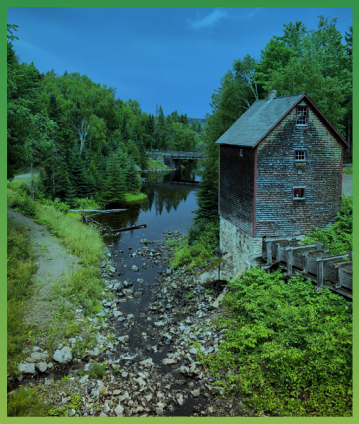
KINGS LANDING

VISITOR EXPERIENCE STRATEGY

MAY 1ST, 2025 | PREPARED BY BREMNER & ASSOCIATES


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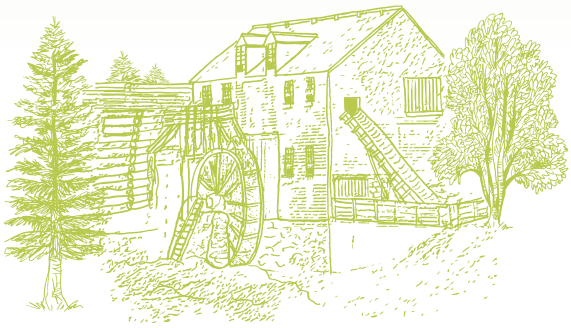

Kings Landing
Prince William
New Brunswick
Canada
INGRAHAM HOUSE
1840











KINGS LANDING

VISITOR EXPERIENCE STRATEGY

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EXECUTIVE SUMMARY

Kings Landing is a premier living history museum that offers visitors an immersive experience of 19th-century rural New Brunswick on the Saint John River, Wolastoq. This **Visitor Experience Strategy (VES)** provides a comprehensive roadmap to enhance the site's offerings, attract new visitor segments, and ensure long-term sustainability. The strategy is built on extensive research, stakeholder engagement, and best practices from leading heritage sites across Canada.

The key objectives of the VES include:

- Strengthening **core visitor experiences** through enhanced storytelling, interpretation, and hands-on activities.
- Expanding **programming and seasonal offerings** to encourage repeat visits and attract new markets.
- Increasing **Travel Trade and group business**, including corporate and educational segments.
- Enhancing food and beverage experiences, including expanded dining options and culinary programming.
- Improving the **arrival experience** and overall **site accessibility**.
- Leveraging **new revenue opportunities**, such as overnight stays, themed dining, and hands-on workshops.
- Strengthening **marketing efforts**, particularly digital engagement, social media, and partnerships.

To support these goals, the report outlines detailed recommendations categorized by cost and complexity to assist with prioritization and phased implementation. By aligning Kings Landing's offerings with modern guest expectations while maintaining historical integrity, this strategy ensures that Kings Landing remains a must-visit destination for tourism in New Brunswick.

INTRODUCTION

This Visitor Experience Strategy (VES) provides a structured approach to enhancing the guest experience at Kings Landing. It focuses on optimizing current offerings, identifying new opportunities, and implementing industry best practices to drive visitation, increase engagement, and improve financial sustainability.

To ensure the development of a thoughtful and well-informed VES, a dedicated working committee was established to help guide the process. Comprising industry professionals, community representatives, and subject matter experts, this committee provided valuable insights, expertise, and perspectives that shaped the direction of the plan. Their time, effort, and commitment to enhancing Kings Landing's visitor experience have been instrumental in this process. We extend our sincere gratitude to each member for their contributions and collaboration. Below is a list of the individuals who played a key role in this initiative.

Kings Landing:

- Samantha Grant: Acting Communications and Marketing Specialist
- Jenna Fitch: Communications & Marketing Manager
- Evelyn Fidler: Heritage Resource Manager
- Chelsey Gould: Communications and Marketing Specialist
- Amber Price: Manager of Visitor Services
- Karen Price: Executive Assistant
- Melanie Sloat: Director of Finance and Corporate Services
- Amanda Stairs: Director of Visitor Experience
- Travis Weber: Chief Executive Officer

Stakeholders:

- Marcy Barnes, Market Development Specialist, Tourism, Heritage & Culture
- Helen Jean Newman, Board Member, Kings Landing

Background and Context

Kings Landing was established in the late 1960s to preserve and showcase buildings threatened by the construction of the Mactaquac Dam. Today, it is home to over 70 restored and reconstructed buildings that depict life along the Saint John River (Wolastoq) in the 19th century. The site operates as a living history museum, where costumed interpreters bring the past to life through immersive storytelling, traditional trades, and hands-on activities.

As a key tourism asset in New Brunswick, Kings Landing serves multiple visitor segments, including:

- **Leisure travelers** (families, history enthusiasts, and cultural tourists)
- **Travel Trade groups** (tour operators, FITs, and cruise excursions)
- **Meetings & Conventions** (corporate meetings, retreats, local groups, and special events)

In recent years, shifting visitor expectations, increased competition, and changing travel patterns

have highlighted the need for a refreshed VES. This strategy leverages insights from stakeholder consultations, industry benchmarks, and market research to ensure Kings Landing remains a relevant, engaging, and financially sustainable destination.

This strategy serves as a roadmap for Kings Landing to build upon its strengths while addressing challenges, ensuring that it continues to engage visitors, drive economic impact, and celebrate the region's rich history for years to come.

TOURISM BY THE NUMBERS

Understanding historical visitation trends provides valuable insight into performance and future potential. This section presents an overview of visitor numbers for the Province of New Brunswick, the Fredericton Capital Region, and Kings Landing, using key indicators, number of rooms sold and total visitors.

While trends have generally shown steady growth, the COVID-19 pandemic caused a significant disruption, leading to declines in visitation across all levels. However, with certain sectors of the industry recovering in 2023, these figures help assess Kings Landing's position within the broader tourism landscape and identify the potential for growth, ensuring its continued success as a premier heritage destination.

YEAR	# ROOM NIGHTS SOLD NB	# ROOM NIGHTS SOLD FREDERICTON	NUMBER OF VISITORS KL	% MARKET SHARE NB	% MARKET SHARE FREDERICTON
2024	1,860,772	393,720	44,404	2.4%	11.3%
2023	1,878,114	386,000	34,384	1.8%	8.9%
2022	1,736,148	357,000	27,709	1.6%	7.8%
2021	1,149,753	224,000	27,084	2.4%	12.1%
2020	797,438	160,000	18,030	2.3%	11.3%
2019	1,841,697	378,000	40,552	2.2%	10.7%

The Fredericton market presents a strong opportunity for Kings Landing to expand its visitor base. While market share has fluctuated over the years, the recent upward trend, particularly the increase in both visitation and share in 2023 and 2024, signals positive momentum.

While Kings Landing gained its pre-pandemic Fredericton market share there remains untapped potential.

To capitalize on this, Kings Landing could strengthen its marketing presence and partnerships within Fredericton and with the Fredericton Capital Region Tourism department.

CURRENT TOURISM TRENDS

In any discussion of best practices, it is essential to consider the broader trends shaping the tourism landscape at both national and provincial levels. Canada's tourism industry is undergoing a strategic shift to enhance its global competitiveness, drive economic growth, and create a more sustainable and inclusive visitor economy. Recognizing these evolving priorities provides valuable context for local and regional tourism planning. This section offers a brief overview of key national and provincial tourism strategies, highlighting the efforts to extend tourism beyond peak seasons and ensure long-term resilience in the industry.

Destination Canada Overview

Canada's tourism industry is evolving, with a renewed focus on growth, resilience, and year-round visitor engagement. On July 4, 2023, the Federal Tourism Growth Strategy, Canada 365: Welcoming the World. Every Day., was introduced to strengthen the country's competitive position and expand tourism's economic impact through 2030. A key pillar of this strategy is shifting beyond traditional peak seasons to promote tourism in winter and shoulder months. By extending the visitor season, Canada aims to maximize its tourism potential, attract new markets, and enhance the country's global brand as a premier destination year-round.

At the heart of this strategy are four guiding principles that shape its direction: Equality, Diversity, and Inclusion, ensuring that tourism is accessible and welcoming to all; Reconciliation in Action, supporting Indigenous tourism development and partnerships; Sustainable and Regenerative Approaches, fostering responsible tourism practices that protect cultural and natural assets; and A Focus on Rural Canada, ensuring that growth benefits communities beyond major urban centers. By aligning with these principles, the strategy seeks to create a tourism industry that is not only economically prosperous but also socially and environmentally responsible, ensuring long-term success for destinations across the country.

Links to relatable Destination Canada Tools:

TRAVELLER SEGMENTATION PROGRAM

TOURISM 2030: A WORLD OF OPPORTUNITY

NEW BRUNSWICK DEPARTMENT OF TOURISM, HERITAGE AND CULTURE OVERVIEW

The INVITATION – A Strategic Vision for Growth

The Department of Tourism, Heritage, and Culture (THC) is focused on positioning New Brunswick as the premier vacation destination in Atlantic Canada. The INVITATION, the province's current tourism strategy, aims to attract more visitors, grow the population and labor force, and enhance perceptions of New Brunswick as both a tourism hotspot and a desirable place to live. The strategy envisions a province that is a constant draw for travelers, enticing them to stay longer and perhaps even relocate.

It is important to note that the Department of Tourism, Heritage and Culture is currently engaged in a consultative process aimed at developing a new strategic plan. This process includes gathering input from a range of stakeholders across the province to help shape the department's future direction. The finalized strategic plan is anticipated to be released by the fall of 2025.

Links to relatable NB THC Tools:

INDUSTRY CORPORATE SITE

PUBLICATIONS & REPORTS


START HERE!

METHODOLOGY

All deliverables that follow were successfully completed as part of the VES for Kings Landing. The strategy was guided by comprehensive research, site visits, stakeholder engagement and collaboration, and objective third-party review.

These deliverables collectively support a well-rounded VES for Kings Landing, providing a foundation for guest attraction and satisfaction especially in the group market.

Secondary Research

A comprehensive review of secondary research was conducted, analyzing 43 documents provided by Kings Landing spanning over a decade. These documents included corporate and marketing strategies, visitor experience reports, both current and past, historical visitor statistics, interpretive strategies, group policies, menus, sell sheets, findings from recent community engagement sessions, and summaries of guest feedback.

Additionally, broader industry insights were examined through Destination Canada, New Brunswick Tourism, Heritage, and Culture, and Fredericton Capital Region Tourism strategies to provide context and alignment with regional and national tourism trends.

A digital review of Kings Landing's online assets was also conducted to assess their effectiveness in communicating and enhancing visitor experiences. This review included an evaluation of the official website, as well as the organization's presence on social media platforms such as Facebook, Instagram, X (formerly Twitter), and YouTube. Key considerations included the consistency and quality of messaging, visual storytelling, audience engagement, user experience, accessibility, and alignment with broader tourism marketing strategies. This analysis helped identify strengths, gaps, and opportunities for improvement in Kings Landing's digital outreach, ensuring that online channels effectively support visitor engagement, trip planning, and overall brand perception.

Site Visits

Three site visits were conducted to assess the visitor experience at Kings Landing. One visit was completed alongside a Kings Landing team member, providing insight into operational perspectives, interpretive programming, and key site features. Additionally, two mystery visits were undertaken in the style of a regular visitor, allowing for an unbiased evaluation of the guest experience, including wayfinding, customer service, programming engagement, and overall atmosphere. These visits provided valuable firsthand observations to complement the broader research and analysis.

Key Stakeholder Interviews

A total of 20 interviews were conducted with key stakeholders, identified in collaboration with the working committee. These interviews provided valuable insights into the opportunities and challenges associated with the guest experience at Kings Landing, spanning the entire guest journey, pre-visit, onsite, and post-visit, for both individual guests and group planners. The perspectives gathered through these discussions contributed to a deeper understanding of current strengths, areas for improvement, and potential enhancements to better align with visitor expectations. A complete list of participants can be found in Appendix D.

Best Practices

Three best practice reviews were conducted to benchmark Kings Landing against similar heritage and cultural attractions. These reviews are essential in identifying successful strategies, innovative approaches, and industry trends that enhance visitor engagement. By analyzing comparable sites, the reviews provided valuable insights into best-in-class interpretive programming, visitor services, pricing, and overall experience design. This process helped identify opportunities for Kings Landing to refine and identify new offerings, improve competitiveness, and align with evolving guest expectations.

Workshops (Team, Board, Community)

Three interactive sessions were conducted with staff, providing an opportunity to explore their perspectives on visitor experiences, operational challenges, and potential enhancements. Additional workshops with the board and community members allowed for a broader discussion on insights, feedback, and ideas for the visitor experience at Kings Landing. These sessions fostered collaborative dialogue, ensuring that diverse viewpoints were considered in shaping recommendations for an enhanced visitor experience.

Draft recommendations were presented to Kings Landing staff, board members, and community representatives for feedback before this report was finalized. This collaborative approach ensured that key stakeholders had the opportunity to provide input, validate findings, and refine proposed strategies, helping to shape a final set of recommendations that reflect both operational realities and community aspirations.

Market Analysis

A market analysis was conducted to assess the broader tourism landscape, visitor demand, and competitive positioning of Kings Landing. This analysis examined regional and national tourism trends, visitor expectations, and market opportunities to identify areas for growth and differentiation. By evaluating destination marketing organization benchmarks, guest behaviors, and emerging travel patterns, the market analysis provided valuable insights to inform strategic decisions and enhance Kings Landing's appeal to key target audiences.

Visitor Data & Profiles

A comprehensive set of visitor data and market profiles was provided by New Brunswick Tourism, Heritage & Culture, offering valuable insights specific to Kings Landing. Covering the period from 2015 to 2024, this data is highly relevant in understanding evolving visitor trends and behaviors. It outlined key target markets for leisure travel across Ontario, Quebec, New Brunswick, Nova Scotia, and Prince Edward Island, highlighting visitor demographics, travel patterns, and preferences. The analysis of this information played a crucial role in shaping the strategy by identifying high-value opportunities for guest experience enhancements and new experience development. By aligning with market demand and guest expectations, these insights helped prioritize initiatives that would drive engagement, increase visitation, and strengthen Kings Landing's position as a premier heritage destination.

Survey

An online survey was launched through social and digital channels for two weeks to gather quantitative data on visitor experiences and areas of interest with 210 responses. The survey provided an opportunity for respondents to share their perspectives on various aspects of Kings Landing, including programming and overall satisfaction. Additionally, participants were encouraged to provide open-ended feedback, offering valuable insights into visitor expectations, preferences, and potential areas for improvement. This data helped support the development of targeted recommendations to enhance the guest experience.



BEST PRACTICES

As part of this project, three best practice reviews were completed to identify successful strategies used by other leading heritage sites. The following overviews highlight key insights from Fortress of Louisbourg, Upper Canada Village, and Heritage Park, with the full best practice reviews available in Appendix C.

FORTRESS OF LOUISBURG, NOVA SCOTIA

The Fortress of Louisbourg National Historic Site offers an immersive glimpse into 18th-century colonial life through a reconstructed section of the original French settlement. Featuring costumed interpreters, engaging demonstrations, and historic buildings, guests can experience the daily life of soldiers, merchants, and townspeople in this bustling fortified town. Louisbourg operates year-round, with programming that varies by season ranging from quiet, self-guided exploration in the low season to lively, interactive experiences during peak months. The site offers a mix of guided tours, immersive activities, and living history performances that bring the past to life in an engaging and educational way.



A key strength of Louisbourg is its seasonal programming, which tailors experiences to different guest expectations. During peak season, costumed animators populate the streets, military drills and musket firings occur daily, and guests can dine in an 18th-century setting. Thematic experiences, such as "Life of a Soldier," cannon firings, and public punishments, add layers of authenticity and interactivity. Special events, including Historic Places Days, Parka Sleepover, and Sinister Soirée, expand the site's appeal by offering unique, time-limited experiences that attract diverse audiences. Additionally, Louisbourg integrates Indigenous heritage through its daily Mi'kmaw Program, ensuring a broader historical perspective.

Beyond standard visitation, Louisbourg provides distinctive overnight accommodations, including stays in a guardhouse, a historic home, or even the fortress prison, offering an unparalleled historical experience. The site also utilizes innovative engagement strategies, such as a VR experience, downloadable children's brochures, and hands-on heritage presentation programs, enhancing accessibility and appeal for various audiences. Louisbourg's mix of modern visitor services including guided tours, historical dining, and retail, ensures a well-rounded and engaging experience that encourages repeat visitation.

With its dynamic mix of immersive interpretation, seasonal adaptability, and innovative engagement, the Fortress of Louisbourg serves as a best-practice model for historical tourism. By combining authentic storytelling, interactive programming, and strategic visitor services, it successfully brings 18th-century history to life while catering to modern visitor expectations.

UPPER CANADA VILLAGE, ONTARIO

Upper Canada Village is one of Canada's largest living history sites, offering guests an immersive experience of rural life in 1866. Featuring over 40 historic buildings, including mills, trades workshops, and working farms, the Village brings history to life through costumed interpreters, interactive exhibits, and themed programming. As part of the St. Lawrence Parks Commission, it benefits from a broader tourism network and shared resources, ensuring a well-integrated guest experience. The Village operates seasonally, with guided tours available in the fall, and offers a range of ticketing and membership options to encourage repeat visits and cross-attraction engagement.



A standout aspect of Upper Canada Village is its well-structured programming, which organizes activities into key thematic categories such as trades, farming, milling, food production, and transportation. This approach provides clear, engaging guest pathways that enhance understanding and participation. Unique transportation options, including horse-drawn carriages, a tow scow, and a miniature train, further enrich the experience, making exploration of the site both educational and enjoyable. The inclusion of working kitchens, gardens, and heritage trades ensures that guests witness history in action, reinforcing the authenticity of the Village.

Beyond its daily operations, Upper Canada Village excels in seasonal events such as Pumpkinferno and the Alight at Night Festival, which transform the site into immersive, themed experiences that attract large audiences. These events, coupled with accessibility initiatives like sensory-friendly nights and bundled ticketing options, demonstrate a commitment to inclusive and innovative programming. Additionally, strategic partnerships, such as "McDonald's Day" promotions, create unique engagement opportunities that broaden guest appeal and encourage community involvement.

The Village also enhances visitor engagement through onsite accommodations, including historic-style guest houses, and a variety of dining and shopping experiences that align with the historical theme. From farm-to-table meals at heritage restaurants to daily fresh-baked bread at the gift shop, these offerings provide additional touchpoints for visitors to connect with the past. With well-integrated site information, event bundling, and strong promotional efforts, Upper Canada Village successfully balances historical preservation with modern visitor expectations, making it a model for immersive, sustainable heritage tourism.

HERITAGE PARK, ALBERTA

Heritage Park is a premier living history museum that immerses guests in Western Canada's past, spanning from the 1860s fur trade to the 1950s. With costumed interpreters, interactive storytelling, and a variety of exhibits, guests are transported through time in a way that is both educational and entertaining. The Park leverages a mix of self-guided tools, such as maps and the Driftscape wayfinding app, along with scheduled daily activities to ensure guests have a seamless and enriching experience. This combination of structured and flexible engagement enhances accessibility and encourages deeper exploration.



A key strength of Heritage Park is its dynamic programming, which includes daily activities, educational programs, seasonal camps, and special events. By offering themed experiences such as ghost tours, historical reenactments, and cultural commemorations like the National Day for Truth and Reconciliation, the Park successfully attracts diverse audiences year-round. Additionally, they capitalize on technology by providing QR-accessible daily schedules, ensuring visitors can easily navigate and plan their visit. Their strategic approach to memberships and upselling, including multiple touchpoints to convert daily guests into members, fosters long-term visitor engagement.

