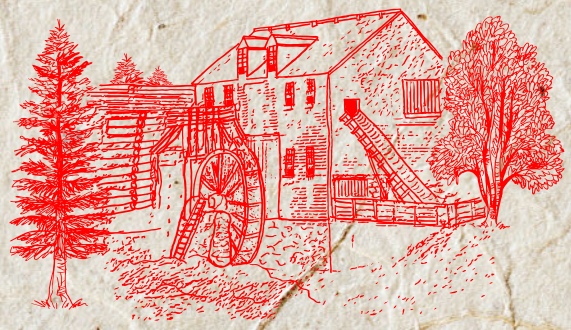


Kings Landing

2023-2026 Kings Landing Corporate Strategy

Chair's Message

July 23, 2023

FROM THE CHAIR OF THE BOARD OF DIRECTORS TO THE MINISTER

Honourable Tammy Scott-Wallace
Minister of Tourism, Heritage and Culture

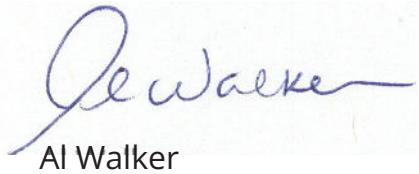
Dear Minister,

I am privileged to submit the 2023-2026 Kings Landing Corporate Strategy.

In response to the Department of Tourism, Heritage and Culture's mandate letter, the following Corporate Strategy outlines the priority areas for the corporation; defines measurable targets for key performance indicators and, in accordance with Section 4 of the Accountability and Continuous Improvement Act; identifies how the Board intends to deliver on the corporation's mandate.

Kings Landing's Board of Directors has approved the plan, which, in my role as Board Chair, I am presenting to you for your consideration.

Respectfully submitted,



Al Walker
Board Chair
Kings Landing Corporation

2023-2026 Kings Landing Corporate Strategy

Created by:
Kings Landing Corporation

5804 Route 102
Prince William, New Brunswick
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Acknowledgement of First Peoples and Traditional Territory

The Kings Landing Corporation respectfully acknowledges the territory in which we gather as the ancestral homelands of the Wolastoqey, Mi'gmaw and Peskotomuhkati peoples. We strive for respectful relationships with all the peoples of this province as we search for collective healing and true reconciliation and honour this beautiful land together.

Executive Summary

Corporate Snapshot

Kings Landing Corporation (KLC) operates Kings Landing, a 300-acre open air living history museum that interprets and preserves the rural history and heritage of Saint John River Valley in the mid-19th century. The open-air museum boasts over 70 historic buildings moved to make way for the Mactaquac Dam, and nearly 100,000 historical objects in its collection. Over four million visitors have visited Kings Landing (KL) since its official opening in 1974.

All senses are engaged when visitors come to Kings Landing! Over 100 costumed staff, volunteers and students portray real historical characters from the mid-19th century, and demonstrate life as early New Brunswickers – in season June to October, and during the shoulder seasons by returning in December and March for the Christmas in the Valley, Christmas by the Hearth, and Maple, the First Taste of Spring events. With an extensive calendar of events, visitors experience something new each time they visit.

KLC also operates the well-known King's Head Inn Restaurant featuring a 19th century English pub where visitors can enjoy a choice of libations or fare typical of the era. The King's Head Inn provides daily service during the regular season and Thanksgiving and Christmas dinners, which are annual traditions for many visitors.

The dedicated group of volunteers, carpenters, seamstresses, curators, researchers, artisans, musicians, interpreters, service, maintenance, and administrative staff all have one goal: to make history come to life!

KLC is grateful for the ongoing support of the Province of New Brunswick.

Learning from History

Corporate Strategic Plan 2019-2022: A Review

The Board of Directors of KLC (a Crown body) is accountable for preparing the Corporate Strategic Plan and achieving the plan's specific goals and objectives. In 2019, KLC undertook a three-year strategic planning exercise, setting the direction to focus on six priority pillars:

- Infrastructure renewal
- Employee retention/attraction
- Greater interpretive mandate
- Student education
- Incremental revenue contribution
- Guest visitation growth

The Corporate Strategy was the primary planning document that provided the direction to create annual plans and identify the actions necessary to achieve the goals identified by the Board of Directors. In the past three years, KLC has seen a rise in community support and went from a 79-82% approval rating to a 92-97% approval rating, as a result of reinvigorated educational programs, a narrowed time period of interpretation, travelling exhibitions, online educational activities, special events, workshops, and infrastructure improvements.

The return of the volunteer and children onsite programs brought another level of living history to KLC, as did dedicated staff who embraced first person interpretation and apprenticed in new areas – who, in doing so, experienced both front of house and back of house operations.

But there is still more work to do. With 2022 as its base year, the Corporate Strategy for 2023-2026 will set the roadmap for KLC as it nears its 50th year of operation.

