

PRIORITY PILLAR 6: GUEST VISITATION GROWTH



Strong attendance and guest engagement is 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 programming worthy of repeat visitation and favorable recommendation. Our focus shall be on community and intercept marketing; aiming to empower our audience to help entice new guests both local and foreign.

New: The Kings Landing Walking Club pass from November to May: one day a week from 9am to 1pm Kings Landing will open to allow walkers on site;

Online: The expansion of new learning modules and “Edutainment” for all ages;

Innovative programming: Renewed programming and expansion of events and activities for visitors of all ages;

King’s Head Inn: Special dinners, weddings and afterhours events will expand to encourage repeat visitation;

Admissions: Development of season passholder special events to encourage purchasing of yearly passes;

Motorcoach Tours: Participation in Rendez-vous Canada, Saltscapes Halifax Expo to reinvigorate Kings Landing as a tourism destination;

Service Clubs: Partnerships with Scouting and Guiding Canada and 4H Clubs to develop a Kings Landing badge; other partnerships with the Chamber of Commerce, and other service clubs will be investigated;

Offsite programming: Attendance at the Garrison Night Market in Fredericton and other community locations by actively partnering with municipal and provincial tourism interests, Kings Landing to garner more of the tourism market and increase visibility and knowledge regarding programmes and special events;

Tie to Mandate Letter: *Crown Body Specific: Item 4.)c.)i.) Guest satisfaction; ii) Guest visitation; iii) Group tour business; iv) Student visitation; v.) Self-generated revenues; vi.) workforce growth and retention.*



HEALTH & SAFETY



Kings Landing continues to prioritize the Health & Safety of staff and visitors through all we do. With an active Joint Health & Safety Committee, we will continue to build on the successful establishment of a strong Health & Safety culture, proactively identifying and reporting potential hazards before they become an issue.



AUDIT, ANNUAL REPORT AND FINANCE



Kings Landing will continue to streamline the budget process and finalize the purchasing policy to ensure that resources are used in the most efficient and fiscally responsible manner. Given the uncertainties of the economic environment due to COVID recovery, this Annual Plan and subsequent budget is a prudent plan that minimizes risk, focuses on cost control, and allows Kings Landing to meet its obligations.



HERITAGE RESOURCES



Collections

- Staff and volunteers will continue to digitize collections making the Museum's resources more easily accessible for external researchers and other museums provincially;
- Staff will continue to take part in historical talks, virtual and in person conferences as guest lecturers speaking on a variety of topics.

Exhibitions

- Staff and volunteers will continue to develop thematic displays and travelling exhibition;
- Staff will develop travelling exhibit policy and guest curated exhibition policy.

Historic Costume & Craft

- Staff are undertaking a digital inventory of the costume and craft inventory to identify gaps in the costume collection and to track use and rental;
- Staff will develop costume rental policy.

Heritage Farming & Livestock

- Staff will continue to showcase heritage plants and livestock and historical farming techniques.

COMMUNICATIONS & MARKETING

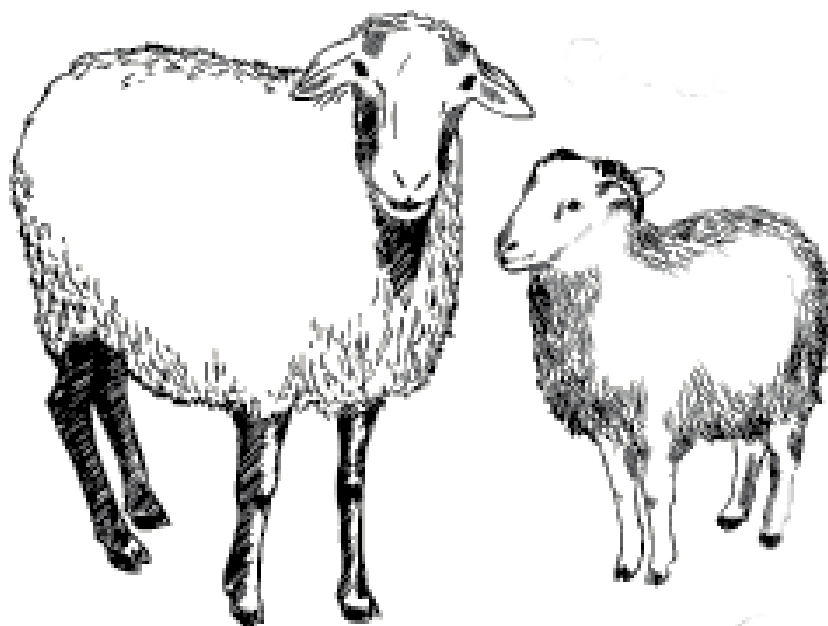
Kings Landing has a strong online presence that showcases its nature as an open-air museum where visitors can get outside and have fun year-round while experiencing quality living history. During the 2021-2022 season, collaborations with local content creators, Explore NB, Fredericton Tourism, the New Brunswick Public Library Services, and more helped keep Kings Landing top of mind to New Brunswickers and its visitors.