Heritage Park also excels in retail and hospitality, featuring period-appropriate shops, an antique portrait studio, and a variety of dining options, from casual cafés to full-service restaurants that incorporate fresh, locally sourced ingredients. Their unique mix of historic and modern retail, including a year-round mercantile block, enhances visitor spending opportunities and broadens appeal beyond the museum itself. This integration of commerce within the guest experience is an effective way to generate additional revenue while reinforcing the Park's historical narrative.

Transportation options, including a steam train, boat, and wagon rides, further enrich the guest experience, creating immersive and interactive ways to explore the expansive 127-acre site. Heritage Park's emphasis on guest preparedness encouraging comfortable attire, multi-hour visits, and repeat attendance through memberships ensures a well-rounded and enjoyable experience for all ages. By continually updating attractions, hosting seasonal events, and leveraging both history and entertainment, Heritage Park sets a strong example of how to sustain engagement, increase visitation, and create a memorable, multi-faceted destination.

VISITOR NEEDS ASSESSMENT

Leisure

The leisure tourism market refers to travelers who engage in travel primarily for relaxation, recreation, and personal enjoyment, rather than for business or work purposes. This market is driven by the desire to explore new destinations, cultures, activities, and attractions, with an emphasis on entertainment, adventure, wellness, and escape from daily routines.



Based on visitor statistics and profiles provided by Tourism, Heritage, and Culture (THC), four primary geographical markets have been identified for the leisure segment: New Brunswick, Ontario, Quebec, and the combined provinces of Nova Scotia and Prince Edward Island.

Atlantic Canada Leisure Market Overview

Visitors from Atlantic Canada (New Brunswick, Nova Scotia, and Prince Edward Island) represent a strong foundation for Kings Landing, characterized by a mature, nature-oriented, and culturally curious audience. They value accessible, authentic experiences rooted in heritage and the outdoors, and typically travel regionally for short getaways. Facebook and YouTube dominate their media consumption, and price sensitivity is a factor for many. Offering rich, experiential programming, particularly connected to history, culture, and outdoor recreation, will continue to resonate strongly with this important regional market.



The following summaries highlight the key characteristics, travel motivations, and media habits of each priority market, providing insights to guide visitor engagement strategies for Kings Landing.

Complete visitor profiles are available for reference in Appendix A.

NEW BRUNSWICK

New Brunswick visitors are mature, nature-loving travelers who prefer affordable, outdoor, and heritage experiences close to home, making them a strong market for day trips and regional getaways to Kings Landing.

New Brunswick offers a strong local market of over 800,000 people, with many households in midlife stages (median household age 54) and an average income of $102,499. Most households are married or common-law couples, and nearly half do not have children living at home.

Travel habits are modest, with personal trips averaging just over three nights per year and a typical spend of around $1,310 per trip (though 40% spend less than $500). Strong ties to nature, financial prudence, and national pride shape their lifestyle values, while a lower interest in crowds and luxury experiences is notable.

Popular travel activities include camping, hiking, visiting parks and gardens, canoeing, kayaking, cycling, photography, and exploring historical sites. Visitors tend to prefer outdoor, nature-based experiences over urban or highly commercialized activities.

Media habits show a high reliance on internet and social media, particularly Facebook (87%), YouTube (67%), and to a lesser extent Instagram (31%), along with moderate television consumption (18.6 hours/week).

Kings Landing's current guests are primarily drawn from nearby communities such as Hanwell, Fredericton, Oromocto, Lincoln, and Woodstock, suggesting strong potential to continue engaging regional day-trippers who value outdoor, heritage, and experiential offerings.

ONTARIO

Ontario offers two strong growth segments for Kings Landing: active suburban families seeking nature and heritage experiences, and younger cultural explorers drawn to authentic, local storytelling and immersive activities.

Ontario is a significant source market with over 15 million residents, higher household incomes ($131,937 average), and a median household age of 53. The market is split between family-focused households and couples, with a high level of post-secondary education (31.3% university degrees).

Travel habits show a slightly higher average trip spend ($1,535), although more than a third still spend under $500. Personal trips average just over three nights per year, with strong motivators tied to outdoor activities like cycling, hiking, camping, canoeing, photography, and park visits. Interest in historical sites is lower compared to New Brunswick visitors, but still notable for certain segments.

Media consumption is dominated by internet and social media, with Facebook (77%), YouTube (70%), WhatsApp (47%), and Instagram (41%) leading usage, alongside consistent television viewing (18.7 hours/week).

Top source markets within Ontario for Kings Landing visitors include Ottawa, Kingston, Barrie, Greater Sudbury, and Oakville, aligning well with two high-potential visitor profiles identified through PRISM and THC data:

Outdoorsy Suburban Families

This segment includes middle-aged, married couples (median age 53), many without children at home, living primarily in mid-sized cities like Ottawa, Barrie, and Kingston. They value national pride, flexible family life, nature experiences, and personal control, with strong interests in hiking, water activities, trying local food and drink, heritage sites, live theatre, and Indigenous culture. They spend more time in New Brunswick's River Valley region than other visitors, making them a particularly strong fit for Kings Landing's experiential and outdoor offerings.

Young Urban Cultural Enthusiasts

Primarily younger, culturally curious travelers (median age 44) from larger cities such as Toronto, Ottawa, and Kitchener-Waterloo. They are socially conscious, globally aware, and ecologically minded, with a strong desire for authentic experiences such as culinary tours, art galleries, nature parks, heritage sites, and Indigenous culture. They are adventurous, seeking out places that offer depth and local immersion, making Kings Landing's storytelling and historic site experiences highly relevant.

QUEBEC

Quebec guests closely align with Ontario's target audiences, favoring outdoor and cultural experiences, but require bilingual programming to feel fully welcomed and engaged at Kings Landing.

Quebec represents a sizeable market with nearly 4 million households, a median household age of 54, and an average household income of $111,490. The majority are married or in common-law relationships, with a strong proportion being couples without children at home. University education is relatively high at 26.5%.

Travel spending is slightly above the national average at $1,405 per trip, although 36.6% spend under $500, and personal travel averages just over three nights per year. Quebec travelers are heavily motivated by outdoor pursuits like hiking, cycling, camping, skiing, and canoeing, with a slightly higher interest in historical sites compared to Ontario visitors.

Media habits are similar to other provinces, with high internet and social media usage—particularly Facebook (87%) and YouTube (59%)—combined with steady TV consumption (20 hours/week).

Top source communities for Kings Landing visitors include Lévis, Gatineau, Quebec City, Terrebonne, and Saguenay.

In terms of traveler segmentation, Quebec closely mirrors Ontario. PRISM data and consultations with THC indicate that two key Ontario segments—Outdoorsy Suburban Families and Young Urban Cultural Enthusiasts—are also dominant in Quebec. As such, visitor expectations in Quebec will largely reflect those in Ontario, with the important distinction being the need for bilingual (English and French) programming and communication to fully engage this market.

NOVA SCOTIA & PRINCE EDWARD ISLAND

Nova Scotia and Prince Edward Island guests to Kings Landing are primarily motivated by outdoor recreation and authentic cultural experiences, with strong representation across both younger urban explorers and older, nature-focused rural travelers.

The combined Nova Scotia and Prince Edward Island market includes a population of just over 1.1 million across nearly 500,000 households. Three primary visitor profiles have been identified: Young Urban Cultural Enthusiasts, Outdoorsy Suburban Families, and Outdoorsy Rural Families.

Young Urban Cultural Enthusiasts are younger travelers (median age 41) with high university education levels (43.2%) and modest household incomes ($81,776). They seek cultural, culinary, and experiential activities, preferring places that offer authenticity, diversity, and local character. Halifax, Charlottetown, and Wolfville are the top source communities from this group visiting Kings Landing.

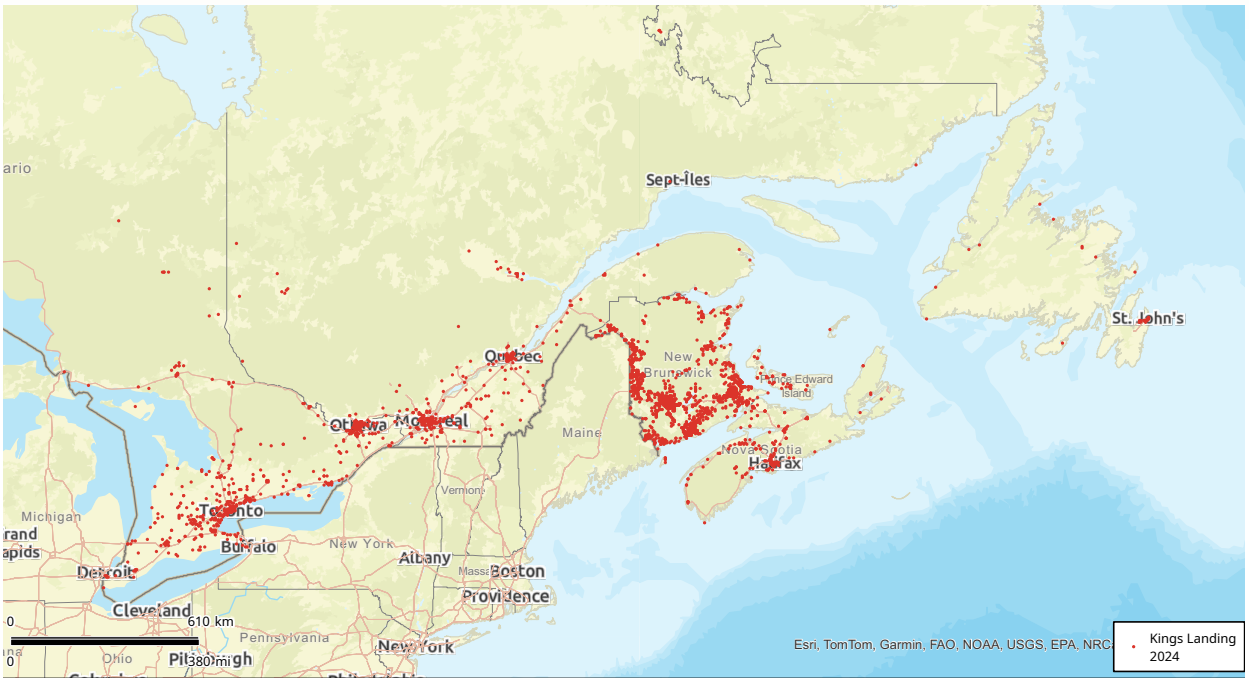
Outdoorsy Suburban Families are typically older (median age 53), family-oriented, and higher-earning ($104,917). They value national pride, emotional control, and outdoor recreation, with strong interests in hiking, camping, paddling, cycling, and visits to parks and gardens. Cornwall and Stratford, PE and Halifax, NS, are key feeder areas.

Outdoorsy Rural Families are older again (median age 60), modestly earning ($81,919), and deeply connected to nature. They have slightly lower formal education levels and favor simple, nature-driven experiences like canoeing, camping, hiking, and wildlife exploration. Kings Landing draws this segment notably from rural Nova Scotia communities like Kings Subdivision A, Chester, and Yarmouth.

Across all three groups, outdoor activities, parks, and cultural experiences (especially those offering authenticity and heritage elements) are strong motivators. Facebook remains the dominant social media platform across all audiences, alongside steady TV, radio, and internet use.

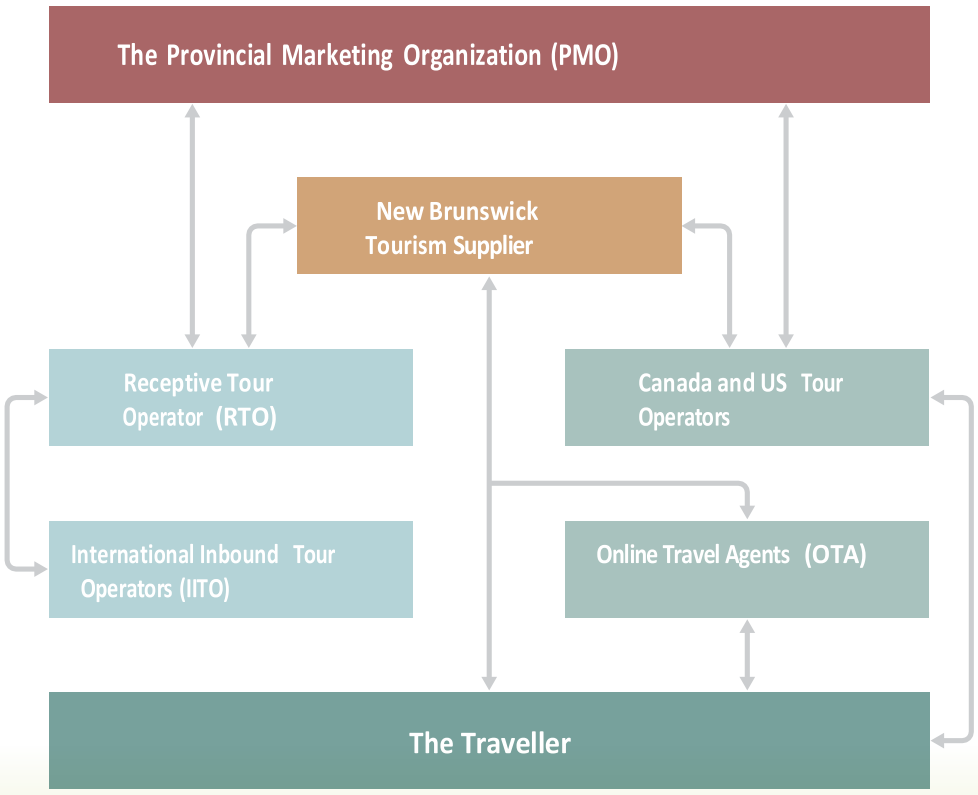
Eastern Canada Map Visualization

Where visitors to Kings Landing originate from



Travel Trade

Travel Trade Supply Chain



The term "Travel Trade" refers to the full range of organizations that function as intermediaries within the travel and tourism industry. These organizations typically include tour operators, wholesalers, receptive operators, online travel agencies (OTAs), group leaders, and travel agents.

Opportunities to attract more travel trade clients have been impacted by varying management approaches, limited collaboration with the regional and provincial destination management organizations, reduced participation in key travel trade shows, and the decision to discontinue memberships in key travel trade associations. Additionally, before 2024, Kings Landing was operating on a five-day schedule which presented challenges in maximizing travel trade clients, the switch back to being open seven days a week has been well received by this client.

The Fully Independent Traveler (FIT) segment within the travel trade market has grown significantly in recent years, presenting Kings Landing with a valuable opportunity to expand its reach. By engaging with travel trade partners who specialize in this segment, Kings Landing can attract more independent travelers and strengthen its presence in this evolving market.

Similarly, the shore excursion market out of Saint John presents a promising opportunity for Kings Landing, especially with some cruise ships staying overnight in 2024. Building relationships with receptive operators who coordinate shore excursions in Saint John will be essential in identifying the best approach to engage with this market and attract cruise guests.

Travel trade partners appreciate having a single point of contact when working with Kings Landing. This simplifies communication and allows for efficient coordination of customized experiences, especially when dealing with potential high-volume bookings.

Customization and pricing flexibility are key priorities for this market. For example, a tour operator may request a bundled heritage experience with a private interpreter and lunch included offered at a net rate based on group size. Having one dedicated contact ensures these types of tailored packages can be developed smoothly and quickly, increasing the likelihood of repeat business.

Tour Operators

A tour operator is a business that designs, develops, markets, and operates packaged travel and tourism products and tours. Tour operators sell through travel agents and/or directly to consumers.

Requirements:

1. Travel Trade Ready vendors (THC launched a revised Travel Trade Readiness program in fall 2024);
2. Unique Market-ready experiences and ability to customize as appropriate;
3. A consistent and knowledgeable point of contact empowered to make decisions;
4. Single point of contact for operator, supported internally by multiple departments or staff;
5. Timely follow-up (less than 24 hours);
6. Flexible policies (cancellation, payment, meal counts, comp policies);
7. Flex pricing based on volume;
8. Programming & Rates available minimally two years in advance.

Receptive Operators

A receptive operator is an expert in a particular destination and provides services to group travel organizers and tour operators. The size of the area can be as large as a country, a defined region such as Atlantic Canada, or a community.

Requirements:
The receptive operator's needs are like those of the Tour Operator; however, they have an expectation of lower rates based on the volume of business they bring.

Online Travel Agencies

Online Travel Agencies (OTAs) are online companies whose websites allow consumers to book various travel related services directly via internet. They are third party agents reselling trips, hotels, cars, flights, vacation packages etc. provided / organised by others. Currently, Kings Landing is listed on Viator.

Requirements:

1. Heavily discounted rates based on published rates (minimally 30% for attractions);
2. Ability for short term bookings is preferred;
3. Opportunity to advertise to promote/boost listings.

Provincial Marketing Organization & Destination Marketing Organization

While tour operators, receptive operators, and their guests are the primary clients within the Travel Trade sector, key influencers such as Capital Region of Fredericton and the Department of Tourism, Heritage, and Culture also hold considerable impact. These stakeholders invest substantial human resources and financial support in the sector, playing a critical role in bringing the industry, including Kings Landing, to market. It is essential to not only recognize their influence but to actively engage and maintain strong relationships with them to ensure alignment with their strategic goals and priorities. This will help to foster continued investment, collaboration, and mutual success.

Their needs align closely with those of the tour operators and receptive operators mentioned earlier. However, the most relevant are:

1. Unique Market-ready experiences ability to customize as appropriate;
2. A consistent and knowledgeable point of contact empowered to make decisions;
3. Timely follow-up with both tour operators and receptive operators;
4. Easy access to marketing materials for Travel Trade including images, videos, policies and rates (one-three years in advance);
5. Participation in educational tours (FAMS).

Travel Media

Travel media encompasses journalists, bloggers, photographers, and influencers who specialize in promoting travel and lifestyle content. Leveraging travel media is a cost-effective marketing tool that allows businesses and destinations to engage new audiences. Both Tourism, Heritage and Culture and the Capital Region of Fredericton frequently host travel media to showcase the region. Kings Landing should seek to be included in these initiatives with unique sharable experiences, offering significantly discounted or complimentary experiences for travel writers and their hosts to enhance visibility and attract a broader audience.

Meetings & Conventions

Meetings and conventions are essential components of the MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism segment, a significant part of the tourism industry. MICE tourism involves business travel where large groups convene for professional or educational purposes, typically organized around specific themes or topics. These events are planned well in advance, creating structured opportunities for networking, learning, and collaboration.

This segments visitor needs are:

1. Companion programs;
2. Special offsite opportunities for delegates (evening events or pre/post convention programming);
3. Unique venues for offsite meetings;
4. Opportunity to promote pre/post convention stays.

Like Travel Trade both the Capital Region of Fredericton and Tourism, Heritage and Culture have a vested interest in this market. Rendez-vous Fredericton is a collaborative partnership between Fredericton Tourism, convention hotels, and the Fredericton Convention Centre. Their members work together to ensure a seamless and sensational meeting experience for meeting planners and their delegates.