Our Current Operating Environment

COVID-19

KLC continues to be an innovator in programming and visitor engagement, reaching new audiences through a myriad of mediums: online, onsite, and offsite. The pandemic necessitated new ways of doing business, and KLC met the challenge by providing online, curriculum-based education programs, and when safe, by returning to in school pre-visits and onsite visitation.

As confidence in travel has returned, KLC has seen an increase in attendance, and while it has not yet been completely restored to pre-pandemic levels, visits from motorcoach tour groups and out of province visitors is on the rise. Given the current trend, we anticipate that over the coming three years visitation from out of province and country will continue to grow, eventually surpassing pre-pandemic levels. KLC remains committed to providing a safe environment for all who visit and work, continuing to adhere to Public Health guidelines and mandates.

Inflation, Financial Sustainability and Revenue

KLC is grateful for the annual operational and capital funding received from the Province of New Brunswick, and for providing additional funding increases related to bargaining wage increases. Over the past year inflation has been on the rise and has had a significant impact on KLC expenses – from building materials to educational and interpretive supplies, as well as restaurant and retail supplies, which has translated into reduction of service both at the staffing and maintenance of infrastructure levels.

While KLC continues to develop opportunities such as new and shoulder season programming, weddings, special dinners, and entertainment to offset costs, it has not been able to fully offset rising costs associated with service delivery and inflation. KLC needs to ensure that infrastructure can accommodate the increase in visitors and the increase in new programming.

The Province recognized that KL's infrastructure had been suffering from lack of supporting investment and provided the necessary funds in 2020 to undertake an asset condition assessment and capital renewal study to create a plan for maintenance and restoration in order of priority. A comprehensive 3,000-page study was completed, and in 2022 the Province provided seed money towards complex infrastructure (such as roads, water, sewer, underground electrical, buildings, and so forth), which has been used to leverage additional funds in several grant applications to provincial and federal programs. The Province continues to have a major role to play in annual funding, with a strong commitment to capital funding for infrastructure and in operational funding to continue to build on the success of the last three seasons.

The dedicated work of the volunteers of the Kings Landing Foundation also supports new and enhanced educational programing and infrastructure.

Visitation

Despite the pandemic, KLC has continued to grow its programs, season passholder base, and following online. Through unique program, event and workshop offerings, KL truly has something for everyone in every season. The return of the Visiting Cousins, Family Kin, and new Heritage Adventures are sure to continue to engage and excite.

Workforce

KLC employs a large casual unionized workforce, seasonal employment grant staff (youth and interns), and a permanent and contract team who are employed 10-12 months a year. It has been increasingly difficult to attract qualified casual staff despite significant wage increases related to a new union agreement signed in early 2022 that expired by the year's end. Access to transportation to KL for staff remains a challenge and an obstacle to attracting staff. In addition, the casual workforce is aging, with many qualified and longstanding staff choosing a reduction in hours, retiring, wanting only to work part of the year, or leaving as a result of failing health. This impacts the ability of KLC to present programs to its fullest and has twice cancelled shoulder events as a result of not having enough staff to participate.

Kings Landing will adopt a strategic human resource management (SHRM) plan in alignment with its corporate strategy.

Developing a New Corporate Strategy for the Next 3 Years

Feedback on the implementation of the Corporate Strategy 2019-2022 identified the strategic commitments for KLC going forward and formed the basis for internal, external and staff surveys (Appendix A) which identified what was working and what needed improvement. An open house was held with the findings from the surveys which quantitatively identified that KLC was on the right track. Select comments from the meeting and surveys are found in Appendix B.

Guiding Principles

Kings Landing's guiding principles for 2022 shaped the strategy for the next three years. These principles are:

Accountability: The requirement to be answerable for carrying out our responsibilities in accordance with these human resource values and operating principles.

Adaptability: Adjusting to circumstances while encouraging innovation and creativity.