An updated map, additional historical signage in the Village and new information panels will add an extra level of education and ease of navigation to the open-air experience.

Kings Landing will be undertaking a new Corporate Strategy for 2022-2025 and will be seeking input from all its stakeholders. A draft outline will be presented to the Board of Directors in June 2022.

CONCLUSION

Kings Landing is constantly evolving, and the CEO, staff and volunteers are committed to meeting the objectives set in the Mandate Letter and the Six Priority Pillars of the Corporate Strategy 2019-2022. We are looking forward to another very successful season.



APPENDIX A: 2022 EVENTS SCHEDULE

THEME	DATE
Easter Brunch at the King's Head Inn	April 16 & 17
Mother's Day Brunch at the King's Head Inn	May 7 & 8
Opening Day	June 8
Pleasures & Pastimes: A Children's Festival	June 11 & 12
Military Muster	June 18 & 19
Down on the Farm	June 25 & 26
Ties that Bind	July 2 & 3
Power & Politics	July 9 & 10
Waterways Weekend	July 16 & 17
Dress & Disguise	July 23 & 24
Emancipation Day	July 30 & 31
Consuming Passions	August 6 & 7
Crime & Punishment	August 13 & 14
Fibre & Fire	August 20 & 21
A Day in the Life	August 27 & 28
19 th Century World Fair: Tantalizing Technology	September 3 & 4
Society, Lodges & Churches	September 10 & 11
Produce, Preservation & Preparation	September 17 & 18
Country Fair & Timber Weekend	September 24 & 25
Lyrics & Lore of York County	October 1 & 2
Thanksgiving Weekend	October 8 & 9
Auction & Last day of the regular season	October 9
Haunted Hallowe'en in the Village	October 29 & 30
Christmas in the Valley	December 3, 4, 10 & 11
Christmas by the Hearth	December 3, 10 & 17
Christmas at the King's Head Inn	Multiple dates in December



APPENDIX B: OUR AMAZING STAFF!



Amanda Stairs, Assistant Director of Visitor Services

Bradley Nevers, Operations Worker

Cristina Furey, Interpretation & Education Coordinator

Dean Bell, Heritage Livestock & Farming Coordinator

Evelyn Fidler, Assistant Director of Heritage Resources

Gary Ellegood, Security

Gary Mazerolle, Carpenter

Jeff Nevers, Maintenance Supervisor

Jenna Fitch, Communications & Marketing Specialist

Jocelyn Edmondson, Office Assistant

Karen Price, Executive Assistant to the CEO/ Secretary to the Board of Directors

Kelly Hill, Historical Costume & Craft Coordinator

Lauren Côté, Collections Coordinator

Mark Little, Mechanic

Matthew Bell, Livestock and Farming Technician

Matthew Little, Operations Worker

Melanie Sloat, Director of Finance & Corporate Services/Deputy CEO

Nicholas Ouellette, Carpenter

Patricia Chase, Financial Officer

Rhona Hoyt, Exhibit Coordinator

Stephanie Price, Special Events & Program Coordinator

Terri Achmann, Historical Costume & Craft Technician

Over 80 Casual Staff & Volunteers

Mary E. Baruth, Chief Executive Officer