The local group market presents another valuable opportunity for Kings Landing and should be a key component of its group strategy. Engaging with organizations such as schools, community groups, seniors' associations, corporate retreats, and special interest clubs can help drive visitation and strengthen connections within the region.







CURRENT SITUATION ANALYSIS

SWOT

A SWOT analysis was conducted to evaluate Kings Landing's strengths, weaknesses, opportunities, and threats in relation to its visitor experience and overall market positioning. This assessment provided a structured approach to understanding internal capabilities and external factors influencing the site's success.







STRENGTHS

- Knowledgeable and dedicated staff
- Location, short drive from Fredericton (Trans Canada Highway proximity)
- Beautiful, peaceful, location, year round (heritage river, water location, no hussle)
- Themed events such as Christmas & Thanksgiving
- Authentic experiences
- Infrastructure, full service kitchen, many heated homes, overnight accommodations (Slipp House), meeting space/learning centre, etc.
- Authentic working trades, including a gristmill, blacksmith, and cooperage, enhancing visitor immersion

WEAKNESSES

- Availability of staff who can perform period specific trades
- Staff shortage (restaurant and site)
- Outdated visitor welcome area
- The village is lacking vibrancy and things for the guests to do/immerse themselves in
- Accessibility (mobility, sight, hearing, different styles of learners)
- Lack of bilingual interpreters (employees, front facing staff)
- Antiquated policy and processes for groups (last seating at 4:15pm)
- Signage (Wayfinding (readability), building labels, preventative animal signage)
- Room for improvement in 1st person interpretation
- NB/local visitors are the majority
- Higher pricing compared to similar heritage attractions

OPPORTUNITIES

- Reputation/repeat visitors'
- Demand for culinary experiences, evening group programming, overnight experiences and targeted season extension
- Guests want tools that assist with planning, arrival, remembering (post visit) that are easily accessible, i.e. modern technology
- Guests want handmade products to take home with them (revenue generator)
- Guests want to connect with historical sites and important places in history
- Indigenous and Black organizations that want to work with Kings Landing to develop and tell their respective stories
- Community ambassadors
- Vested interest in tourism growth with Fredericton Capital Region Tourism including Rendez-Vous Fredericton
- Vested interest in leisure and culinary experiences with Harvey Rural Community
- Guests want to eat at the King's Head Inn without paying to visit the village
- Proximity to Fredericton, major highways, and tourism routes
- Value add ons purchases on site
- 2026 US 250th celebrations, tie into Kings Landing offerings
- Partnerships with educational institutions like NB College of Craft & Design, universities, NBCC, etc.

THREATS

- Travel Trade business has declined significantly
- "One and done" experience perception
- Funding/Capital Funding
- Competitive landscape growing (for all market segments)
- Changing guest trends due to climate, economy, world events
- Negative reviews (either real or perceived) that spread on social media or review sites
- Reputation for saying no versus figuring it out
- Aging base guest segments (Group 2 and 7 PRIZM data)
- Rainy day/heat perception
- Guest trends place historical/museums/ history low/ relevance

Current Visitor Experiences

Analysis & Recommendations

Kings Landing is more than just a historical site, it is a vehicle for immersive experiences that transport guests into the past. Through interpretation and storytelling, guests do not just observe history; they connect with it in a meaningful and lasting way. The strength of Kings Landing lies in its ability to bring the 19th century to life, creating moments that resonate deeply with guests of all ages.

To create truly engaging and memorable experiences, interpretation at Kings Landing must go beyond presenting facts. It should be:

- Relevant – Stories must be meaningful to today's guests, helping them see reflections of their own lives in the past.
- Connecting – Experiences should foster emotional connections between guests and the people, places, and traditions of the time.
- Immersive Storytelling – Rather than simply sharing information, interpretation should tell the stories of the people, their daily lives, struggles, celebrations, and cultural traditions in a way that unfolds progressively throughout the season.
- Intriguing and Engaging – Storytelling should spark curiosity, invite participation, and create moments that families can experience together, strengthening their connection to history and to each other.

By embracing these principles, Kings Landing can ensure that every guest walks away with not just knowledge, but a meaningful and personal connection to the past, one that lingers long after they leave.

Recommended updates for each offering have been outlined to enhance their impact and alignment with guest expectations. The implementation plan on page 49 indicates the timeline for each deliverable, specifying completion in year one or in subsequent years as part of the broader three-year strategy.

General Recommendations

Leverage Locals and Staff – Staff and community members are key to bringing the village to life. Modernizing select aspects can help meet guest expectations while maintaining authenticity.

Extend the Season – Expanding into October aligns Kings Landing with other iconic New Brunswick attractions, maximizing fall tourism opportunities.

Prioritize Hands-On Experiences – Guests engage more when actively participating rather than observing. This approach should be integrated into all current and new experiences.

Manage Visitor Expectations – Clear communication before and during visits ensures guests understand what to expect, enhancing satisfaction and reducing potential frustrations.

Digital Integration – Thoughtful use of technology can improve guest accessibility, streamline operations, and support guest engagement while preserving historical authenticity.

PROGRAMMING AND SEASONAL OFFERINGS

The Village Experience

At Kings Landing, the passion for bringing history to life shines through in every corner of The Village. This immersive experience is the signature offering, one that makes history leap from the pages of textbooks into a vibrant, hands-on adventure. Step into the bustling heart of 19th-century rural New Brunswick, where stories unfold with every encounter.

An Immersive Living History

The Village is a living, breathing community of colorful characters. From millwrights to blacksmiths, storekeepers to farmers, everyone has a story, and guests are invited to be a part of it. This is not just history on display; it is history in action. The villagers are dedicated to the tasks of daily survival in the 1800s, and guests will witness, and even join, their efforts. The rhythm of the Village is one of hard work balanced with laughter, where every face has a story to tell, and every building holds the echoes of the past.

Hands-On Activities

Guests are encouraged to roll up their sleeves and pitch in because in The Village, many hands make light work. Whether it is helping in the garden, carrying firewood, or assisting farmers in 19th century farm life, participation is key to truly understanding village life. Unlike a typical museum, Kings Landing's Village offers guests the chance to live history rather than just observe it.

Horse-Drawn Carriages and Livestock

The Village is also home to livestock, an integral part of daily life. Horses, cattle, pigs, chickens, and sheep need constant care, and guests are invited to learn about the important role these animals played in the community's sustainability. The simple joy of a horse-drawn carriage or wagon ride is a highlight for many guests offering a peaceful, memorable way to experience The Village while viewing fields and homes from a 19th-century perspective.

Community at Work

Life in The Village is not just about surviving, it is about thriving together as a community. This signature experience invites guests to connect, participate, and witness the resilience of a bygone era. The Village experience transforms a visit into an unforgettable journey back in time, one where you do not just see history, you become part of it.

Visitor Amenities

There are basic amenities to support guest comfort during their visit. Bench seating is available at planned wagon ride stops, near the Welcome Centre, and close to the King's Head Inn, offering places to rest during the day. The Grant Store serves as a stop for light shopping and a quick break while exploring the village.

Washrooms are located at the Welcome Centre, King's Head Inn, and the Barony, ensuring essential facilities are accessible at key locations. Interpretive signs are placed in a few areas throughout the village, offering brief insights into the history and stories of the site.

Wayfinding signage is located throughout the village to help guests navigate between key locations, though its effectiveness can vary depending on the area.

Recommendations:

- Enhance the storytelling by creating an overarching story
    - the people, always use their name, not their profession
    - way of life
    - interconnections
    - relevance
    - create intrigue
    - connecting to the river
    - engaging all the guests' senses
    - using interpretation tools that speak to different types of learners
- Reinvigorate the fun and lively atmosphere
    - Daily programming that brings characters out from the homes
    - Music (live and recorded)
- Incorporate/involve guests into village activities and work
- Opportunity for improved Indigenous and Black interpretation and storytelling
- DEI Training (language, particularly gender neutral and how to use current day terminology "enslaved" vs "slave")
- Interpretation training
- Comprehensive site signage audit and implementation
    - Houses
- Identifying signs on houses/buildings, perhaps including the time period interpreted
- Key features in homes, for example, washer and water in the kitchen, wall paper and early linoleum, oil cloth covering, etc.
    - Safety
    - Wayfinding
- Wagon driver can provide key safety messaging and "what is happening today" information
- Giveaways for guests that engage their senses, create memories (cookies/candy/cordial)
- Animal programming such as farmers talking about them, blessing of the animals
- When using gone to town signage, ensure it indicates when they will be back
- When live music is not possible, have recorded music playing at various locations throughout the village
    - Have something that people can take a picture of and encourage them to do so (i.e. at the Coop)

Educational Experiences

a) History Lessons

Enjoy a series of free history lessons designed for children, each inspired by a child's request. Lessons include hands-on activities, printable recipes, and crafts, providing an engaging way to explore history.

b) Educational Programming & School Tours

Curriculum-based programming for students of all ages, offering immersive experiences of 19th-century rural New Brunswick life, with opportunities for customized tours. A perfect blend of fun and education for school field trips.

c) Children's Camps

- Visiting Cousins & Family Kin Programs (Ages 9-15): Week-long immersive camps where children experience 19th-century life by dressing in period costume, attending school, and working alongside artisans.
- Day Camps: Hands-on, age-appropriate camps that provide a wholesome learning environment. Children get to experience farm life, garden care, traditional trades, and school, giving a taste of 19th-century rural life.

Recommendations:

- Could the visiting cousins/children in the village or households be more engaged in activities to enhance the lively atmosphere
- Adapt children's programming for adult engagement

INTERACTIVE TOURS

3D Virtual Tour

Step back in time to 1860 with our 3D virtual tours of Joslin House, Morehouse Farm, and the Welcome Centre. Each location features interactive blue dots that provide historical images, text, and stories.

Recommendations:

- No recommendations currently as expanding virtual is not the current focus.

Special Themed Events

Throughout the season, Kings Landing hosts special themed events that dive into various aspects of 19th-century life, each with a unique focus. Visitors can explore topics such as Life at the Long House, where the customs and daily routines of the villagers are brought to life, or participate in The Slipp House Social, offering a glimpse into 19th-century social gatherings. Churches of the 19th and 20th Centuries weekends highlight the central role of faith and church communities in rural life, while Keeping Up with the Joneses explores the aspirations and progress of families striving for prosperity. These events provide rich, immersive experiences that add depth and diversity to any visit to Kings Landing. The Thanksgiving Auction offers a unique experience where guests can witness and participate in a community auction.

Recommendations:

- Reduce the number of special themed events, one per month such as:
  - June – Military (Black Powder Demonstration)
  - July – Celebrations/Hospitality
  - August – Cultural
  - September - Trades & Commerce
  - October – Thanksgiving / Harvest / Halloween

Celebrating/Acknowledging current events such as: National Indigenous People's Day, Canada Day, Emancipation Day, New Brunswick Day, National Day of Truth & Reconciliation, can also be planned for and incorporated.

The selected special themed events reflect the topics that consistently emerged during consultations as the most engaging and relevant for visitors. These themes align with Kings Landing's historical narrative while providing opportunities for deeper storytelling and immersive experiences. To enhance authenticity and visitor engagement, exhibits within the historic homes can be rotated to match each theme, offering fresh perspectives and showcasing more of the collection. This approach not only enriches the on-site experience but also provides dynamic content for social media, encouraging repeat visitation and broader online engagement.

Seasonal Experiences

a) Christmas at Kings Landing
   - Christmas at King's Head Inn: Immerse yourself in a rich tradition of warmth and festivity at the King's Head Inn. Enjoy candlelit gatherings, live Christmas music, a festive meal, and traditional treats.
   - Christmas By the Hearth: Experience a Victorian Christmas with festive décor, storytelling, and traditional Christmas dinner in historic homes.
   - Christmas in the Valley: Kings Landing comes alive for two weekends in December with caroling, festive decorations, and the chance to visit select homes and shops as the Village prepares for Christmas.

b) Maple, The First Taste of Spring

Since 1984, guests have celebrated the coming of spring with 19th-century sugaring demonstrations, maple candy, horse & wagon rides, and more. A beloved springtime tradition for families and guests alike.

c) Thanksgiving

Made with farm-fresh ingredients, time-honoured recipes and a sense of history unique to New Brunswick, Kings Landing's Thanksgiving Dinners returned in 2024. Gather your friends and family and come to the King's Head Inn Restaurant for an unforgettable dining experience!

Recommendations:

- Investigate the possibility of Christmas in the Valley being expanded to be more like Alight at Night offered by Upper Canada Village (over one million Christmas lights illuminate the village) to become more of a draw. Similarly, and on a smaller scale, Belding Farms Christmas Market (vendor market with Mr. & Mrs. Claus, lights, bonfire) is a good best practice.

Group Experiences

a) Wedding Services

Celebrate your special day at Kings Landing, a scenic open-air museum situated along a picturesque bend of the Wolastoq (Saint John River). With its stunning 19th-century backdrops and historical ambiance, Kings Landing provides a beautiful and unique location for your wedding. Embrace the romance and simplicity of the 1800s as you make memories to last a lifetime.

b) Meetings and Receptions

Kings Landing offers a distinctive setting for meetings and events. For those looking to step back in time, the King's Head Inn provides an authentic 19th-century environment, perfect for a unique meeting or reception. For a more modern space with charming views of the village, the Learning Centre is also available.

c) Travel Trade (Group and F.I.T.)

Travel Trade refers to the full range of organizations that function as intermediaries within the travel and tourism industry. These organizations typically include tour operators, wholesalers, receptive operators, online travel agencies (OTAs), group leaders, and travel agents. They provide prebooked group and FIT programming.

Recommendations:

- Create a full time position: Business Development, to leverage Group Business (can also be tasked with Community Engagement)
    - It is important to note that the Travel Trade market expects a single, consistent point of contact. While internal responsibilities can be shared among staff, one designated individual should manage all client-facing communication. It is recommended that this new position serve as that primary contact.
- Concise clear travel trade options (not too many with customization as needed)
- Pricing integrity
- Update policies for groups
- Connect with Rendez Vous Fredericton to fully understand the needs and opportunities for Meetings & Conventions (recommendations under new experiences)
- Visiting cousins' program activities can be tweaked for adult groups
- Pursue Film Industry & Sport Tourism
- Focus on increasing number of weddings through targeted sales
- Develop and implement a Birthday Package

Food and Beverage experiences

a) King's Head Inn

Enjoy lunch, a refreshing drink, or a mid-afternoon treat at the King's Head Inn Restaurant. Featuring costumed wait staff and a mix of traditional and modern fare, the Inn provides a delightful culinary experience that complements your visit to Kings Landing. Please note that admission to Kings Landing is required to visit the restaurant during normal hours.

b) Axe & Plough Café

Located in the Welcome Centre, the Axe & Plough Café offers modern fried food, drinks, and baked goods such as brown bread, muffins, cinnamon buns, and cookies. Admission to Kings Landing is not required to visit the café, making it an accessible option for all guests.

c) King's Head Inn Pub

Located in the King's Head Inn, the pub offers limited seating and beverages. Guests can take beverages to the veranda of the Inn. Features Simeon Jones craft beer from Picaroons.

Recommendations:

- Allow access to King's Head Inn for guests who only want to dine
    - Update the service entry to be guest friendly
- Noise mitigation for the Simeon Jones Room
- Provide access to water/snacks throughout the village (Peddler's cart noted in New Experience section)
- Address staffing challenges in the restaurant
- Extend last seating time for evening service (could be for confirmed groups only and/or phased in approach for locals)
- Offer old fashioned picnic baskets for four, two, for groups, with linens and simplistic food
    - Available for prepurchase upon arrival same day until a certain time or in advance online – with pick up available at the KHI
    - Create outdoor spaces for food service from KHI (take out and picnic options)
- Picnic areas with tables along the river at locations such as the Barony, Ingrahm House
- Building designated for shade/rain with picnic tables
- Music linked to the pub – pub like atmosphere, could be outside or in larger room at King's Head Inn (extend season/evenings)
- Themed drinks in the pub
- Revisit food service on the deck of KHI, guests would like to dine outside, would need to provide shade
- Explore opportunity of providing "grab n go" at the Grant Store or on the Peddler cart and/or revisit the take-out window at KHI
- Ensure menus for all food and beverage options are available online (and updated) encouraging reservations in advance, pre ordering picnic baskets/take out and popular items such as brown bread guests to prepurchase
- Revisit menu at KHI to ensure Cost of Goods are maximized, local ingredients maximized, limited items for ease but with enough variety for target markets, maintaining the historical element

ARRIVAL EXPERIENCE & ACCESSIBILITY

Welcome Centre

While not tangible offerings, the Welcome Centre and Marketing are integral to the visitor experience at Kings Landing and have been included due to significant recommendations aimed at enhancing overall guest experience and satisfaction.

The Welcome Centre serves as the gateway to Kings Landing, setting the tone for the entire experience. It provides essential context to guests, helping them understand the historical background of the Village and the role of the families who lived there. Ensuring a welcoming, informative, and engaging introduction is crucial to making guests feel connected and informed from the start.

Recommendations:

The following recommendations are intended as interim measures to enhance the visitor experience at Kings Landing while laying the groundwork for a broader transformation. The primary recommendation, to develop, design, and fund a completely new sense of arrival experience, requires a comprehensive planning, design, and fundraising effort over the next three to five years. This long-term project will encompass major upgrades such as the renovation of the Welcome Centre building, enhanced landscaping, improved parking solutions, and upgrades to the King's Head Inn entrance for public access.

In the meantime, these stop-gap actions are proposed to address current challenges and opportunities, ensuring an improved guest experience as Kings Landing transitions toward its long-term vision. These measures focus on immediate and cost-effective improvements that can elevate the overall experience for guests while reflecting the high standards and storytelling excellence of Kings Landing.

- Develop, Design and Fund a new sense of arrival for guests including but not limited to:
    - Landscaping (shrubs/flowers)
    - Parking enhancements and improvements to the King's Head Inn entrance for public access
    - Separate line for Season Pass Holders and guests who pre-purchase tickets online (they should not wait in a line). Could also be used for group check-in
    - Uniforms for Welcome Centre staff (consistent)
    - During peak times, have someone in character greeting guests as they arrive, start the storytelling
- Entrance: needs attention for example tree branch in way of path from parking lot to welcome centre, benches need painting, recorded music playing, scents coming from the kitchen (brown bread for example)
- Set the Stage through Non Personal Interpretation: Establish a clear introduction to Kings Landing's history (currently too much going on in the arrival area, some not relevant to average guest)
    - Explain how the Village came to be
    - Make the names of the families prominent, briefly introducing each to build a personal connection
    - Provide guidance on how to interact with characters and interpreters
    - Highlight apprenticeship opportunities and upcoming events

    - Emphasize the connection between food preparation in the houses and the King's Head Inn dining experience
    - Communicate what is happening onsite that day that guests can participate in/try their hand at
    - Provide suggestions on how to maximize their visit "Two hour visit", "Do not miss this today"
    - Manage expectations for what is open today
- Upsell:
    - Offer to make a reservation at the KHI or place order for Picnic Basket (avoid disappointment)
    - Provide a discount at the Gift Shop if the guest spends more than $100, have this automatically print on tickets
- Parking Improvements: Designate Parking #1 and #2 clearly so guests know where to go upon arrival.
- Selfie Spots: Create designated spots for photos to encourage social sharing (throughout the village)
- Exterior Refresh: Address the dated exterior appearance to create a welcoming first impression.
- Axe and Plough: Reorganize the Axe and Plough area to clarify exhibits versus seating. Investigate updating seating and tables and expand outdoor dining option here. Promote "Don't leave with out your very own Mary's Brown, Crosby Molasses Ginger snaps." What is available each day
- Welcome Centre Renovation: Engage a heritage architect to thoroughly assess and redesign the Welcome Centre's layout and visitor flow including an exterior renovation to replace outdated elements, creating a welcoming first impression.
- Integrate sawmill restoration into marketing and visitor engagement efforts, emphasizing its historical significance and the impact of its return to full operation.