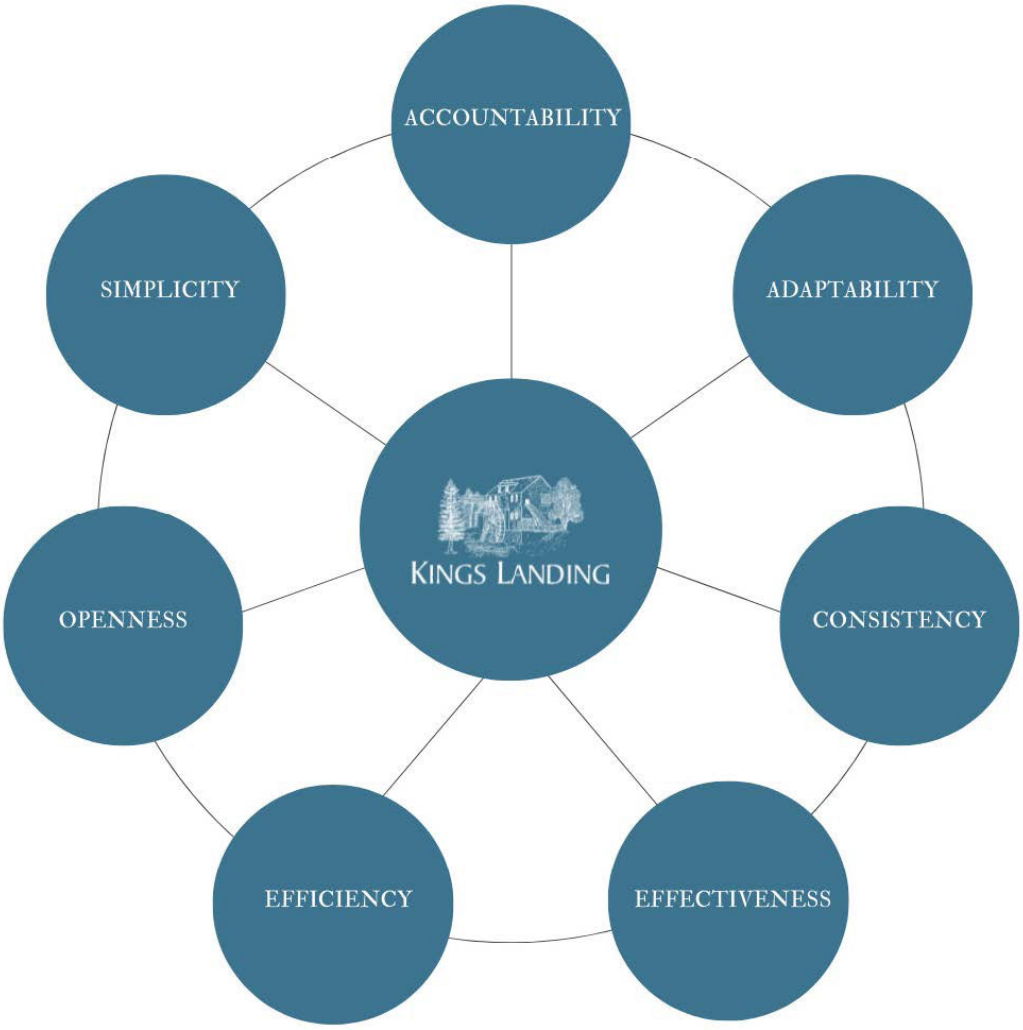
Consistency: Acting in a similar manner in similar circumstances.

Effectiveness: Achieving the expected results.

Efficiency: Making the best possible use of human resources, time and money.

Openness: Ensuring straight forward and honest communications.

Simplicity: Making things as uncomplicated as possible.



Kings Landing's Promise for 2023-2026

We commit to challenge, connect, discover, and invest in all aspects of our business.

WE PROMISE TO CHALLENGE!

We will challenge ourselves and our visitors to broaden our horizons and understanding of New Brunswick heritage and history by:

- Finding new ways of doing business
- Inspiring life-long learning
- Taking risks in research, exhibition and presentations, and being ready for debate
- Showcasing, sharing and using our collections in the best interest of the province

WE PROMISE TO CONNECT!

We will connect with our community, the Province, partners, our staff and visitors by:

- Building on our volunteer base
- Actively participating in community development through events
- Sharing our expertise and our resources
- Collaborating with other museums and businesses
- Communicating effectively and implementing best practices in service delivery

WE PROMISE TO DISCOVER!

We will discover our place in the world by:

- Looking at the big picture and where we fit in
- Sharing our understanding of New Brunswick heritage and history
- Learning from others outside of New Brunswick
- Providing innovative programs for people of all ages and backgrounds
- Working together to build community

WE PROMISE TO INVEST!

We will invest:

- In our people by creating a positive work environment
- In our visitors through excellence in service
- In our presentation by providing an authentic experience
- In our infrastructure

A New Plan! Base Year 2022-2023 and Corporate Strategy 2023-2026

Our Mission

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

Our functions are set out in Kings Landing Corporation Act, RSNB 2014, c 115.

Our Vision

Inspiring people to experience the living history of New Brunswick in the place where it happened.

Our Six Priority Pillars

Our Six Priority Pillars were developed through three years of visitor and partner comments, input and experience in addition to feedback from staff, volunteers, and the community at large (see Appendix C: SWOT Analysis). The Six Priority Pillars, together with the Mandate Letter from the Minister of Tourism, Heritage and Culture will form the basis for future Annual Plans, which in turn will guide individual departmental workplans.

1. Guest Visitation & Engagement

We will build on and strengthen our connection as a community resource and attraction with our supporters, audiences and partners through active engagement, visitation, and programs.

2. Collections & Research

We will create an understanding of our shared history and our collections through exhibition, research, and digital access.

3. Interpretation & Education

We will share New Brunswick's story through excellence in first person interpretation, storytelling, tours and education program presentations onsite, offsite, and online.

4. Infrastructure

We will commit to the implementation of the 2020 EXP report "Asset Condition and Capital Renewal Plan DTI P19-TP1 BY9R24."

5. Finance & Operations

We will use available resources to operate in an efficient, environmentally conscious and effective way as much as possible.

6. People & Workplace

We will invest in our staff and create an environment that fosters work-life balance, respect, life-long learning, a safe workplace, and corporate wide communications.

Priority Pillar 1: Guest Visitation & Engagement

We will build on and strengthen our connection as a community resource and attraction with our supporters, audiences and partners through active engagement and programs.

Outcomes:

- Enriched visitor experience through events and programs
- Authentic experiences
- Expansion of King's Head Inn events
- Enhanced opportunities for new audiences and sustainability of existing audiences
- Strengthened community engagement
- Increased visitation

Key Performance Indicators:

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Visitation	27,709	5% increase over previous year	5% increase over previous year	5% increase over previous year
After-hours King's Head Inn event participants	150	15% increase over previous year	20% increase over previous year	25% increase over previous year
Digital experience and social media "hits"	740k This number includes all views/ impressions from the Kings Landing website, Kings Landing's Google profile and all social media accounts (Facebook, Instagram, and Twitter).	750k Continue offering engaging and informative content on various online platforms, including online lessons, exhibits, videos, and images	760k Continue offering engaging and informative content on various online platforms, including online lessons, exhibits, videos, and images with a special focus on the 50th anniversary	770k Continue offering engaging and informative content on various online platforms, including online lessons, exhibits, videos, and images
Season passholders	450	5% increase over previous year	5% increase over previous year	5% increase over previous year
Marketing, sales and promotion	Review of current markets to identify new markets Continue to work with and identify partners	Continue exploring new markets	Monitoring new market reception	Identification of additional markets

Priority Pillar 2: Collections & Research

We will create an understanding of our shared history and our collections through exhibition, research and digital access.

Outcomes:

- Identification of objects in the collection requiring a discussion on repatriation and/or display
- Documentation, research, preservation and digitisation of key objects in the collection
- Ensure the collection is stored in appropriate conditions and implement improvements

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Preservation	Collaborate with the provincial collections manager on preservation	Pest Management policy development	Perform condition reports on artefacts in half of the historic structures at Kings Landing	Perform condition reports on artefacts in half of the historic structures at Kings Landing
Digitisation and access	1,906 digitized since 2021	Digitize 500 images from the Corporate History Image collection	Digitize 500 images from the costume collection and basket/container collection	Digitize 500 images from the artwork and porcelain collection
Repatriation	Start of a document describing the Indigenous collection	Establish a relationship with elders in New Brunswick's First Nation communities	Research and create a document describing the Kings Landing's First Nations Collection with engagement from First Nation communities in New Brunswick	Develop a collaborative long-term strategy with First Nations Communities as it pertains to material culture currently owned by Kings Landing
Oral history	Oral interviews beginning January 2023	Conduct two interviews	Conduct five interviews	Conduct seven interviews

Research	Research starts on historic structures in preparation of applying for their individual inclusion in the New Brunswick Register of Historic Places	Research half of our historic structures with the goal of application	Research the other half of our historic structures with the goal of application Research Kings Landings Corporate History, including the key participants and families	Research two areas of collections (textiles and porcelain) regarding their donors and historical information
Working collections	Fall 2022 site inventory used as basis to start identifying working collection in use	Identify working collection artefacts being used in interpretation	Identify needs in interpretation and programming for working collection artefacts.	Document what is needed regarding the working collection artefacts in interpretation and programming that we don't currently have
Catalogue backlog	Over 400 documents entered into the database	Enter 200 records from the backlog into the database	Enter 200 records from the backlog into the database	Enter 200 records from the backlog into the database

Priority Pillar 3: Interpretation & Education

We will share New Brunswick's story through excellence in first-person interpretation, story-telling, tours and education program presentations onsite, offsite, and online.