MARKETING

Marketing efforts are fundamental in attracting both first-time and repeat guests to Kings Landing. Ensuring that the attraction remains top-of-mind for locals and engaging potential guests online is vital for the long-term success of Kings Landing.

Recommendations:

- Hero images and videos: invest in new iconic imagery and videos that speak to target markets
- Media Collaboration: Share an image and video database with influencers to facilitate easy content creation. Reach out to influencers quarterly or biannually to discuss cooperative marketing and sales (THC/FT)
- Map Enhancements:
    - Update maps to include distances for better orientation.
    - The QR code takes you to KL website, redirect to the foundation for donations and move it near their blurb on the map.
    - Revisit the introduction panel as guest is onsite, info should highlight what they can do now that they are here, book reservations, where to shop, introduce a family or two where the crossword currently is and/or suggest questions they can ask characters in the village
    - Revisit the land acknowledgement

- Run a contest for them to share their experience on social channels with a unique hashtag for the year
- Investigate a technology solution for those who wish to download an app, use Google Maps, Driftscape, or another provider

- Targeted Messaging: Highlight that there is always something new, different events happening each month or year, to encourage multiple visits and dispel the myth that once you have visited once you do not need to return
- Online Visibility: Ensure Kings Landing is featured on major OTAs to increase reach.
- Create Engaging & Magical Content: Ensure social media content captures the magic of the experiences by telling compelling stories, behind-the-scenes moments, rich visuals, and evoking emotions that speak to target guests.
- Integrate stories of the villagers: highlight tradespeople like the millwright, blacksmith, and printer, alongside Mr. Grant, the storekeeper, the village women, and the farmer, illustrating the authenticity and richness of 19th-century life.

Recommendations specific to Pre-Visit Digital Engagement

- Personalized Invitations to Visit: Leverage targeted digital campaigns (e.g., email newsletters, social media ads) to highlight upcoming events, unique experiences, and seasonal activities. Include clear calls to action, such as booking reservations at the King's Head Inn or pre-ordering picnic baskets.
- Interactive Itineraries: Provide customizable itineraries or "insider tips" that allow guests to plan their day based on their interests. Encourage early booking to avoid disappointment.
- Send automated reminders and "what to expect" emails to ticket holders, featuring highlights of their upcoming visit, weather tips, and links to prepare them for the experience.

Recommendations specific to Post-Visit Engagement: Invite Guests to Share and Advocate

- Encourage Social Sharing: Prompt guests to share their experiences through designated selfie spots and a unique Kings Landing hashtag. Offer incentives like entry into a prize draw for tagged posts.
- Feedback Requests: Send a follow-up email/text thanking visitors and inviting them to complete a quick survey about their visit. Include questions about what they loved and what could improve, and consider offering a discount code for their next visit in return.
- Storytelling Through Testimonials: Invite guests to share their personal stories and photos from their visit. Feature these on the website, social media channels, or newsletters to build an emotional connection with potential guests.
- Upselling Future Visits: Use the follow-up email to promote upcoming events, seasonal attractions, or new experiences they might enjoy on their next visit. Include direct links to purchase tickets or make reservations.
- Cultivating Long-Term Relationships: Encourage guests to subscribe to Kings Landing's email list, annual membership and to follow social media channels to stay informed about new experiences, special offers, and seasonal activities.

RETAIL

The Peddler's Market

Also located in the Welcome Centre, the Peddler's Market features a collection of special gifts and souvenirs representing Kings Landing and New Brunswick. With unique, one-of-a-kind products, there is something for everyone. Admission is not required to shop at the Peddler's Market.

Recommendations:

- Stock more local product (New Brunswick)
- Carry more hand made products from the village (butter, yarn, flowers, woodworking, pickles/ preserves, etc.)
    - Revisit legislation to see if dairy, pickles, meat can be sold and or sampled at KL in general and specifically at the gift shop
    - Ensure items are well labelled, indicating the item was made at Kings Landing for example a stamp that burns into the wooden pieces made
- Create DIY kits for visitors to take home (wood, candle making, soap, etc.)
- Hire a Gift Shop curator for layout (size) and merchandise improvement
- Introduce a plushie of Finnegan to purchase (connect to local charity, SPCA)

MISCELLANEOUS

Sawmill

The sawmill stands as a central icon of the Kings Landing experience, offering guests a tangible connection to 19th-century industry and craftsmanship. However, it is currently not operational, impacting both the interpretive programming and the overall visitor experience. While the required repairs have been identified, the cost is significant, and securing the necessary funding could pose a challenge.

Stakeholders recognize the sawmill as a key feature of Kings Landing, essential to preserving the site's immersive and educational value. Restoring it to full operation would enhance both the authenticity of the site and its ability to engage visitors with hands-on demonstrations and storytelling.

Recommendations:

- Prioritize funding opportunities by exploring grants, heritage conservation programs, and corporate sponsorships to support the restoration effort.
- Develop a fundraising strategy that includes donor engagement, crowdfunding, and community partnerships.

Season Pass

A season pass offers exceptional value, providing unlimited visits throughout each year with the cost being less than the price of two single admissions in 2025. Pass holders enjoy a range of exclusive perks, including early access to reservations for themed dinners and signature events, complimentary admission to off-season events like Christmas in the Valley and Maple, the First

Taste of Spring, and a 15% discount on purchases at the Peddler's Market, Grant Store, Axe & Plough Café, and King's Head Inn (excludes alcohol, special events, and themed dinners). Additional benefits include a 15% discount on facility rentals.

Season pass holders also receive discounts at top New Brunswick attractions, such as 25% off admission to the Huntsman Marine Science Centre, Village historique acadien, Beaverbrook Art Gallery, and more. A 15% discount is also available for entry to The Hopewell Rocks.

Walking Trails

There are a variety of walking trails that invite guests to explore the village and its surrounding natural beauty. Most trails follow the main dirt roadways that wind through the village, allowing visitors to stroll past historic homes and gardens while enjoying a close-up view of 19th-century life. These pathways provide a leisurely way to navigate the site while immersing yourself in the stories and scenery of Kings Landing.

For those seeking a more immersive experience in nature, a few trails lead into the wooded areas surrounding the village. These wooded trails offer a peaceful retreat, with opportunities to appreciate the site's natural landscapes.

Situated along the Wolastoq (Saint John) River, the village also offers guests stunning opportunities to take in breathtaking water vistas. The river's proximity provides a serene backdrop to the walking experience, with the fresh river breeze, the gentle sound of flowing water, and the ever-changing views of the riverbank enhancing the sensory journey.

Recommendations:

- When highlighting the Season Pass on the website, note the opportunity for walking in a safe and serene environment
- Source a local champion to lead a Walking Club and/or develop a partnership with an existing walking club to encourage season pass sales
    - Investigate the possibility of allowing season pass holders to access part of the village for walking/snowshoeing during the off season at no additional cost
- Promote the trails and Season Pass on social media hiking/walking groups

NEW OPPORTUNITIES

New Guest Opportunities

Before exploring new opportunities for Kings Landing, it is important to first consider what sets it apart. Kings Landing's Unique Selling Proposition was shaped through thorough research, guest profiling, and valuable stakeholder input. This foundation ensures that Kings Landing stands out as a premier heritage destination, offering immersive, educational, and memorable experiences tailored to diverse audiences.

Kings Landing's Unique Selling Proposition (USP)

Kings Landing offers an immersive, living history experience where guests do not just observe the past, they step into it. Unlike traditional museums, this vibrant 19th-century village blends authenticity, storytelling, and hands-on participation, allowing guests to connect with history in a deeply engaging and personal way.

With interactive daily programming, heritage-inspired culinary experiences, hands-on workshops, and specialty events, Kings Landing appeals to families, heritage travelers, culinary enthusiasts, and corporate groups alike. The village's rich storytelling, knowledgeable interpreters, and dynamic seasonal programming ensure that no two visits are the same.

Its stunning riverside location, growing accessibility, and evolving partnerships (such as water access, mobility solutions, and unique accommodations) position Kings Landing as a must-visit heritage destination in New Brunswick. Whether through themed experiences, overnight stays, historic dining, or new hands-on activities, Kings Landing provides an unforgettable journey into New Brunswick's past—one that guests can see, touch, taste, and experience firsthand.

Building on the recommendations outlined in previous sections, the following focuses on revitalizing past experiences and introducing new ones that align with target markets, visitor needs, and emerging trends. While considering the entire visitor journey, there is a strong emphasis on enhancing the onsite experience, with select initiatives designed to engage guests before and after their visit.

Travel Trade & Group Experiences

The travel trade industry primarily serves two key markets: group travel (in this case small groups) and Fully Independent Travelers (FITs). The capacity of an experience often dictates which segment it is best suited for, with larger-scale operations catering to groups and more intimate or niche experiences aligning with FIT travelers. Beyond accommodations, curating add-on experiences such as engaging activities and diverse meal options, is essential to creating a well-rounded and immersive visit. The more interactive and educational these experiences are, the more they enhance guest satisfaction, ensuring a deeper connection to the destination and a greater overall impact.

1. Evening Dinners & Historic Strolls – A curated evening experience featuring a multi-course heritage-inspired dinner paired with an exclusive guided stroll through a selection of three historic homes. This intimate after-hours experience allows guests to enjoy Kings Landing in a new light, with storytelling, ambiance, and unique culinary offerings.

2. Overnight Stays in Historic Homes – Introducing overnight experiences tailored for both groups and individual travelers.
    - Slipp House (Group Experience): Designed for groups seeking an immersive historical stay, this experience could feature an interactive murder mystery or other engaging period themes for the local market as well as Travel Trade. Additionally, adapting existing "Visiting Cousins" programming for adults would work well here for groups.
    - Historic Building (FIT – Fully Independent Travelers): Overnight stays would offer a curated 1.5-day (1-night) experience featuring hands-on activities and period-appropriate storytelling and activities.
3. Heritage Workshops – Hands-on workshops providing guests with the opportunity to learn and practice traditional skills. A curated selection of workshops (see Appendix B) will be identified and prioritized for launch.
4. Culinary Weekends & Overnight Packages – A full-weekend culinary experience offering hands-on cooking classes led by a Chef, focusing on traditional fare. Hosted in the Learning Centre with accommodations at the Slipp House, these small-group experiences could include garden and farm visits, ingredient tutorials, and interactive meal preparation.
5. Farm-to-Table Experiences – Hands-on experiences showcasing traditional farming and food preparation methods, appealing to culinary and heritage guests. Guests could spend time with farmers learning about crops, harvesting, and food preservation or participate in activities like churning butter. While regulations may prevent guests from taking home their handmade goods, a pasteurized version could be provided as a takeaway.
6. Preserving with Mrs. Joslin – A hands-on, small-group experience extending into the fall season, where visitors learn traditional canning and preserving techniques. Guests could pickle beets or other seasonal items, taking home a jar and a recipe as a keepsake. This experience could be hosted in various homes on-site, offering an authentic look at food preservation methods and their cultural significance in both settler and Indigenous traditions.

It is important to note that experiences developed for the Travel Trade market can also appeal to local groups, Meetings & Convention delegates, and leisure visitors, providing versatile programming that meets a wide range of audience needs.

Leisure Experiences

1. Daily Interactive Programming – Engaging, consistent programming designed to enhance guest interaction, such as music, sing-alongs, dancing, and simple demonstrations. It is important that they are scheduled activities (e.g., 11 AM and 2 PM) that could rotate monthly and include short, guided tours or hands-on experiences.
2. Kid-Friendly Activities – Family-focused programming that encourages play and participation.
    - Traditional Games & Races – Inspired by historic pastimes, activities such as potato sack races, egg & spoon races, three-legged races, and carnival-style games could be offered during peak family visitation periods. The "Visiting Cousins" program could serve as a foundation for these experiences.
    - Animal Encounters – Expanding opportunities for children to engage with animals through scheduled demonstrations such as shearing, shoeing, and grooming.

3. Old-Fashioned Portraits – A costumed photography experience where guests can dress in period clothing and capture a keepsake photo for an added fee.

4. Afternoon Tea at Mrs. Ingraham's – A bookable, period-authentic afternoon tea experience set in the Ingraham House overlooking the water. Guests would enjoy traditional tea, scones, sandwiches, and sweets reflective of 1800s high society in New Brunswick. To enhance authenticity, in-character staff could mingle with guests, sharing town gossip or etiquette tips, creating an immersive and engaging experience. Offered periodically throughout the season, this would complement other signature dining experiences like the long table dinners.

5. Baking with Mrs. Jones – A hands-on baking experience where small groups learn traditional 1800s baking techniques using period equipment and ingredients. Guests could make cookies, scones, or other baked goods, fostering a connection to heritage skills lost between generations. Ideal for families, friends, or corporate retreats, this immersive experience could take place in the Learning Centre or Welcome Centre, with final baking completed in a historic home. Additionally, signature baked goods from these sessions could become café staples, such as "Mrs. Jones' Molasses Cookies" or "Mrs. Joslin's Cranberry Scones."

These leisure experiences could also be customized for Travel Trade clients hosting multiple group visits, ensuring flexibility and broader appeal across visitor segments.

Culinary Experiences

1. Picnic & Takeaway Options – Expanding on-site dining with convenient, heritage-inspired takeaway meals.
    - Ploughman's Lunch – A traditional picnic-style meal featuring locally sourced ingredients such as carrots, celery, cheese, boiled eggs, bread, and ham. Available as a restaurant or grab-and-go option.
    - Charcuterie Boards – A portable, artisanal option for guests looking for a light, high-quality meal.
    - Future Expansion – As demand grows, pickup could be relocated to an outbuilding near the Barnory to ease congestion at KHI.
2. Peddler's Cart – A roaming vendor offering fresh cordials, traditional iced teas, lemonade, muffins, cookies, candy, and water, along with small handmade goods such as flower bouquets, tinsmith, and blacksmith items. This would enhance visitor convenience while adding an interactive, market-style element to the village experience.
3. More Themed Dinners & Seasonal Events – Expanding Kings Landing's dining experiences with special occasion-themed dinners, such as Valentine's Day, Mother's Day, Dine Around Freddy, and March Break.
    - Overnight Packages – Pairing themed dinners with overnight stays for a fully immersive experience, enhancing both visitor engagement and revenue potential.

Meetings & Convention/Corporate

1. Team Building Programs – A period-appropriate "Amazing Race"-style challenge where teams complete historical tasks and problem-solving activities throughout the village. This interactive experience fosters collaboration while immersing participants in Kings Landing's setting.
2. Evening Dinners & Historic Strolls – A large-group adaptation of the Travel Trade evening experience, featuring a heritage-inspired dinner followed by a guided stroll through three historic homes. This offering provides a unique and memorable setting for corporate gatherings.
3. Unique Meeting Venue – The Learning Centre serves as a distinctive meeting space, offering a historical backdrop with modern amenities. Ensure this is listed with Rendez-Vous Fredericton as a rental option.
4. Companion & Family Programs – Customized experiences for spouses, companions, and families of conference attendees, featuring guided heritage tours, hands-on workshops, and exclusive culinary experiences. Programs can be promoted through Rendez-Vous Fredericton to ensure visibility and integration into convention itineraries.

Understanding Rendez-Vous Fredericton's specific needs for this market will help tailor offerings to better support corporate and convention groups.

Rain & Heat

1. Weather-Resilient Programming – Develop indoor experiences such as interactive workshops, storytelling sessions, and hands-on crafts that allow guests to engage with history regardless of weather conditions.

2. Shaded & Cooling Stations – Increase shaded seating areas and implementation of roaming peddler's cart for easy access to water.

3. Covered Wagon Rides – utilize covered transport options to allow guests to navigate the village comfortably in both rain and heat.

4. Adaptive Scheduling – Offer flexible programming that shifts between outdoor and indoor experiences based on weather forecasts, ensuring guests can fully enjoy their visit.

Cold Weather Season (Off-Season)

1. Group Camping Experiences – Offering camping opportunities for groups such as Girl Guides during the shoulder seasons (April/May & October/November). Accommodations could include traditional camping setups as well as indoor options like the Slipp House and Learning Centre, providing flexibility based on weather conditions.
2. Seasonal & Event-Specific Programming – Hosting off-season events such as comedy nights, live music, and culinary experiences to attract visitors year-round. These events could also be incorporated into the regular season to enhance programming variety.
3. Winter Trail Access for Locals – Allowing community access to Kings Landing for walking, hiking, skiing, and snowshoeing during the colder months, providing an opportunity to engage with the site year-round while fostering stronger local connections.

Water Access

Kings Landing has an opportunity to partner with a business or entrepreneur to introduce water-based experiences that enhance visitor engagement. Potential offerings could include self-propelled rentals (canoes, kayaks, SUPs) or guided tours—both motorized and non-motorized—that connect back to Kings Landing's historical narrative. If an agreement is reached, this initiative would become a key deliverable for the new Business Development position, which will focus on Travel Trade, Corporate, Meetings & Events, and Community/Business Partnerships (MOU in progress with Harvey).

As infrastructure is developed to support this partnership, consideration should be given to enabling boaters to dock and access the Village or King's Head Inn/Pub, ensuring size and placement align with long-term visitor access goals.

Transportation

To enhance accessibility and visitor convenience, Kings Landing could introduce mobility-friendly transportation options that align with the site's historical setting. Potential solutions include:

1. Scooters & Electric Shuttle – Implementing site-appropriate scooters or a small electric shuttle, like the one used at Acadian Village, would provide guests with limited mobility an easy way to navigate the site. These could be available for rent or integrated into general visitor services.
2. Horse-Drawn Wagons – Offering smaller wagons for rides at an additional cost, catering to guests seeking a romantic experience or those needing mobility support. These rides could also be woven into the storytelling experience of the village. Explore the feasibility of having Kings Landing's carpenter or a partner organization build or restore carriages over the next three years allowing for an authentic, in-house solution. Additionally, the building or restoration would generate strong social media content and serve as an upsell opportunity for guests upon completion.

Grant Store

Enhancing the Grant Store's offerings and infrastructure can improve the guest experience and increase sales opportunities. Key improvements include:

1. Beverage Offerings – Introducing fresh cordials and traditional iced teas, aligning with Kings Landing's historical theme while providing refreshing, unique drink options for guests.
2. Ice Cream Sales – Adding ice cream as a seasonal offering, appealing to families and guests looking for a classic treat during their visit.
3. Payment System available – Improving Wi-Fi connectivity to support electronic payment systems or implementing an alternative solution to eliminate the current cash-only limitation, ensuring a more seamless and accessible transaction process for guests.