Outcomes:

- Expanded use of museum resources
- Capturing first-person stories of New Brunswick
- Creating understanding of New Brunswick's culture
- Curriculum-based experiential and hands-on learning

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Education programs and resources	1,600 students and chaperones	Hire interpretation and education coordinator	5% increase in participants over previous year	5% increase in participants over previous year
Outreach	20 offsite presentations	20 offsite presentations	20 offsite presentations	30 offsite presentations
Storytelling/ Interpretation	Start of updated education programs	Hire five trained educators	Hire three additional educators for a total of eight	Hire two additional educators for a total of 10
Online programming	Base of four online history lessons	Minimum of four new online history lessons	Minimum of four new online history lessons	Minimum of four new online history lessons
Heritage Adventure Camps	Day camps for children - 122 participants	Continue with day camps	Launch the return of the Visiting Cousins, Family Kin programs with the Slipp House and Learning Centre	Introduce Heritage Adventure Camps (reinvention of day camps for all ages)
Exhibitions	20 thematic exhibitions Two travelling exhibitions	10 thematic exhibitions Two travelling exhibitions	50th anniversary exhibition	10 thematic exhibitions Four travelling exhibitions

Priority Pillar 4: Infrastructure

We will commit to the implementation of the 2020 EXP report "Asset Condition and Capital Renewal Plan DTI P19-TP1 BY9R24."

Outcomes:

- Building preservation
- Enhance and make accessible all public access buildings
- Safe access and programming in all buildings

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Implement capital renewal plan	Review EXP study on the Slipp House and determine priorities for coming years	EXP study priorities - Year 1	EXP study priorities - Year 2	EXP study priorities - Year 3
Identify funding sources	Received $750,000 from province and applied for federal grants	Leverage $750,000 commitment from province for federal and provincial grants	Secure funding from the province for 50th anniversary improvements	Leverage $750,000 commitment from province for federal and provincial grants Begin planning to secure additional funding post-2026

Priority Pillar 5: Finance & Operations

We will use available resources to operate in an efficient, environmentally conscious and effective way.

Outcomes:

- More efficient operation
- Reduction of duplication
- Inventory of available resources and shared use
- Long-term solution to address escalating non-discretionary costs and critical capital improvements
- Seek additional funding opportunities

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Using available resources to operate efficiently	Encourage staff to share resources Paper and plastic recycling	Conduct a waste walk assessment and Corporate-wide inventory of resources Establish reduce, reuse, recycle policy Budget alignment with priorities	Launch waste walk results	Monitor and review
Revenue generation through partnerships, corporate sponsorship, grants, etc.	$66,000 Determine additional grants eligible to apply for	5% growth annually	5% growth annually	5% growth annually
Maximise opportunities for own-source revenue	Explore opportunities for additional retail and food services revenue	Identify opportunities for incremental revenue	Pilot the identified incremental revenue opportunities	Evaluate and pilot additional revenue opportunities

Identify new ways of doing business	Review current practices and find opportunities	Implement identified opportunities to streamline operations	Monitor and review	Monitor and review
Financial Sustainability Plan	Maintain budget parameters	Build upon existing financial sustainability plan to include revenue sources, expenses, non-discretionary costs, and critical capital improvements	Launch enhanced plan	Monitor and review
Environmental Consciousness and Climate Change	Various facility upgrades to reduce carbon footprint	Research and create a plan for better environmental practices that can be developed and employed	Implement and plan for enhanced environmental practices	Continue monitoring practices

Priority Pillar 6: People & Workplace

We will continue to invest in our staff and create an environment that fosters work-life balance, respect, life-long learning, a safe workplace, and the implementation of a corporate wide communication strategy.

Outcomes:

- Explored capacity for the organization's human resources
- Empowered, engaged, confident and happy staff
- Attract, build, and retain skills, expertise, and talent
- Strong leadership team
- Renewed commitment to a healthy and safe work environment

Performance Criteria:	2022-2023 (Base year)	2023-2024	2024-2025	2025-2026
Staff engagement, belonging, and satisfaction	All-staff training, recognition and monitoring of staff satisfaction with a survey	All-staff training, recognition and monitoring of staff satisfaction with an annual survey Implementation of an action plan resulting from an organizational review	All-staff training, recognition and monitoring of staff satisfaction with an annual survey	All-staff training, recognition and monitoring of staff satisfaction with an annual survey
Capability and capacity	Identify opportunities for growth and accountability	Continue to identify and develop opportunities for growth and accountability	Continue to identify and develop opportunities for growth and accountability	Continue to identify and develop opportunities for growth and accountability

Recruitment and retention	Prepare job descriptions	Have defined job descriptions, qualifications and reclassify based on qualifications Develop and implement a SHRM plan following a gap analysis of existing HR components	Assessment of progress towards SHRM plan with adoption of changes to address identified issues Plan of establishment completed	Establish leadership team and protocols and practices
Communication	Clear messaging in methods that staff of all levels can understand	Clear messaging in methods that staff of all levels can understand Roundtables with staff	Internal communications strategy Roundtables with staff	Review of communications strategy Roundtables with staff
Health & Safety	Staff training, orientation, and weekly safety talks	Emergency Evacuation Plan and policy Staff training and orientation	Staff training and orientation Rotating participation in Joint Health & Safety Committee	Staff training and orientation Rotating participation in Joint Health & Safety Committee

Cooperation

Corporate and Philanthropic Partners

Individual donors, the Kings Landing Foundation, other foundations, and corporations continue to be important in enabling KLC to provide enhancements to programs, services, and in-site development. In the coming years, the focus will be on the addition of new partnerships with media and community groups, work with the federal and provincial governments and partners on museum-related climate change efforts while encouraging climate change action through various communications channels, and the development of third-party events to contribute to own-source revenue and community buy-in.

Heritage & Cultural Organizations and Individuals

In recent years, KLC has established partnerships and memorandums of understanding with guest curators and schools for program delivery, exhibit design, and workshop presentation at KLC. Museum staff actively present to service clubs, heritage and cultural organizations and provide expertise to smaller organisations when required. With its active and popular travelling exhibition service, KLC is also able to share resources across a wide spectrum, and in non-traditional locations.

Research

Research is central to all KLC activities, from its built heritage, the people who lived in the buildings, and the historical objects and archives that enable staff to bring history to life. KLC is committed to the story of early settlers and Indigenous people who lived along the Saint John River, and the research that tells the entire story in a meaningful and engaging way.

Risk Management

KLC continues to manage and mitigate risks in all aspects of its operations. KLC will continue to endeavour to minimise risk by establishing a Risk Oversight and Management Policy and will undertake a risk assessment of current programs and policies. The Risk Oversight and Management Policy will address key areas:

- Financial risk
- Reputational risk
- Health & Safety
- Loss to Collections
- Cyber threats
- Staff capacity and capability
- Climate Change

Conclusion

Kings Landing is committed to challenge, connect, discover, and invest in all aspects of our business over the next three years and on the road to its 50th anniversary. A focus on following the Six Priority Pillars, working in cooperation with key partners, and determining KLC's lasting role in the community will help achieve this strategy. In doing so, Kings Landing will inspire people from around the world to experience the living history of the Saint John River Valley in the place where it happened.

Appendix A: Summary of Public Survey Results

Background: The 2022-2026 Kings Landing Strategic Survey received hundreds of responses from the public between July 15 and August 14, 2022. The survey was shared online via email, social media, and the Kings Landing website, and QR codes were offered in-person at the Welcome Centre. On August 28, the public were also invited to attend an open house where additional comments were received based on the results presented below.

The survey asked questions regarding the Six Priority Pillars and two additional sections:

- Engagement
- Collections & Research
- Interpretation & Education
- Infrastructure
- Finance & Operations
- Food Services
- Additional Comments

ENGAGEMENT

- 85% of respondents see the value in visiting Kings Landing more than once per year. The main reasons are:

- Programming changes all the time
- New displays in the Welcome Centre
- Lots of fun for children/grandchildren
- Dedicated staff
- Beautiful and peaceful
- Nice to see the changing seasons
- Special, seasonal events (Christmas, Maple)
- Hard to see everything in one visit
- Learn something new each visit
- Bring visitors who have never been
- See the animals and gardens grow
- To attend workshops and new events
- Great food

- There were plenty of suggestions for shoulder season events.

- Top 3 in winter: snowshoeing, skating, and walking club
- Sleigh rides mentioned a few times
- Top 3 in general: Halloween, Heritage Adventure Camps for adults and hands-on workshops
- Other holidays frequently mentioned: Valentine's, New Year's and March Break

- 94% consider communication with the public to be either Excellent (37%) or Good (57%)

- Most common words used describe Kings Landing:

Nostalgia	Relaxing	Beautiful
History	Educational	Fun
Peaceful	Happy	Family
Home	Memories	

COLLECTIONS & RESEARCH

- Out of 10, people ranked their interest in seeing the artefact collection online at 7.1.
- Out of 10, people ranked their interest in touring the collections centre at 6.9.

INTERPRETATION & EDUCATION

99% of respondents believe the living history setting with costumed villagers is appealing to visitors.

- Aspects ranked the most important about a visit to Kings Landing:
- Immersing themselves in the story
- Historical accuracy/authenticity
- Learning something new

- Other aspects rated as important:
- Seeing staff portraying activities in the Village
- Smelling/tasting baked goods in the homes
- A period-appropriate restaurant
- Hands-on activities to get involved in

- Out of 10, participants ranked the importance of participating in hands-on activities as 6.6.

- 51% believe both local community and New Brunswick history should be told.

- Out of 10, participants ranked their interest in accessing exhibits online as 6.5.