IMPLEMENTATION PLAN

The following section categorizes all key recommendations to provide a clear and actionable roadmap for Kings Landing. Each recommendation has been grouped into relevant focus areas to streamline planning and prioritization. It is critical to note that developing partnerships with other entities will be key to the success of the VES. Potential partners are outlined in Appendix B. To further assist with decision-making, each recommendation has been assessed for cost and complexity using the following rating system:

Cost Rating:

- A = Over $25,000
- B = Between $10,000 and $25,000
- C = Under $10,000

Complexity Rating:

- A = High Complexity – Requires significant planning, resources, or structural changes to implement.
- B = Moderate Complexity – Needs coordination and some resource investment but is achievable within a reasonable timeframe.
- C = Low Complexity – Quick wins that are straightforward to implement with minimal effort.







DELIVERABLE CURRENT VISITOR EXPERIENCES	COST	COMPLEXITY	YEAR
Provide DEI and Interpretation Training for staff	C	C	2025
Enhance animal programming (farmer talks and demonstrations)	C	C	2025
Develop guest takeaways (senses-engaging souvenirs like cookies, candy, cordials)	B	C	2025
Expand immersive and hands-on visitor experiences (e.g., interactive games, traditional skills demonstrations)	C	B	2025
Audit admission prices and adjust accordingly (currently high compared to other historic sites)	C	C	2026
Develop an overarching storytelling framework focused on people, way of life, interconnections, and intrigue	C	A	2026
Enhance daily programming with character interactions, and immersive storytelling	B	C	2026
Introduce music (live and recorded) at various locations throughout the site	A	C	2026
Improve Indigenous and Black interpretation and storytelling	B	A	2026
Introduce special event involving the animals	C	C	2026
Improve visitor participation in village activities (train employees to build participation into their interpretation)	C	C	2026
PROGRAMMING AND SEASONAL OFFERINGS			
Additional themed dinners and seasonal events (Valentine's, Mother's Day, March Break)	C	C	One/ yr
Reduce the number of themed weekends to one per month, focusing on key topics	C	C	2025
Expand Christmas in the Valley into a larger seasonal attraction (like Alight at Night)	A	B	2025
Implement daily interactive programming (i.e. at 11 and 2)	B	B	2025
Investigate feasibility of camping (back-country style) for off-season	C	B	2026
Introduce Evening Dinners & Historic Strolls	C	B	2026
Implement Overnight stays in historic homes (soft launch 2026) F I T Small Groups	A	A	2027
Introduce Farm-to-Table experiences	C	B	2027
Host seasonal events (comedy nights, live music, food experiences)	A/B	A	2027
Address rain and heat recommendations	A	C	2027
TRAVEL TRADE AND GROUP BUSINESS			
Create a full-time Business Development role focused on: Travel trade growth, Group Sales (corporate, educational, social groups), Community engagement partnerships, Local group/club sales)	A	C	2025

DELIVERABLE	COST	COMPLEXITY	YEAR
Develop concise travel trade offerings with clear pricing integrity	C	C	2025
Update group policies to accommodate different segments	C	C	2025
Strengthen connections with Rendez-Vous Fredericton to capture Meetings & Conventions	C	C	2025
Explore film industry and sport tourism opportunities	C	C	2025
Increase weddings and corporate event sales	C	C	2025
Re-introduce a Birthday Package	C	C	2026
Expand the Visiting Cousins program for adult groups (overnight/Road Scholar)	C	C	2027
FOOD AND BEVERAGE EXPERIENCES	**COST**	**COMPLEXITY**	**YEAR**
Allow King's Head Inn (KHI) dining access for non-admission guests	C	C	2025
Address staffing challenges in restaurants	C	B	2025
Extend last seating time (for groups or phased local approach) 2 nights in 2025	B	C	2025
Investigate ways to provide music and entertainment linked to the pub (live music, themed drinks)	C	C	2025
Process in place for reservations for KHI by Welcome Centre staff and guest's direct	C	C	2025
Offer pre-purchased picnic baskets with linens and heritage-inspired food (soft launch 2025)	C	C	2026
Enhance outdoor dining options (picnic tables along the river, designated shade/rain building)	B	C	2026
Reintroduce a takeout window for grab-and-go dining	C	C	2026
Process in place for guests to pre-order items such as picnic baskets	C	C	2027
Reintroduce deck dining at KHI to meet guest demand	B/C	C	2027
ARRIVAL EXPERIENCE & SITE ACCESSIBILITY			
Create dedicated lines for season pass holders & online ticket holders when needed (high traffic times)	C	C	2025
Implement uniforms for Welcome Centre staff (consistent)	B	C	2025
Have a character greeting groups (and/or at peak arrival times)	B	C	2025
Trim overgrown trees (especially path from parking lot)	C	C	2025
Paint benches in front of Welcome Centre	C	C	2025
Plan placement of Non-Personal Interpretation maximizing guest flow and engagement	C	B	2025
Improve landscaping with flowers/shrubs, regular weeding	B	C	2025
Introduce scent-driven experiences (baking smells) at Welcome Centre (other locations possibly)	B	B	2026
Renovate Welcome Centre (long term): Engage a heritage architect to assess guest flow, identify revenue opportunities, and optimize space utilization. Include an exterior refresh	A	A	2026

DELIVERABLE	COST	COMPLEXITY	YEAR
Upgrade Service Entrance for direct access to KHI (long term)	A	C	2027
Improve parking signage (which lot first A/B)	C	C	2027
Enhance Axe & Plough seating (inside and outside) and organization	C	C	2027
Produce and implement new non-personal interpretation at Welcome Centre (static boards, videos, touch screens) that sets the stage by introducing families, how to interact with villagers, daily happenings, etc.	A	A	2027
Conduct a comprehensive site signage audit, identifying existing and needed informational, safety, and wayfinding signs. Ensure to use wayfinding for cross selling	C	C	2025
Improve "Gone to Town" signs to have a return time/date	C	C	2025
Equip wagon drivers with key messaging about safety and daily events (training)	C	C	2025
Introduce upselling opportunities during "check-in" (training)	C	C	2025
Provide Gift shop discount with a minimum purchase	C	C	2026
Put measures in place to mitigate noise in Simeon Johnes at KHI	B	B	2026
NEW OPPORTUNITIES			
Heritage skill workshops (baking, preserving, crafting).	C	C	2025
Secure funding for sawmill restoration through grants, sponsorships, and community fundraising.	A	A	2025
Explore technology solutions for interactive guest engagement (i.e. Driftscape/Google/QR Codes)	C	B	2025
Increase weddings and corporate event sales.	C	C	2025
Develop a signature Kings Landing plushie (Finnegan) (support a local charity).	B	B	2025
Explore walking/snowshoeing access for season pass holders in the off-season.	B	B	2025
Partner with a local champion or a walking club to promote above initiative.	C	C	2025
Investigate mobility-friendly transport options (user pay)	C	C	2026
Building and or restoration of carriages for private wagon rides (start in 2025)	A	B	2026
Culinary weekends & immersive food experiences	C	B	2026
Old-Fashioned Photography experience (costumed portraits).	B/C	B/C	2026
Afternoon tea at Ingraham House.	C	B/C	2026
Hire a gift shop curator to optimize layout and merchandise	A/B	C	2026
Expand retail offerings with site-specific merchandise (yarn, preserves, woodworking)	C	B	2026
Introduce DIY craft kits for purchase (woodworking, soap, candle-making).	B	B	2026
Explore new venue rental opportunities for private events and corporate functions.	C	C	2026
Partner with businesses to offer canoe/kayak rentals or guided tours.	C	B	2027
Introduce docking access for boaters visiting the village, KHI or pub.	A	B/C	2027
Electric shuttle or scooters	A	C	2027

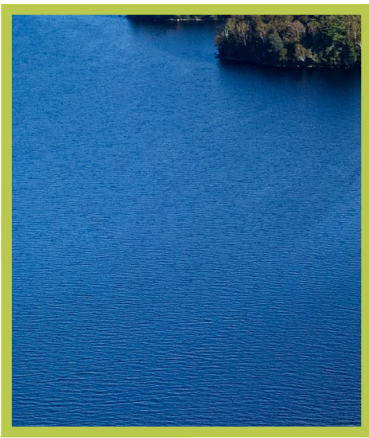
DELIVERABLE	COST	COMPLEXITY	YEAR
Introduce horse-drawn wagon rides for immersive/private/exclusive experiences	C	C	2027
Investigate infrastructure required to be food safety compliant to sell ice cream at the Grant Store	C	C	2025
Implement ice cream sales at the Grant Store	B	C	2025
Improve payment system at Grant Store to support digital transactions	B/C	C	2025
Investigate infrastructure required to be food safety compliant to implement peddler's cart and required equipment (roams village selling light refreshments and limited merch)	C	C	2025
Expand beverage and grab and go offerings at the Grant Store (sandwiches, cordials, iced teas made here take longer, prebottled for now)	C	C	2026
Implement peddler's cart	B	B	2026
MARKETING			
Audit inventory of marketing assets (video, images)	C	C	2025
Invest in hero imagery and videos for marketing to address gaps identified in audit (i.e. winter)	A	B	2025
Implement recommendations for map enhancements	B	C	2025
Build media partnerships and influencer collaborations (RDMO/PMO and social media)	C	C	2025
Provide media and influencers easy access to assets (Dropbox/Google Folder, etc.)	C	C	2025
Audit website to ensure information is up-to-date and new experiences added	C	C	2025
Highlight new experiences and evolving programming to encourage repeat visits (negate one and done)	C	C	2025
Ensure Kings Landing is listed on major travel platforms (both OTAs and Marketing)	C	C	2025
Highlight safe walking aspects for Season Pass holders	C	C	2025
Encourage social sharing with incentives both during and post visit (for Pre-Visit & Post-Visit Engagement)	C	C	2025
Ensure Meeting and Travel Trade sell sheets are updated	C	C	2025
Collect visitor feedback and testimonials and use them for digital marketing	C	C	2025
Ensure social media content speaks to target visitor profiles, telling engaging and immersive stories, utilizing paid ads)	B	C	2026
Create photo-worthy moments (IG moments, Selfie Spots) throughout the village to encourage social sharing.	B	C	2026
Develop interactive itineraries (include other locations) and suggested visit plans (two hours, four hours, etc.) for digital content (for Pre-Visit & Post-Visit Engagement)	C	C	2026
Build long-term relationships through membership marketing	C	C	2026





FEES

Kings Landing needs to conduct a comprehensive evaluation of its admission fees to ensure competitive pricing for the Leisure guest (retail) while maintaining rate integrity for the Travel Trade market.





Currently, retail admission rates are among the highest, which may impact accessibility and competitiveness. A structured approach to pricing should be considered, allowing for tiered wholesale rates that support commissionable pricing for tour operators and travel trade partners. Adjustments should balance affordability for Leisure guests (retail), align with industry standards, and ensure that Kings Landing remains an attractive destination for group travel and packaged experiences.

Recommendations:

- Assess and adjust retail pricing to align with comparable attractions in Atlantic Canada, incorporating seasonal pricing tiers (Peak, Shoulder, and Low seasons) to maximize revenue and accessibility.
- Establish travel trade pricing structured around volume-based discounts to attract and strengthen partnerships with tour operators and travel trade partners.

Admission Comparison 2024

	Kings Landing	Louisbourg	Upper Canada	Heritage Park	Acadian Village
Peak					
Adult	$28.00	$19.75	$25.00	$34.95	$23.41
Senior	$24.00	$16.75	$23.00	$26.95	$18.20
Youth	$20.00	FREE	$16.00	$22.95	$17.17
Group		$16.79			10% discount
Child (>5)	FREE	NA	FREE (4)	FREE (2)	FREE (4)
Shoulder					
Adult	$28.00	$8.50	$16.00	$34.95	Closed
Senior	$24.00	$7.00	$16.00	$26.95	Closed
Youth	$20.00	FREE	$16.00	$22.95	Closed
Group		$7.23			
Child (>5)	FREE	NA	FREE (4)	FREE (2)	
Low					
Adult	Closed	FREE	Closed	$14.95	Closed
Senior	Closed	FREE	Closed	$14.95	Closed
Youth	Closed	FREE	Closed	$8.95	Closed
Group	Closed	FREE	Closed		Closed
Child (>5)	Closed	FREE	Closed	FREE (2)	Closed

Generally: Peak is after End of June - Mid September
Shoulder is May - end of June and Mid September - end of October
Low is Nov - May

Budget

The VES has been developed with careful consideration of the financial and operational realities at Kings Landing. It includes a mix of deliverables with some that are low-cost and easy to implement using existing resources, and others that will require more significant investment and or capacity-building. Each recommendation has been framed with an understanding of potential resource needs, including staffing, technology, and infrastructure. This balanced approach allows Kings Landing to take immediate action on achievable wins, while also preparing for longer-term, higher-impact initiatives.

Conclusion

The development of the Visitor Experience Strategy (VES) marks an important milestone for Kings Landing as it looks to the future with renewed purpose and opportunity. Rooted in stakeholder input, industry insight, and the site's own unique strengths, the VES provides a clear and actionable roadmap that honours Kings Landing's mandate while aligning with the expectations of today's travellers. It balances the preservation of authentic living history with the need for relevance and engagement, positioning Kings Landing to grow as a dynamic, inclusive, and inspiring cultural destination.

With a strong foundation now in place, the next phase, implementation, presents exciting possibilities. The strategy outlines prioritized recommendations and phased action steps that offer a manageable, flexible path forward. However, its success depends on the shared commitment of staff, volunteers, partners, community members, and government stakeholders. Each has a critical role to play whether through collaboration, investment, advocacy, or delivery. By working together and embracing this vision, Kings Landing can build momentum, strengthen capacity, and bring new energy and ideas into every facet of the visitor experience. With commitment, creativity, and collaboration, the vision for Kings Landing's future is bright, rooted in authenticity, and ready to inspire generations of guests to come.

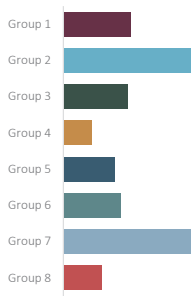
APPENDIX A

VISITOR PROFILES

Kings Landing 2024

Market: New Brunswick / Nouveau-Brunswick - Dashboard

Overview



	%	Index
Group 1	8.8	149
Group 2	35.1	146
Group 3	8.4	168
Group 4	3.7	118
Group 5	6.7	54
Group 6	7.4	74
Group 7	24.8	104
Group 8	5.1	32

Market Sizing

Total Population

Market: 801,607

Total Households

Visitors: 2,518 | 0.7%

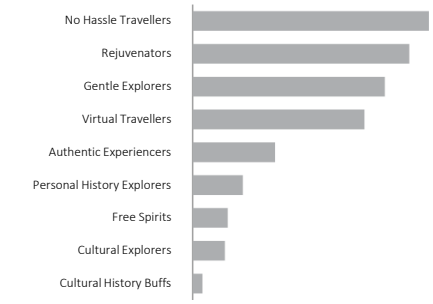
Market: 349,419

Top Geographic Markets

Census Subdivision	Visitors			Market	
	% of Visitors	% of Market	Index	HH Count	% of Market
Fredericton, NB (C)	19.1	1.6	225	29,747	8.5
Saint John, NB (C)	6.8	0.5	71	33,326	9.5
Moncton, NB (C)	6.5	0.4	61	37,000	10.6
Quispamsis, NB (TV)	2.4	0.8	118	7,188	2.1
Lincoln, NB (P)	2.3	1.8	243	3,254	0.9
Oromocto, NB (TV)	2.1	1.4	192	3,899	1.1
Hanwell, NB (RCR)	1.7	2.2	309	1,973	0.6
Dieppe, NB (C)	1.6	0.3	46	12,345	3.5
Riverview, NB (TV)	1.6	0.5	66	8,405	2.4
Woodstock, NB (TV)	1.6	1.6	218	2,550	0.7

EQ Segments

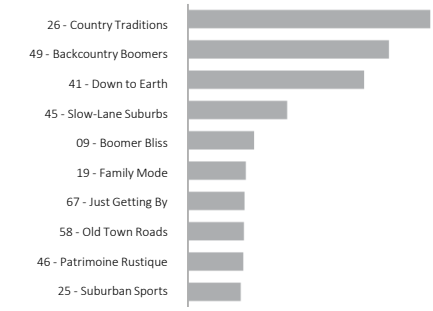
% of Visitor Households



	%	Index
No Hassle Travellers	23.0	130
Rejuvenators	21.1	140
Gentle Explorers	18.7	64
Virtual Travellers	16.7	117
Authentic Experiencers	8.0	164
Personal History Explorers	4.9	38
Free Spirits	3.4	124
Cultural Explorers	3.1	115
Cultural History Buffs	1.0	203

Top PRIZM Segments

% of Visitor Households



	%	Index
26 - Country Traditions	15.1	163
49 - Backcountry Boomers	12.6	126
41 - Down to Earth	11.0	148
45 - Slow-Lane Suburbs	6.2	129
09 - Boomer Bliss	4.1	148
19 - Family Mode	3.6	185
67 - Just Getting By	3.5	53
58 - Old Town Roads	3.5	99
46 - Patrimoine Rustique	3.5	62
25 - Suburban Sports	3.3	155

Sources: DemoStats 2023, PRIZM 2023

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

Top Geographic Markets ranked by percent group
PRIZM segments ranked on percent composition chosen from highest percent composition

1

Kings Landing 2024

Market: New Brunswick / Nouveau-Brunswick - Dashboard

Demographic Profile

Total Population

Market: 801,607

Total Households

Visitors: 2,518 | 0.7%

Market: 349,419

Average Household Income

$102,499

(111)

Median Household Maintainer Age

54

(95)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	27.6	39.3	15.1	12.4	5.7
Index	92	99	103	114	118

Marital Status**

60.6%

(104)

Married/Common-Law

Family Composition***

46.0%

(97)

Couples Without Kids at Home

Education**

28.3%

(99)

High School Certificate Or Equivalent

Visible Minority Presence*

5.9%

(146)

Belong to a visible minority group

Non-Official Language*

0.6%

(154)

No knowledge of English or French

Immigrant Population*

6.9%

(137)

Born outside Canada

Psychographics**

Strong Values		Weak Values	
Attraction to Nature	128	80	Attraction For Crowds
Emotional Control	114	82	Pursuit of Originality
Financial Concern Regarding the Future	113	83	Ostentatious Consumption
Technology Anxiety	113	84	Need for Status Recognition
National Pride	112	84	Advertising as Stimulus

Key Social Values

Attraction to Nature Index = 128	Emotional Control Index = 114	Technology Anxiety Index = 113
National Pride Index = 112	Confidence in Small Business Index = 109	Importance of Price Index = 109
Parochialism Index = 106	Voluntary Simplicity Index = 104	Xenophobia Index = 103
Ecological Concern Index = 102	Flexible Families Index = 102	Primacy of Environmental Protection Index = 101

Sources: DemoStats 2023, SocialValues 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

*Based on Households **Based on Household Population 15+

Psychographics to Canada and Strong/Weak values ranked by Index

2

Appendix A | Visitor Profiles 55

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Sports & Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	81.4	99
Gardening	62.4	98
Home exercise & home workout	61.2	100
Fitness walking	56.3	100
Camping	49.2	100

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	40.4	97
National or provincial park	33.9	102
Bars & restaurant bars	32.1	96
Specialty movie theatres/IMAX	25.4	108
Historical sites	21.7	101

Key Activities**

Camping	Hiking & backpacking	Parks & city gardens	Canoeing & kayaking	National or provincial park	Cycling	Photography	Bars & restaurant bars
49.2% (100)	43.4% (101)	40.4% (97)	39.7% (104)	33.9% (102)	33.3% (97)	32.4% (97)	32.1% (96)
Fishing & hunting	Ice skating	Cross country skiing & snowshoeing	Historical sites	Art galleries, museums & science centres	Movies at a theatre/drive-in	Golfing	ATV & snowmobiling
31.9% (102)	26.7% (102)	21.9% (100)	21.7% (101)	19.9% (108)	19.2% (105)	19.1% (100)	19.0% (98)
Whale watching	Exhibitions, carnivals, fairs & markets	Downhill skiing	Power boating & jet skiing	Zoos & aquariums	Adventure sports	Theatre - Major theatres, halls & auditoriums	Snowboarding
15.6% (103)	13.5% (99)	13.2% (95)	11.9% (105)	10.7% (88)	10.1% (104)	9.0% (104)	8.3% (86)
Video arcades & indoor amusement centres	Theme parks, waterparks & water slides	Popular music & rock concerts	Beer, food & wine festivals	Comedy clubs & shows	Music festivals	Dinner theatres	Ballet, opera & symphony
8.3% (92)	7.4% (101)	6.1% (89)	5.2% (103)	3.9% (104)	3.7% (96)	3.4% (95)	2.6% (95)

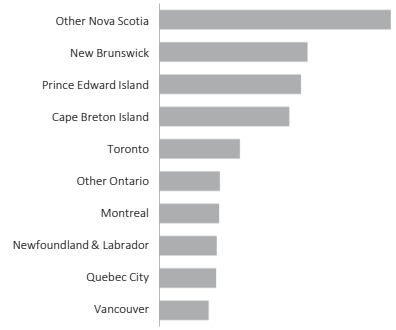
Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2023
(!) Indicates small sample size Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by percent composition

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Travel Profile

Top Canadian Destinations*

Visited [Past 3 Years]



%	Index
28.3	101
18.1	96
17.3	103
15.9	95
9.9	105
7.4	90
7.3	98
7.1	110
7.0	93
6.1	107

Vacation Booking*

Used [Past 3 Years]



%	Index
33.4	103
30.4	102
24.0	100
21.6	101
17.8	107
11.3	107
5.9	106
5.8	112

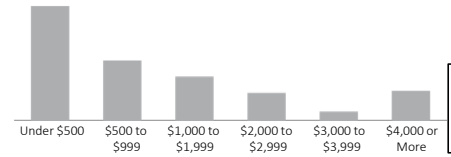
*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Trivago.ca(!)	Sunwing.ca(!)
7.2% (100)	4.0% (85)	3.4% (99)	1.1% (90)	1.1% (86)

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
1.5% (115)	9.1% (117)	1.6% (70)	2.9% (105)

Vacation Spending

Spent Last Vacation



1,310 (101) Average spend on last trip

%	40.0	21.0	15.5	9.8	3.3	10.5
Index	97	109	95	105	101	99

Travel Type and Frequency

Business trips

8.8 (103) Average number of nights away in the past year for business trips

Personal trips

3.2 (99) Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

2.1 (100)

3.8 (105)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Visitors
Source: Environics Analytics 2023
(!) Indicates small sample size. (^) Indicates very small sample size. Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by national percent composition

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel	Friends/relatives	Camping	Cottage	Vacation rental by owner	All-inclusive resort	Motel
39.0%	32.4%	19.3%	22.8%	22.2%	12.5%	12.1%
(105)	(96)	(97)	(103)	**(110)**	(99)	(94)

B&B	RV/camper	Condo/apartment	Cruise ship	Spa resort	Package tours	Boat
13.0%	9.3%	6.8%	3.5%	3.2%	3.0%	3.6%
(107)	**(84)**	(93)	(98)	**(117)**	**(90)**	**(85)**

Airline Preferences**

Flown [Past Year]

Air Canada	West Jet	Air Transat	Other Canadian (!)	United Airlines
21.7%	9.8%	1.2%	2.7%	2.0%
(98)	(99)	**(74)**	(102)	(106)

Delta Airlines	European Airlines	Other Charter
0.8%	2.1%	1.4%
(87)	(99)	(93)

Car Rental*

Rented From [Past Year]

Enterprise	U-Haul	Budget(!)	Avis(!)
6.4%	3.3%	2.0%	1.4%
(106)	**(113)**	(101)	(98)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

Based on Household Population 12+
(!) Indicates small sample size

*Ranked by national values
**Ranked by national values within row

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
3 hours/week	1,118 minutes/week	1 hours/week	5 minutes/day	295 minutes/day
(101)	(100)	**(90)**	(108)	(102)

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	30.7	102
Hot Adult Contemporary	17.2	**116**
Classic Hits	17.0	**112**
Adult Contemporary	15.3	**90**
Classic Rock	14.5	106
Today's Country	14.2	108
Multi/Variety/Specialty	13.9	**90**
Mainstream Top 40/CHR	9.5	**112**
Not Classified	6.7	**74**
AOR/Mainstream Rock	3.4	102

Top Television Programs*

Progams [Average week]

	%	Index
Movies	45.5	102
Evening local news	37.6	99
News/current affairs	25.9	99
Suspense/crime dramas	25.1	100
Primetime serial dramas	24.8	102
Documentaries	24.7	97
Home renovation/decoration shows	23.3	102
Situation comedies	18.9	100
Hockey (when in season)	17.9	96
Reality shows	16.4	105

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
Local & Regional News	50.4	99
National News	46.2	97
International News & World	43.3	103
Health	30.5	97
Editorials	24.2	93
Food	23.3	103
Movie & Entertainment	23.2	105
Sports	22.1	102
Business & Financial	20.9	97
Travel	18.9	99

Top Magazine Publications*

Read [Past Month]

	%	Index
CAA Magazine	10.1	103
Other English-Canadian	6.6	97
Other U.S. magazines	5.6	109
Reader's Digest	5.1	94
Canadian Living	4.8	**84**
National Geographic	4.0	101
Canadian Geographic	3.7	95
Maclean's	3.6	98
People	3.4	95
Canadian House and Home	2.8	99

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	68.6	100
Send/receive a text/instant message	65.2	100
Participate in an online social network	59.3	102
Do banking/pay bills online	56.3	100
Take pictures/video	53.5	98
Use apps	46.3	99
Watch a subscription-based video service	46.0	99
Use maps/directions service	46.0	98
Internet search - business, services, products	45.8	96
Access a news site	34.6	98

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	60.5	101
Take pictures/video	50.7	99
Send/receive email	50.2	102
Participate in an online social network	46.3	104
Use apps	42.5	99
Use maps/directions service	38.3	97
Do banking/pay bills online	34.7	100
Internet search - business, services, products	32.1	96
Access a news site	23.4	94
Research products/services	22.8	**89**

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size
(^) Indicates very small sample size

*Selected and ranked by percent composition
Ranked on Household Population 12+

Appendix A | Visitor Profiles 57

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Media

Social Media

Usage [Currently Use]

Facebook	**87.1%**	(100)	YouTube	**66.8%**	(101)
Instagram	**31.0%**	(101)	Pinterest	**26.5%**	(99)
LinkedIn	**25.2%**	(105)	Twitter	**24.5%**	(103)
WhatsApp	**19.0%**	(105)	Audio Podcasts	**14.3%**	(108)
Snapchat	**10.0%**	(101)	TikTok	**10.0%**	(101)
Blogs	**7.3%**	(106)	Reddit	**6.8%**	(104)
Health and Fitness	**5.9%**	(104)	Dating App	**3.2%**	(91)
WeChat	**2.9%**	(100)	Tinder	**1.5%**	(98)
Flickr	**1.4%**	(107)	Twitch	**1.2%**	(104)

Reasons to Follow Brands

	%	Index
To learn about a brand's products and services	28.4	100
To enter contests	25.4	101
To get coupons and discounts	23.5	102
To provide feedback to the brand about their products or services	8.9	97
To be among the first to hear brand news	7.7	100
To engage with content	6.3	95
To share brand-related stories with other consumers	2.9	92
To make suggestions to the brand for new products or services	2.9	91

Reasons to Unfollow Brands

	%	Index
Too many messages	34.5	99
Not enough value	14.9	104
Stopped purchasing products from brand	8.8	96
Other	2.7	103

Actions Taken using Social Media

Variables with Response "Yes"

	%	Index
Like brand on Facebook	34.9	99
Subscribe to brand email newsletter	13.5	100
Subscribe to brand channel on YouTube	11.1	98
Follow brand on Instagram	9.7	102
Follow brand on Twitter	7.4	104
Join an exclusive online community of consumers who also like the brand	5.9	102

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment"
74% | Index = 101

"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company"
67% | Index = 99

"Use SM to keep up to date on general news/events"
34% | Index = 99

"I am open to receiving relevant marketing messages through social media channels"
17% | Index = 102

"Sharing my personal information with friends/acquaintances in SM environments does not concern me"
17% | Index = 96

"I use SM to connect with brands/celebrities"
8% | Index = 96

Sources: AskingCanadians Social 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size

Ranked by percent composition 7
Based on Household Population 18+

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Product Preferences

Variables with "Agree" Statements

"I have tried a product/service based on a personal recommendation"
75% | Index = 102

"Once I find a brand I like, I stick with it"
73% | Index = 100

"I would like to eat healthy foods more often"
72% | Index = 100

"I generally achieve what I set out to do"
70% | Index = 101

"I value companies who give back to the community"
68% | Index = 100

"I am very concerned about the nutritional content of food products I buy"
67% | Index = 100

"I am concerned about the issues of online security/identity theft"
66% | Index = 101

"I make an effort to buy local produce/products"
66% | Index = 101

"I am interested in learning about different cultures"
60% | Index = 98

"I like to cook"
59% | Index = 102

"I prefer to shop at retail store location for the customer experience"
58% | Index = 100

"It's important to buy products from socially-responsible/environmentally-friendly companies"
58% | Index = 101

"When I shop online I prefer to support Canadian retailers"
57% | Index = 104

"I offer recommendations of products/services to other people"
56% | Index = 99

"I like to try new places to eat"
55% | Index = 102

"I like to try new and different products"
51% | Index = 99

"I prefer to postpone a purchase than buy on credit"
47% | Index = 100

"Television is my primary source of entertainment"
45% | Index = 102

"My friends' opinions are an important source of information for me"
43% | Index = 98

"I am adventurous/"outdoorsy""
41% | Index = 104

"Free-trial/product samples can influence my purchase decisions"
40% | Index = 101

"Radio feels more personal than other media"
39% | Index = 101

"I am willing to pay a little extra to save time shopping"
38% | Index = 101

"Online streaming services do not replace radio"
37% | Index = 103

"I tend to pass up my favourite brand if something else is on sale"
36% | Index = 103

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

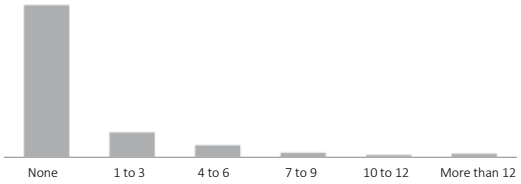
Ranked by percent composition 8
Based on Household Population 12+

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	74.9	12.6	6.2	2.7	1.5	2.1
Index	100	104	110	94	111	72

Drinks

Drank [Past Month]	% Comp	Index
Cider	13.2	99
Canadian wine	10.7	96
Liqueurs (any)	6.0	101

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	11.6	101

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	20.8	103

Top 10 Beers*

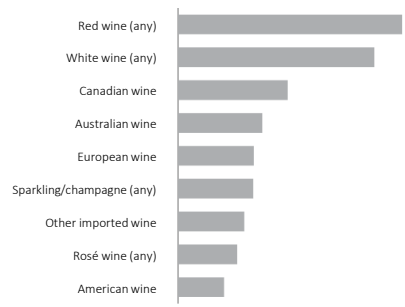
Brand Drink [Most Often/Frequently]



	%	Index
Other Canadian microbrewery/craft beer	20.8	103
Coors Light	16.4	104
Corona	13.1	100
Alexander Keith's (any)	12.2	110
Bud Light (any)	11.4	93
Stella Artois	8.8	103
Budweiser	8.5	95
Guinness	7.9	101
Molson Canadian	7.8	105
Heineken	7.3	88

Wine Details

Drank [Past Month]



	%	Index
Red wine (any)	21.8	106
White wine (any)	19.1	98
Canadian wine	10.7	96
Australian wine	8.2	106
European wine	7.4	105
Sparkling/champagne (any)	7.3	89
Other imported wine	6.4	94
Rosé wine (any)	5.7	97
American wine	4.5	108

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

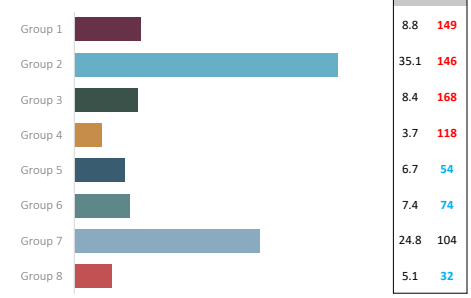
Source: Environics Analytics 2023

(!) Indicates small sample size
Based on Household Population 12+

*Selected and ranked by percent composition
ranked by percent composition

Kings Landing 2024
Market: New Brunswick / Nouveau-Brunswick - Dashboard

Overview



	%	Index
Group 1	8.8	149
Group 2	35.1	146
Group 3	8.4	168
Group 4	3.7	118
Group 5	6.7	54
Group 6	7.4	74
Group 7	24.8	104
Group 8	5.1	32

Market Sizing

Total Population
Market: 801,607

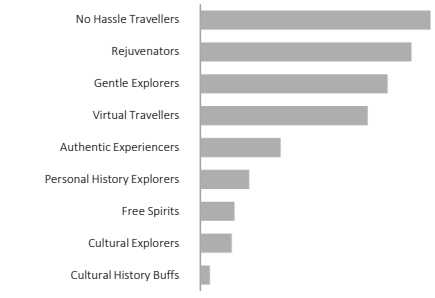
Total Households
Visitors: 2,518 | 0.7%
Market: 349,419

Top Geographic Markets

Census Subdivision	Visitors			Market	
	% of Visitors	% of Market	Index	HH Count	% of Market
Fredericton, NB (C)	19.1	1.6	225	29,747	8.5
Saint John, NB (C)	6.8	0.5	71	33,326	9.5
Moncton, NB (C)	6.5	0.4	61	37,000	10.6
Quispamsis, NB (TV)	2.4	0.8	118	7,188	2.1
Lincoln, NB (P)	2.3	1.8	243	3,254	0.9
Oromocto, NB (TV)	2.1	1.4	192	3,899	1.1
Hanwell, NB (RCR)	1.7	2.2	309	1,973	0.6
Dieppe, NB (C)	1.6	0.3	46	12,345	3.5
Riverview, NB (TV)	1.6	0.5	66	8,405	2.4
Woodstock, NB (TV)	1.6	1.6	218	2,550	0.7

EQ Segments

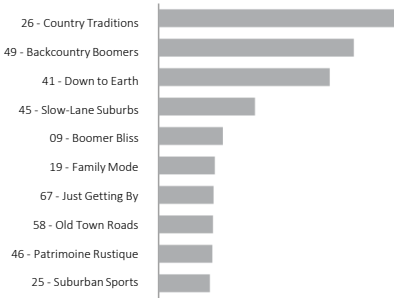
% of Visitor Households



	%	Index
No Hassle Travellers	23.0	130
Rejuvenators	21.1	140
Gentle Explorers	18.7	64
Virtual Travellers	16.7	117
Authentic Experiencers	8.0	164
Personal History Explorers	4.9	38
Free Spirits	3.4	124
Cultural Explorers	3.1	115
Cultural History Buffs	1.0	203

Top PRIZM Segments

% of Visitor Households



	%	Index
26 - Country Traditions	15.1	163
49 - Backcountry Boomers	12.6	126
41 - Down to Earth	11.0	148
45 - Slow-Lane Suburbs	6.2	129
09 - Boomer Bliss	4.1	148
19 - Family Mode	3.6	185
67 - Just Getting By	3.5	53
58 - Old Town Roads	3.5	99
46 - Patrimoine Rustique	3.5	62
25 - Suburban Sports	3.3	155

Sources: DemoStats 2023, PRIZM 2023

Index: At least 10% above or below the average

Visitors

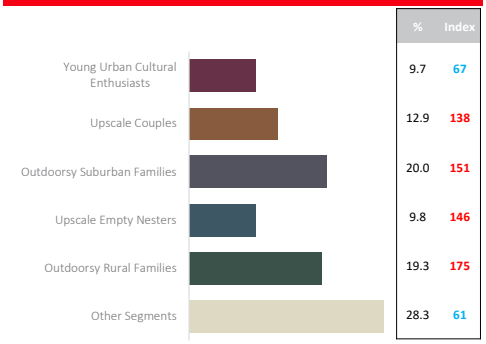
Source: Environics Analytics 2023

Top Geographic Markets ranked by percent group
PRIZM segments ranked on percent composition chosen from highest percent composition

Appendix A | Visitor Profiles 59

Kings Landing 2015-2024
Market: Ontario - Dashboard

Overview



	%	Index
Young Urban Cultural Enthusiasts	9.7	67
Upscale Couples	12.9	138
Outdoorsy Suburban Families	20.0	151
Upscale Empty Nesters	9.8	146
Outdoorsy Rural Families	19.3	175
Other Segments	28.3	61

Market Sizing

Total Population
Market: 15,283,151

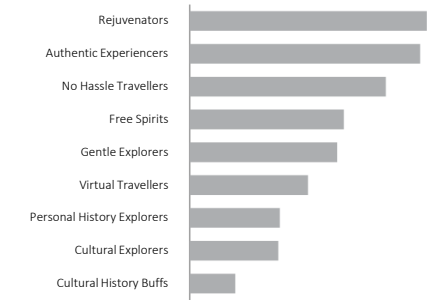
Total Households
Visitors: 2,556 | 0.0%
Market: 5,836,979

Top Geographic Markets

Census Subdivision	Visitors			Market	
	% of Visitors	% of Market	Index	HH Count	% of Market
Ottawa, ON (CV)	14.8	0.1	197	438,474	7.5
Toronto, ON (C)	9.4	0.0	43	1,263,199	21.6
London, ON (CY)	2.6	0.0	83	181,908	3.1
Hamilton, ON (C)	2.3	0.0	57	234,980	4.0
Mississauga, ON (CY)	2.3	0.0	50	266,892	4.6
Kingston, ON (CY)	1.8	0.1	174	60,209	1.0
Greater Sudbury, ON (CV)	1.7	0.1	137	73,423	1.3
Kitchener, ON (CY)	1.7	0.0	92	107,114	1.8
Barrie, ON (CY)	1.5	0.1	145	59,881	1.0
Oakville, ON (T)	1.4	0.0	106	77,289	1.3

EQ Segments

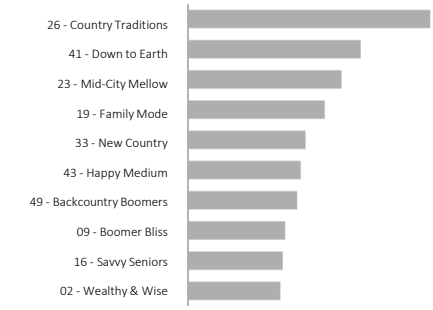
% of Visitor Households



	%	Index
Rejuvenators	18.1	166
Authentic Experiencers	17.6	140
No Hassle Travellers	15.0	154
Free Spirits	11.8	49
Gentle Explorers	11.3	94
Virtual Travellers	9.0	137
Personal History Explorers	6.9	98
Cultural Explorers	6.8	61
Cultural History Buffs	3.5	61