- Online Free History Lessons:
- Top suggestions: gardening, clothing, knitting, soap, Loyalists, quilting
- 85% had not yet accessed a free history lesson online

- Workshop topics with the most interest:

Embroidery	Rug making	Blacksmithing
Tatting	Flowers	Broom making
Quilting	Candle making	
Spinning	Basket making	

- Weekend themes of interest (many of which have been done recently and are planned for 2023):
- Winter preparations
- Harvest
- Food, cooking, baking
- Fashion, clothes
- Transportation/travel/waterways
- Gardening/farming/foraging
- Woodwork, barrel/wheel making
- Black Loyalists
- Livestock, horse-pulls
- Women's history
- Indigenous relations/interactions
- Songs, music
- Any activities that require getting clues from villagers
- Crime

INFRASTRUCTURE

- 88% of participants do not believe Kings Landing is too large to enjoy on foot.

- 82% prefer to walk for some of their visit and take a wagon ride at some point.

- 63% do not feel Wi-Fi should be offered throughout the site.

- 53% of participants indicated they would visit Kings Landing more often if there were several other attractions or vendors nearby.

- 66% of participants feel the buildings are well kept at Kings Landing:
- 29% see some repairs are needed
- 4% think they are not well-kept

FINANCE & OPERATIONS

- 55% of participants expect to spend $36 or more per person during a visit to Kings Landing.

- 75% of participants feel current pricing for daily admission is fair.

- The likelihood of purchasing a season pass with current prices:
- Very Likely: 22%
- Likely: 22%

FOOD SERVICES

- 30% of participants dine at the King's Head Inn once or twice per season.

- 81% could not identify a favourite dish or menu item from the King's Head Inn. Of those who could remember, the most common were:
- Brown bread
- Chowder/soups
- Turkey pot pie
- Gingerbread/desserts
- Salads
- Lemonade/cordial

- Popular items participants would like to see on the menu:
- Vegetarian options
- Gluten free options
- More variety of soups/chowders/stews
- More seasonal variety
- Something specific to New Brunswick (venison, fiddleheads)

- Some participants indicated they missed modern options like hamburgers/hot dogs/fries being served at the King's Head Inn, but more participants mentioned keeping it old-fashioned and wanting to see more traditional fare.

- Regarding the atmosphere of the King's Head Inn, there were mixed thoughts on the Simeon Jones Room. Some respondents said that it is not intimate enough, too noisy, and they miss the smaller rooms. Others say it is cozy, lovely and pleasant.

- Other comments:
- Love the pub, especially when there are musicians
- Mixes modern and historic well
- Decorated nicely for special events
- Like that the staff are in costume and the staff themselves
- Excellent, love it, pleasant, welcoming, warm
- Some comments wishing to eat outside either for COVID reasons or personal preference
- Overall, positive thoughts regarding the atmosphere

- Axe & Plough
- Brown bread was the most popular item. Prticipants also like cinnamon buns and coffee.
- 70% not aware of pre-order options but 42% would either not order ahead or prefer to purchase during their visit
- Common suggestions for additional offerings: sandwiches, quick snack type foods, salads and soup

ADDITIONAL COMMENTS
- Participants would like to see more hand-made items for sale in the gift shops.

- Some participants indicated it would be nice if workshops were more available on weekends for those working a Monday to Friday, 9 am - 5 pm schedule.

- Some participants indicated there are some aspects of the site that make it difficult for older visitors or people with mobility restrictions to explore and enjoy the whole village.

- Some comments indicating it would be nice if staff in the houses could “break character” to answer certain questions.

- There were many comments about wishing they lived closer to visit more often.

- A few participants indicated they would love to have a costume dress-up area again, especially for children.

- There were some comments about missing the ice cream parlour on the east side, or at least another smaller location for resting and refreshments.

Appendix B: Selected Guest Feedback Comments in 2022

Facebook Recommendations

"Gorgeous location, kindly staff, beautiful heritage buildings, gardens and animals...It really was hard to leave."

"See as much as you can. It can be as long a day or a short as you like. Take the wagon ride it's free. Talk to the people in town and ask questions and they will tell you their stories. it's such a fantastic and realistic experience of early settler life in a community."

Google Reviews

"Highly recommended. We have visited a few living museums but this one tops it. Each house/ shop has a clear theme and (at least on the Saturday that we visited) very enthusiastic actors that stay in character and really bring the local history to life with many opportunities to experience some of the crafts yourself."

"Had an AMAZING time. The staff really get into character, and are so much fun to have little chats with and learn the history of this little settlement."

"A superb village of yesteryear with people dressed as in the time and doing the activities of the time. I recommend planning several hours to visit the buildings that interest you out of the 30 on the site and thus be able to make the most of this visit. There is also a general store where you can buy souvenir items. A pleasant activity for families or groups!"

"Hadn't been in 20 years and as an adult just found it all quite fascinating and humbling. Beautiful spot and interesting time in our history."

"Recently enjoyed a visit on a lovely summer day. The people on site are so pleasant and knowledgeable! I highly recommend this as a place not to be missed while visiting the Fredericton area."