Top PRIZM Segments

% of Visitor Households



	%	Index
26 - Country Traditions	7.9	198
41 - Down to Earth	5.6	182
23 - Mid-City Mellow	5.0	148
19 - Family Mode	4.5	143
33 - New Country	3.8	209
43 - Happy Medium	3.7	174
49 - Backcountry Boomers	3.6	186
09 - Boomer Bliss	3.2	133
16 - Savvy Seniors	3.1	127
02 - Wealthy & Wise	3.0	191

Sources: DemoStats 2023, PRIZM 2023 | **Index:** At least 10% above or below the average | Visitors | Source: Environics Analytics 2023 | Top Geographic Markets ranked by percent group | PRIZM segments ranked on percent composition chosen from highest percent composition | 1

Kings Landing 2015-2024
Market: Ontario - Dashboard

Demographic Profile

Total Population
Market: 15,283,151

Total Households
Visitors: 2,556 | 0.0%
Market: 5,836,979

Average Household Income
$131,937
(104)

Median Household Maintainer Age
53
(98)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	24.7	34.3	15.7	15.9	9.3
Index	93	105	99	106	95

Marital Status**
60.0%
(107)
Married/Common-Law

Family Composition***
46.4%
(100)
Couples With Kids at Home

Education**
31.3%
(104)
University Degree

Visible Minority Presence*
26.2%
(80)
Belong to a visible minority group

Non-Official Language*
1.7%
(71)
No knowledge of English or French

Immigrant Population*
25.0%
(82)
Born outside Canada

Psychographics**

Strong Values		Weak Values	
National Pride	111	81	Fulfilment Through Work
Emotional Control	110	87	Pursuit of Intensity
Culture Sampling	108	87	Sexism
Legacy	108	91	Active Government
Need for Escape	108	91	Search for Roots

Key Social Values

National Pride Index = 111	Emotional Control Index = 110	Culture Sampling Index = 108
Need for Escape Index = 108	Personal Control Index = 106	Traditional Family Index = 104
Community Involvement Index = 104	Technology Anxiety Index = 103	Importance of Brand Index = 103
Effort Toward Health Index = 103	Flexible Families Index = 103	Ostentatious Consumption Index = 103

Sources: DemoStats 2023, SocialValues 2023
Note: Base variables are default and vary based on database | **Index:** At least 10% above or below the average | Visitors | Source: Environics Analytics 2023 | *Based on Households **Based on Household Population 15+ | Psychographics to Canada and Strong/Weak values ranked by Index | 2

Kings Landing 2015-2024
Market: Ontario - Dashboard

Sports & Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	79.9	100
Home exercise & home workout	64.5	101
Gardening	61.8	105
Swimming	56.1	103
Fitness walking	55.0	102

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	28.5	108
Bars & restaurant bars	28.0	107
Other activities & attractions	21.1	101
Movies at a theatre/drive-in	19.8	102
National or provincial park	19.4	107

Key Activities**

Cycling	Hiking & backpacking	Camping	Canoeing & kayaking	Photography	Ice skating	Parks & city gardens	Bars & restaurant bars
43.4% (105)	41.9% (103)	41.0% (104)	39.4% (105)	33.9% (103)	32.0% (105)	28.5% (108)	28.0% (107)
Golfing	Fishing & hunting	Movies at a theatre/drive-in	National or provincial park	Cross country skiing & snowshoeing	Downhill skiing	Art galleries, museums & science centres	ATV & snowmobiling
25.0% (106)	21.0% (103)	19.8% (102)	19.4% (107)	17.4% **(111)**	16.6% (107)	12.9% (105)	12.0% **(114)**
Zoos & aquariums	Exhibitions, carnivals, fairs & markets	Historical sites	Power boating & jet skiing	Adventure sports	Theme parks, waterparks & water slides	Theatre - Major theatres, halls & auditoriums	Snowboarding
11.5% (101)	11.2% **(116)**	11.2% (99)	9.8% (109)	9.6% (102)	8.1% (107)	6.1% **(112)**	4.8% (104)
Video arcades & indoor amusement centres	Whale watching	Popular music & rock concerts	Beer, food & wine festivals	Comedy clubs & shows	Music festivals	Ballet, opera & symphony	Film festivals
4.5% (99)	4.1% (101)	3.3% (99)	3.2% **(116)**	1.8% (103)	1.6% **(115)**	1.5% (101)	0.8% **(89)**

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

(!) Indicates small sample size
Based on Household Population 12+

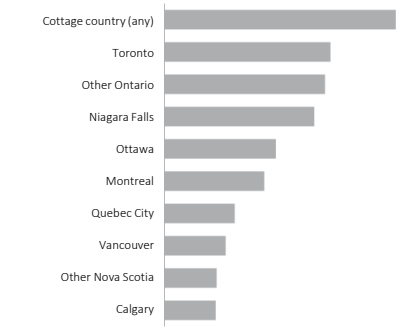
*Selected and ranked by percent composition
**Ranked by percent composition

Kings Landing 2015-2024
Market: Ontario - Dashboard

Travel Profile

Top Canadian Destinations*

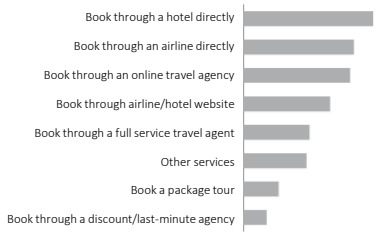
Visited [Past 3 Years]



%	Index
19.3	99
13.9	**112**
13.4	100
12.5	97
9.3	106
8.4	106
5.9	**113**
5.1	106
4.4	107
4.3	106

Vacation Booking*

Used [Past 3 Years]



%	Index
32.5	101
27.7	97
26.8	103
21.8	102
16.6	98
15.9	102
8.9	97
5.9	103

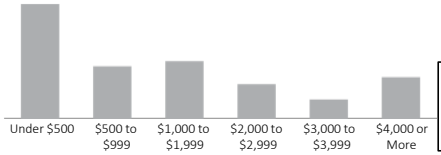
*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Trivago.ca(!)	Sunwing.ca(!)
6.5% (104)	2.9% (104)	1.7% (108)	0.8% (104)	1.0% **(111)**

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
0.5% **(80)**	6.2% (105)	0.6% (97)	2.0% (101)

Vacation Spending

Spent Last Vacation



1,535 (102)
Average spend on last trip

%	35.8	16.4	18.0	10.8	6.1	13.0
Index	96	103	102	100	102	104

Travel Type and Frequency

Business trips

10.2 (101) Average number of nights away in the past year for business trips

Personal trips

3.1 (102) Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

2.7 (103)

3.9 (100)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size. (^) Indicates very small sample size.
Based on Household Population 12+

*Selected and ranked by percent composition
**Ranked by national percent composition

Appendix A | Visitor Profiles 61

Kings Landing 2015-2024
Market: Ontario - Dashboard

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel	Friends/relatives	Camping	Cottage	Vacation rental by owner	All-inclusive resort	Motel
39.6%	26.8%	13.6%	22.6%	14.0%	15.6%	9.2%
(102)	(102)	(103)	(104)	(99)	(100)	(107)

B&B	RV/camper	Condo/apartment	Cruise ship	Spa resort	Package tours	Boat
7.8%	4.7%	4.5%	6.4%	3.3%	2.0%	1.7%
(102)	(99)	(97)	(101)	(108)	(92)	(93)

Airline Preferences**

Flown [Past Year]

Air Canada	West Jet	Air Transat	Other Canadian (!)	United Airlines
15.8%	6.5%	1.5%	1.8%	1.4%
(102)	(99)	(96)	(98)	**(89)**

Delta Airlines	European Airlines	Other Charter
1.7%	1.9%	0.9%
(121)	(91)	**(122)**

Car Rental*

Rented From [Past Year]

Enterprise	U-Haul	Budget(!)	Avis(!)
3.3%	2.1%	1.3%	1.3%
(100)	**(116)**	**(88)**	(98)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

Based on Household Population 12+
(!) Indicates small sample size

*Ranked by national values
**Ranked by national values within row

Kings Landing 2015-2024
Market: Ontario - Dashboard

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
3 hours/week	1,121 minutes/week	1 hours/week	6 minutes/day	318 minutes/day
(100)	(99)	(101)	(94)	(99)

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	22.4	102
Mainstream Top 40/CHR	17.3	101
Adult Contemporary	15.9	91
Classic Hits	12.9	105
AOR/Mainstream Rock	12.8	108
Hot Adult Contemporary	11.3	99
Multi/Variety/Specialty	11.1	105
Today's Country	8.6	**116**
Modern/Alternative Rock	6.7	104
Not Classified	6.7	101

Top Television Programs*

Progams [Average week]

	%	Index
Movies	46.5	103
Evening local news	31.4	101
News/current affairs	27.6	101
Documentaries	25.9	103
Home renovation/decoration shows	24.5	103
Primetime serial dramas	24.2	102
Suspense/crime dramas	23.3	103
Hockey (when in season)	20.8	103
Situation comedies	19.6	105
Cooking programs	17.6	96

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
Local & Regional News	52.3	102
National News	50.7	102
International News & World	49.4	102
Health	30.2	102
Movie & Entertainment	29.8	100
Editorials	27.9	101
Business & Financial	27.2	100
Food	26.8	104
Sports	25.5	101
Travel	23.1	101

Top Magazine Publications*

Read [Past Month]

	%	Index
CAA Magazine	12.2	105
Food & Drink	5.9	109
Other U.S. magazines	5.7	98
Other English-Canadian	5.4	103
Maclean's	4.4	108
Canadian Living	4.1	104
Zoomer Magazine	3.2	106
National Geographic	3.1	104
Hello! Canada	2.5	98
People	2.4	104

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	67.8	101
Send/receive a text/instant message	63.7	102
Do banking/pay bills online	54.6	101
Take pictures/video	53.2	102
Participate in an online social network	52.9	102
Use maps/directions service	50.9	100
Use apps	49.5	100
Internet search - business, services, products	47.0	102
Watch a subscription-based video service	43.9	102
Access a news site	38.5	102

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	60.3	102
Send/receive email	52.1	102
Take pictures/video	50.8	102
Use apps	46.2	100
Participate in an online social network	43.0	102
Use maps/directions service	42.6	101
Internet search - business, services, products	31.8	103
Do banking/pay bills online	29.7	103
Access a news site	26.3	101
Watch a subscription-based video service	21.0	101

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size
(^) Indicates very small sample size

*Selected and ranked by percent composition
Ranked on Household Population 12+

Kings Landing 2015-2024
Market: Ontario - Dashboard

Media

Social Media

Usage [Currently Use]

Facebook	**76.9%** (102)	YouTube	**69.8%** (99)	WhatsApp	**46.9%** (95)
LinkedIn	**41.0%** (99)	Instagram	**40.8%** (98)	Twitter	**26.2%** (99)
Pinterest	**24.0%** (103)	Audio Podcasts	**17.1%** (105)	Reddit	**12.6%** (95)
TikTok	**11.0%** (94)	Snapchat	**10.1%** (94)	Blogs	**8.4%** (98)
Health and Fitness	**7.7%** (98)	WeChat	**5.9%** (86)	Dating App	**3.8%** (87)
Twitch	**3.0%** (83)	Flickr	**2.1%** (89)	Tinder	**1.9%** (78)

Reasons to Follow Brands

	%	Index
To learn about a brand's products and services	27.2	101
To get coupons and discounts	26.7	100
To enter contests	22.8	100
To be among the first to hear brand news	10.7	97
To provide feedback to the brand about their products or services	9.0	96
To engage with content	7.2	95
To share brand-related stories with other consumers	4.5	93
To make suggestions to the brand for new products or services	4.4	90

Reasons to Unfollow Brands

	%	Index
Too many messages	31.6	102
Not enough value	18.3	100
Stopped purchasing products from brand	13.6	106
Other	2.8	96

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment"
72% | Index = 101

"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company"
67% | Index = 102

"Use SM to keep up to date on general news/events"
32% | Index = 98

"Sharing my personal information with friends/acquaintances in SM environments does not concern me"
20% | Index = 101

"I am open to receiving relevant marketing messages through social media channels"
17% | Index = 97

"I use SM to connect with brands/celebrities"
11% | Index = 91

Actions Taken using Social Media

Variables with Response "Yes"

	%	Index
Like brand on Facebook	28.1	102
Subscribe to brand email newsletter	15.0	98
Follow brand on Instagram	13.9	97
Subscribe to brand channel on YouTube	12.8	94
Join an exclusive online community of consumers who also like the brand	7.4	100
Follow brand on Twitter	6.9	91

Sources: AskingCanadians Social 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size

Ranked by percent composition 7
Based on Household Population 18+

Kings Landing 2015-2024
Market: Ontario - Dashboard

Product Preferences

Variables with "Agree" Statements

"I would like to eat healthy foods more often"
73% | Index = 100

"Once I find a brand I like, I stick with it"
72% | Index = 100

"I have tried a product/service based on a personal recommendation"
70% | Index = 100

"I generally achieve what I set out to do"
67% | Index = 101

"I am concerned about the issues of online security/identity theft"
66% | Index = 99

"I am very concerned about the nutritional content of food products I buy"
62% | Index = 100

"I am interested in learning about different cultures"
62% | Index = 101

"I value companies who give back to the community"
61% | Index = 101

"I make an effort to buy local produce/products"
60% | Index = 102

"When I shop online I prefer to support Canadian retailers"
58% | Index = 100

"I like to try new places to eat"
56% | Index = 103

"It's important to buy products from socially-responsible/environmentally-friendly companies"
56% | Index = 100

"I like to cook"
53% | Index = 101

"I offer recommendations of products/services to other people"
53% | Index = 101

"I prefer to shop at retail store location for the customer experience"
52% | Index = 99

"I like to try new and different products"
51% | Index = 100

"Television is my primary source of entertainment"
47% | Index = 101

"I prefer to postpone a purchase than buy on credit"
43% | Index = 98

"My friends' opinions are an important source of information for me"
41% | Index = 101

"Free-trial/product samples can influence my purchase decisions"
40% | Index = 99

"I prefer to shop online for convenience"
39% | Index = 101

"Online streaming services do not replace radio"
38% | Index = 104

"I am adventurous/"outdoorsy""
38% | Index = 103

"Radio feels more personal than other media"
37% | Index = 104

"I am willing to pay a little extra to save time shopping"
36% | Index = 103

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

Ranked by percent composition 8
Based on Household Population 12+

Appendix A | Visitor Profiles 63

Kings Landing 2015-2024
Market: Ontario - Dashboard

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	75.3	14.9	4.1	2.7	1.2	1.8
Index	99	104	103	105	111	96

Drinks

Drank [Past Month]	% Comp	Index
Canadian wine	14.3	102
Cider	7.0	103
Liqueurs (any)	5.2	97

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	9.4	105

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	18.3	108

Top 10 Beers*

Brand Drink [Most Often/Frequently]



	%	Index
Other Canadian microbrewery/craft beer	18.3	108
Corona	14.1	103
Coors Light	12.5	109
Heineken	11.2	101
Stella Artois	10.8	102
Alexander Keith's (any)	10.6	108
Other imported brand	9.8	100
Guinness	9.1	104
Rickard's (any)	8.7	107
Sleeman (any)	8.3	106

Wine Details

Drank [Past Month]



	%	Index
Red wine (any)	22.9	104
White wine (any)	21.2	107
Canadian wine	14.3	102
European wine	10.4	99
Other imported wine	7.1	108
Australian wine	7.0	103
Rosé wine (any)	6.1	102
Sparkling/champagne (any)	4.9	105
American wine	4.7	103

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size
Based on Household Population 12+

*Selected and ranked by percent composition
ranked by percent composition

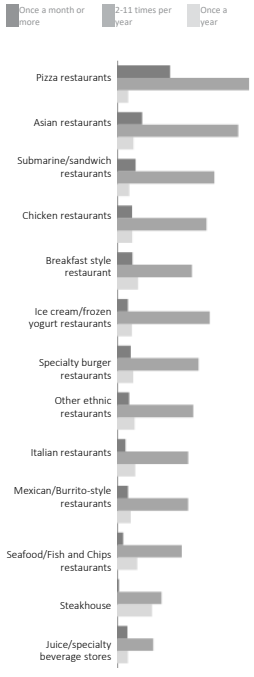
9

Kings Landing 2015-2024
Market: Ontario - Dashboard

Product Preferences

Restaurant Type Visited*

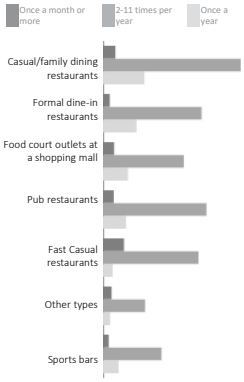
Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Pizza restaurants	16.0	103	39.9	103	3.4	96
Asian restaurants	7.6	100	36.6	102	5.0	109
Submarine/sandwich restaurants	5.6	103	29.4	104	3.7	104
Chicken restaurants	4.6	97	27.1	101	4.6	107
Breakfast style restaurant	4.7	120	22.6	101	6.4	95
Ice cream/frozen yogurt restaurants	3.3	98	28.0	105	4.5	97
Specialty burger restaurants	4.2	101	24.6	102	4.9	106
Other ethnic restaurants	3.7	89	23.1	105	5.3	96
Italian restaurants	2.6	92	21.5	106	5.5	102
Mexican/Burrito-style restaurants	3.3	96	21.5	100	4.2	102
Seafood/Fish and Chips restaurants	1.9	100	19.6	105	6.1	101
Steakhouse	0.6	101	13.4	104	10.6	104
Juice/specialty beverage stores	3.2	79	11.0	97	3.3	119

Restaurant Service Type*

Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Casual/family dining restaurants	3.2	99	35.7	106	10.7	104
Formal dine-in restaurants	1.7	86	25.5	105	8.7	104
Food court outlets at a shopping mall	2.9	85	20.9	96	6.5	100
Pub restaurants	2.8	98	26.8	103	6.0	112
Fast Casual restaurants	5.4	95	24.7	101	2.5	95
Other types	2.2	96	10.9	97	1.8	99
Sports bars	1.5	103	15.1	106	4.0	98

Purchased Organic Food

Done [Past Week]

Organic Fruits and Vegetables	Other Organic Food	Organic Meat
21.4%	9.7%	8.9%
(98)	(109)	(100)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

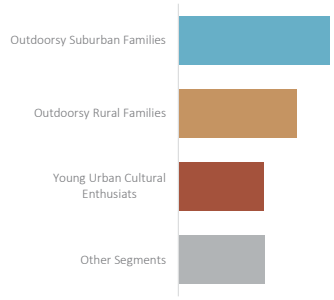
*Ranked by national percent composition of visited [Pst Yr]

Ranked by percent composition
Based on Household Population 12+

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Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Overview



	%	Index
Outdoorsy Suburban Families	34.2	130
Outdoorsy Rural Families	26.9	133
Young Urban Cultural Enthusiats	19.4	72
Other Segments	19.5	79

Market Sizing

Total Population
Market: 8,777,235

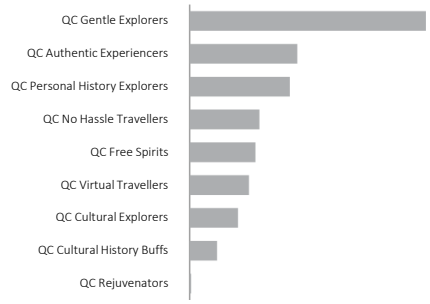
Total Households
Visitors: 1,437 | 0.0%
Market: 3,907,252