"Visited for almost 4 hours and learned so much. Our group was two adults and two seniors and we all had a lot of fun!"

iPad Survey

"We had an amazing experience learning about all the different trades of the time, stories and even 'town gossips.'"

Public Survey

I love everything that you do there at Kings Landing. I don't get to travel very much but I always make a point to come to Kings Landing at least once a year. I hope to keep that tradition going for many, many years to come. For me, the immersion into the time period is the best thing about KL. Love learning about history while being fully immersed.

Kings Landing does a great job; hats off to the management, staff, and volunteers for making this gem come alive, sharing history, as well as being engaging for all ages.

Please keep KL open for many years to come! I'm bringing my kids as the fourth generation of my

family to enjoy this amazing place. We'd love to continue this tradition for MANY years to come.
The Landing has been a very special place for our family for many, many years and we hope to be able to go for years to come. No words can express how wonderful it is and how much it means for us to go every year- we hold season passes! Thank you for offering this survey in an effort to make it even more special. The changes and upgrades in the last few years have been super! Bringing back people in the houses to act is much better than reading about the lives of the families- the interaction with visitors is so great! We love the live music, all the animals, the new format at the store- we miss being able to buy ice cream by the school. More opportunity to buy snacks, especially on a hot day would be good as well as things you can buy in each house as a keepsake- including a small food sample. People like to pick things up along the way that remind them of their visit.

The last time I did this survey a few years ago, I was very passionate about seeing villagers back in costumes. It made me so happy to go back the next year and see that change. Thank you so much! Kings Landing is dear to my heart! I've been going since I was 5. I've been a visiting cousin and family kin and can't wait to see what the next 3 years hold.

TripAdvisor

"A Peaceful Day Full of Memories and Learning: It is always a wonderful day trip where we see buildings, talk with staff, meet the farm animals and enjoy wandering around admiring the crops and the peaceful surroundings."

Appendix C: SWOT Analysis

STRENGTHS

- Committed Board of Directors
- Extensive collection of artefacts
- Wide range of exhibits
- Strong social media and web presence
- Dedicated audience and returning visitors, including season passholders
- Popular special events
- Knowledgeable and skilled staff and volunteers
- Beautiful and unique setting and experience

WEAKNESSES

- Lack of fundraising and reliance on government funding
- Access to transportation to KL for staff remains a challenge and an obstacle to attracting staff
- Space for storage and presentation
- Unsuitable design for disabled persons
- Lack of technological means
- Aging infrastructure
- Distances from Fredericton
- Potential for high rate of retirement in the next five years

OPPORTUNITIES

- Developing relationships and increased engagement
- Increase visitation to site and expand visitor numbers via virtual presence (online history lessons, etc.)
- Partnerships with Black and Indigenous communities to tell more of New Brunswick's history
- 50th Anniversary of Kings Landing
- Shoulder season programming, weddings, special dinners, entertainment, etc.
- Build our volunteer base
- New tradespeople/shops (i.e. tinsmith)
- Staff training and mentoring/job shadowing

THREATS

- Environmental/weather and climate change
- Rising costs for travel and inflation
- Loss to Collections; no digital catalogue
- Employee attraction and retention, aging staff and loss of knowledge not being passed to new staff/ staff capacity and capability
- Reputational risk
- Cyber threats
- Health & Safety
- Financial risks for self generated revenue and provincial funding
- Not receiving Provincial funding to assist with Infrastructure renewal

Appendix D: 2023-2024 Events Schedule

THEME	DATE
Opening Day	June 7
A Taste of History	June 10 & 11
Military Muster	June 17 & 18
Sheep to Shawl	June 24 & 25
Fiddle Faire & Merry Music	July 1 & 2
History of Love	July 8 & 9
The `Finer' Things	July 15 & 16
Hullabaloo & Hurly-Burly	July 22 & 23
Emancipation Day	July 29 & 30
Itinerants Weekend	August 5 & 6
Tricks of the Trades	August 12 & 13
Miraculous Medical Marvels!	August 19 & 20
Horse Hubbub	August 26 & 27
Decisions & Debate	September 2 & 3
Transportation Technology	September 9 & 10
Harvest Happenings	September 16 & 17
Milestones and Mementos	September 23 & 24
National Day for Truth & Reconciliation	September 30
Yuletide Yearnings & Winter Worries	October 1
Annual Thanksgiving Weekend & Auction	October 7
Thanksgiving Weekend	October 7 & 8
Last day of the regular season	October 8
Christmas in the Valley	December 2, 3, 9 & 10
Christmas by the Hearth	December 2 & 9
Christmas at the King's Head Inn	Multiple in December
Family Day	February 19, 2024
Maple, the First Taste of Spring!	March 9, 10, 16 & 17, 2024