Top Geographic Markets

Census Subdivision	Visitors			Market	
	% of Visitors	% of Market	Index	HH Count	% of Market
Montréal, QC (V)	12.5	0.0	57	847,545	21.7
Québec, QC (V)	9.0	0.0	128	274,397	7.0
Gatineau, QC (V)	5.0	0.1	149	131,443	3.4
Laval, QC (V)	3.5	0.0	78	178,177	4.6
Lévis, QC (V)	2.6	0.1	149	69,297	1.8
Longueuil, QC (V)	2.2	0.0	76	115,238	2.9
Saguenay, QC (V)	2.2	0.0	124	69,906	1.8
Trois-Rivières, QC (V)	1.7	0.0	97	69,820	1.8
Terrebonne, QC (V)	1.5	0.0	122	46,887	1.2
Sherbrooke, QC (V)	1.3	0.0	59	83,108	2.1

EQ Segments

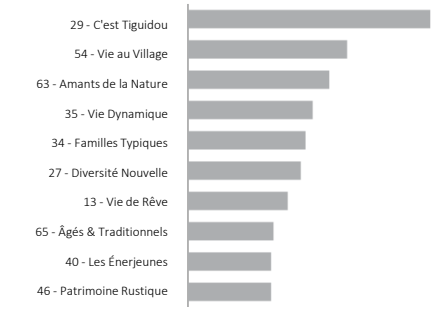
% of Visitor Households



	%	Index
QC Gentle Explorers	33.0	99
QC Authentic Experiencers	15.0	124
QC Personal History Explorers	14.0	141
QC No Hassle Travellers	9.7	112
QC Free Spirits	9.2	59
QC Virtual Travellers	8.3	147
QC Cultural Explorers	6.8	76
QC Cultural History Buffs	3.8	68
QC Rejuvenators	0.2	197

Top PRIZM Segments

% of Visitor Households



	%	Index
29 - C'est Tiguidou	14.2	136
54 - Vie au Village	9.3	110
63 - Amants de la Nature	8.3	147
35 - Vie Dynamique	7.3	142
34 - Familles Typiques	6.9	107
27 - Diversité Nouvelle	6.6	102
13 - Vie de Rêve	5.8	139
65 - Âgés & Traditionnels	5.0	49
40 - Les Énerjeunes	4.9	77
46 - Patrimoine Rustique	4.9	154

Sources: DemoStats 2023, PRIZM 2023 | **Index:** At least 10% above or below the average | Visitors | Source: Environics Analytics 2023 | Top Geographic Markets ranked by percent group | PRIZM segments ranked on percent composition chosen from highest percent composition | 1

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Demographic Profile

Total Population
Market: 8,777,235

Total Households
Visitors: 1,437 | 0.0%
Market: 3,907,252

Average Household Income
$111,490
(110)

Median Household Maintainer Age
54
(99)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	32.2	35.7	13.3	12.8	5.9
Index	91	103	104	115	103

Marital Status**
59.7%
(107)
Married/Common-Law

Family Composition***
44.0%
(100)
Couples Without Kids at Home

Education**
26.5%
(110)
University Degree

Visible Minority Presence*
11.7%
(74)
Belong to a visible minority group

Non-Official Language*
0.6%
(64)
No knowledge of English or French

Immigrant Population*
11.3%
(76)
Born outside Canada

Psychographics**

Strong Values		Weak Values	
Fulfilment Through Work	154	62	Culture Sampling
Sexism	132	65	National Pride
Cultural Assimilation	129	65	Need for Escape
Ecological Concern	129	68	Racial Fusion
Attraction to Nature	127	72	Technology Anxiety

Key Social Values

Fulfilment Through Work Index = 154	Sexism Index = 132	Cultural Assimilation Index = 129
Ecological Concern Index = 129	Attraction to Nature Index = 127	Pursuit of Intensity Index = 124
Intuition & Impulse Index = 119	Active Government Index = 117	Parochialism Index = 117
Joy of Consumption Index = 116	Importance of Spontaneity Index = 109	Enthusiasm for Technology Index = 109

Sources: DemoStats 2023, SocialValues 2023
Note: Base variables are default and vary based on database | **Index:** At least 10% above or below the average | Visitors | Source: Environics Analytics 2023 | *Based on Households **Based on Household Population 15+ | Psychographics to Canada and Strong/Weak values ranked by Index | 2

Appendix A | Visitor Profiles 65

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Sports & Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	81.6	100
Hiking & backpacking	59.6	103
Gardening	56.2	103
Cycling	54.9	103
Home exercise & home workout	54.1	102

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	28.2	101
Bars & restaurant bars	27.5	106
Movies at a theatre/drive-in	24.8	103
Historical sites	23.6	102
National or provincial park	20.9	103

Key Activities**

Hiking & backpacking	Cycling	Camping	Cross country skiing & snowshoeing	Canoeing & kayaking	Ice skating	Parks & city gardens	Bars & restaurant bars
59.6% (103)	54.9% (103)	40.9% (105)	38.3% (106)	34.0% (102)	33.9% (103)	28.2% (101)	27.5% (106)
Fishing & hunting	Movies at a theatre/drive-in	Photography	Historical sites	Downhill skiing	National or provincial park	Golfing	Art galleries, museums & science centres
25.8% (105)	24.8% (103)	24.3% (98)	23.6% (102)	21.7% (108)	20.9% (103)	19.9% (103)	19.2% (105)
Theatre - Major theatres, halls & auditoriums	ATV & snowmobiling	Power boating & jet skiing	Zoos & aquariums	Theme parks, waterparks & water slides	Exhibitions, carnivals, fairs & markets	Comedy clubs & shows	Whale watching
14.3% (102)	13.9% (108)	13.6% (104)	12.9% (113)	11.0% (107)	10.5% (100)	8.3% (108)	7.9% (99)
Popular music & rock concerts	Adventure sports	Snowboarding	Video arcades & indoor amusement centres	Ballet, opera & symphony	Beer, food & wine festivals	Music festivals	Dinner theatres
7.0% (106)	6.0% (99)	5.7% (110)	3.5% (113)	3.2% (93)	3.0% (97)	1.9% (97)	1.1% (87)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

(!) Indicates small sample size
Based on Household Population 12+

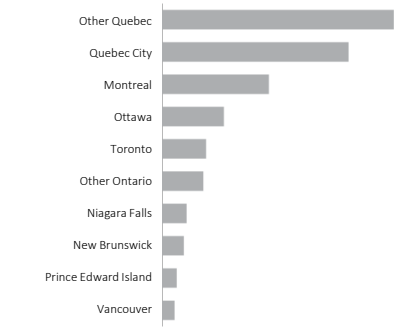
*Selected and ranked by percent composition
**Ranked by percent composition

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Travel Profile

Top Canadian Destinations*

Visited [Past 3 Years]



%	Index
27.4	104
22.0	104
12.6	106
7.3	104
5.2	105
4.9	109
2.9	100
2.6	105
1.7	110
1.5	95

Vacation Booking*

Used [Past 3 Years]



%	Index
35.6	101
16.4	98
16.1	100
16.0	99
14.8	98
14.4	104
10.1	93
2.8	97

*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Trivago.ca(!)	Sunwing.ca(!)
3.4% (99)	3.5% (108)	1.4% (113)	0.9% (94)	0.4% (73)

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
0.1% (89)	2.5% (103)	0.4% (85)	1.6% (99)

Vacation Spending

Spent Last Vacation



1,405 (102)
Average spend on last trip

%	36.6	17.8	19.8	10.9	5.0	9.9
Index	98	99	103	99	106	103

Travel Type and Frequency

Business trips

7.4 (92) — Average number of nights away in the past year for business trips

Personal trips

3.1 (101) — Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

1.9 (98)

3.4 (105)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size. (^) Indicates very small sample size.
Based on Household Population 12+

*Selected and ranked by percent composition
**Ranked by national percent composition

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel	Friends/relatives	Camping	Cottage	Vacation rental by owner	All-inclusive resort	Motel
44.5%	20.2%	17.5%	20.5%	10.8%	11.2%	9.5%
(104)	(103)	(106)	(102)	(107)	(102)	(101)

B&B	RV/camper	Condo/apartment	Cruise ship	Spa resort	Package tours	Boat
5.4%	4.7%	8.0%	4.3%	5.5%	3.1%	2.1%
(99)	(105)	(103)	(105)	(108)	(102)	(98)

Airline Preferences**

Flown [Past Year]

Air Canada	West Jet	Air Transat	Other Canadian (!)	United Airlines
8.5%	0.8%	3.7%	0.5%	0.2%
(106)	(100)	(100)	(102)	**(73)**

Delta Airlines	European Airlines	Other Charter
0.4%	1.4%	0.8%
(110)	(95)	(103)

Car Rental*

Rented From [Past Year]

Enterprise	U-Haul	Budget(!)	Avis(!)
2.2%	0.8%	0.8%	0.5%
(101)	**(82)**	(91)	**(80)**

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

Based on Household Population 12+
(!) Indicates small sample size

*Ranked by national values
**Ranked by national values within row

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
3 hours/week	1,200 minutes/week	1 hours/week	5 minutes/day	258 minutes/day
(99)	(98)	(96)	(94)	(102)

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	46.3	101
Hot Adult Contemporary	27.6	108
Adult Contemporary	15.3	105
Mainstream Top 40/CHR	13.3	99
Multi/Variety/Specialty	12.3	92
Classic Hits	8.9	**116**
AOR/Mainstream Rock	6.3	94
Not Classified	5.5	95
Adult Album Alternative (AAA)	3.9	**111**
Sports	2.4	92

Top Television Programs*

Progams [Average week]

	%	Index
Movies	47.4	101
Evening local news	39.8	99
Primetime serial dramas	31.8	99
Documentaries	31.2	99
News/current affairs	29.9	97
Suspense/crime dramas	25.7	99
Hockey (when in season)	20.5	98
Home renovation/decoration shows	20.1	100
Morning local news	18.2	100
Reality shows	16.6	102

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
Local & Regional News	56.3	100
National News	54.2	100
International News & World	54.2	99
Editorials	37.4	98
Health	36.0	97
Movie & Entertainment	34.1	96
Food	31.2	100
Business & Financial	31.1	97
Sports	28.2	100
Travel	24.2	100

Top Magazine Publications*

Read [Past Month]

	%	Index
Other French-Canadian	8.1	101
CAA Magazine	7.8	100
Bel Âge	5.6	93
RICARDO	5.5	105
L'Actualité(!)	5.4	104
Coup de Pouce	4.6	97
Other U.S. magazines	3.4	96
Châtelaine (French edition) (!)	2.7	106
National Geographic	1.4	100
Other English-Canadian	1.2	**88**

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	67.8	102
Send/receive a text/instant message	60.3	103
Do banking/pay bills online	55.3	100
Internet search - business, services, products	53.9	103
Participate in an online social network	52.0	103
Take pictures/video	47.4	104
Use apps	43.0	103
Use maps/directions service	42.8	103
Watch a subscription-based video service	36.5	105
Access a news site	35.9	103

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	54.2	104
Send/receive email	44.2	104
Take pictures/video	43.3	105
Participate in an online social network	40.2	106
Use apps	38.5	104
Use maps/directions service	35.1	104
Internet search - business, services, products	34.2	106
Do banking/pay bills online	28.3	102
Access a news site	24.4	106
Watch free streaming music videos	20.5	102

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size
(^) Indicates very small sample size

*Selected and ranked by percent composition
Ranked on Household Population 12+

Appendix A | Visitor Profiles 67

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Media

Social Media

Usage [Currently Use]

Facebook	**86.9%** (100)	YouTube	**58.6%** (99)	Instagram	**27.5%** (98)
LinkedIn	**27.0%** (99)	Pinterest	**18.7%** (99)	WhatsApp	**18.2%** (88)
Twitter	**15.2%** (98)	Audio Podcasts	**9.7%** (96)	TikTok	**9.1%** (94)
Snapchat	**6.3%** (91)	Blogs	**5.3%** (99)	Health and Fitness	**5.1%** (95)
Reddit	**3.4%** (80)	Dating App	**3.0%** (89)	Twitch	**2.1%** (87)
Tinder	**1.9%** (90)	Flickr	**1.9%** (94)	WeChat	**1.5%** (80)

Reasons to Follow Brands

	%	Index
To learn about a brand's products and services	23.2	99
To enter contests	18.2	94
To get coupons and discounts	15.2	93
To be among the first to hear brand news	7.7	95
To provide feedback to the brand about their products or services	5.6	94
To share brand-related stories with other consumers	3.7	100
To make suggestions to the brand for new products or services	3.4	92
To engage with content	2.3	82

Reasons to Unfollow Brands

	%	Index
Too many messages	27.9	98
Not enough value	10.0	92
Stopped purchasing products from brand	8.7	93
Other	2.6	95

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment"
67% | Index = 100

"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company"
56% | Index = 100

"Use SM to keep up to date on general news/events"
37% | Index = 100

"I use SM to connect with brands/celebrities"
15% | Index = 97

"Sharing my personal information with friends/acquaintances in SM environments does not concern me"
14% | Index = 98

"I am open to receiving relevant marketing messages through social media channels"
14% | Index = 99

Actions Taken using Social Media

Variables with Response "Yes"

	%	Index
Like brand on Facebook	33.9	98
Subscribe to brand email newsletter	10.3	96
Subscribe to brand channel on YouTube	9.4	97
Follow brand on Instagram	8.9	95
Join an exclusive online community of consumers who also like the brand	7.9	99
Follow brand on Twitter	2.9	83

Sources: AskingCanadians Social 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size

Ranked by percent composition
Based on Household Population 18+

7

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Product Preferences

Variables with "Agree" Statements

"Once I find a brand I like, I stick with it"
76% | Index = 100

"I generally achieve what I set out to do"
76% | Index = 102

"I would like to eat healthy foods more often"
67% | Index = 99

"I am concerned about the issues of online security/identity theft"
64% | Index = 97

"I value companies who give back to the community"
63% | Index = 100

"I am very concerned about the nutritional content of food products I buy"
62% | Index = 99

"I make an effort to buy local produce/products"
61% | Index = 100

"It's important to buy products from socially-responsible/environmentally-friendly companies"
60% | Index = 100

"I am interested in learning about different cultures"
60% | Index = 101

"I prefer to shop at retail store location for the customer experience"
59% | Index = 100

"I have tried a product/service based on a personal recommendation"
58% | Index = 100

"I like to cook"
58% | Index = 101

"I like to try new places to eat"
56% | Index = 100

"I prefer to postpone a purchase than buy on credit"
55% | Index = 101

"I offer recommendations of products/services to other people"
55% | Index = 100

"When I shop online I prefer to support Canadian retailers"
55% | Index = 100

"I like to try new and different products"
52% | Index = 100

"I am willing to pay a little extra to save time shopping"
44% | Index = 102

"Online streaming services do not replace radio"
43% | Index = 98

"When I make a purchase, I often spend more than I thought I would"
43% | Index = 98

"I am willing to pay more for eco-friendly products"
42% | Index = 101

"Television is my primary source of entertainment"
41% | Index = 100

"Radio feels more personal than other media"
38% | Index = 95

"My friends' opinions are an important source of information for me"
37% | Index = 102

"I tend to pass up my favourite brand if something else is on sale"
37% | Index = 101

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Source: Environics Analytics 2023

Ranked by percent composition
Based on Household Population 12+

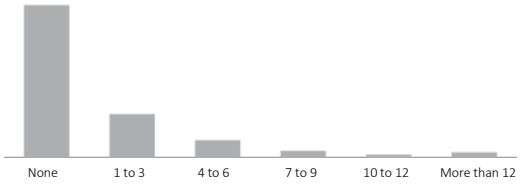
8

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	66.2	19.0	7.6	3.1	1.5	2.5
Index	98	103	106	101	99	104

Drinks

Drank [Past Month]	% Comp	Index
Canadian wine	7.4	100
Liqueurs (any)	4.4	94
Cider	2.8	101

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	15.4	101

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	25.9	102

Top 10 Beers*

Brand Drink [Most Often/Frequently]



	%	Index
Other Canadian microbrewery/craft beer	25.9	102
Corona	16.5	98
Heineken	14.8	96
Coors Light	14.3	100
Stella Artois	13.6	98
Rickard's (any)	12.6	98
Other imported brand	10.0	99
Alexander Keith's (any)	9.5	95
Sleeman (any)	9.0	94
Budweiser	8.6	106

Wine Details

Drank [Past Month]



	%	Index
Red wine (any)	38.0	103
White wine (any)	31.6	101
European wine	17.6	100
Rosé wine (any)	10.4	93
Other imported wine	10.1	99
Sparkling/champagne (any)	9.3	101
American wine	7.4	105
Canadian wine	7.4	100
Australian wine	6.7	95

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

(!) Indicates small sample size
Based on Household Population 12+

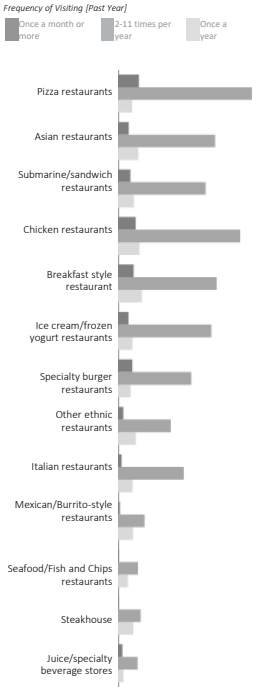
*Selected and ranked by percent composition
ranked by percent composition

Kings Landing 2015-2024
Market: Quebec / Québec - Dashboard

Product Preferences

Restaurant Type Visited*

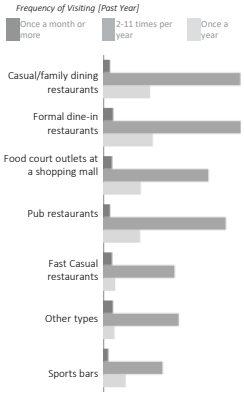
Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Pizza restaurants	6.8	98	43.9	103	4.6	102
Asian restaurants	3.5	91	31.9	104	6.7	100
Submarine/sandwich restaurants	4.1	103	28.7	108	5.2	106
Chicken restaurants	5.8	100	40.1	106	7.0	98
Breakfast style restaurant	5.1	98	32.4	104	7.9	101
Ice cream/frozen yogurt restaurants	3.4	98	30.6	110	4.7	109
Specialty burger restaurants	4.7	110	24.0	101	4.2	99
Other ethnic restaurants	1.8	89	17.3	99	5.8	100
Italian restaurants	1.2	103	21.6	105	4.8	96
Mexican/Burrito-style restaurants	0.6	92	8.7	110	4.9	97
Seafood/Fish and Chips restaurants	0.3	97	6.6	101	3.3	104
Steakhouse	0.2	87	7.4	102	5.0	107
Juice/specialty beverage stores	1.4	91	6.4	115	1.8	99

Restaurant Service Type*

Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Casual/family dining restaurants	1.4	93	27.3	103	9.3	112
Formal dine-in restaurants	2.0	108	27.4	103	9.9	101
Food court outlets at a shopping mall	1.8	96	21.0	102	7.5	108
Pub restaurants	1.4	100	24.4	106	7.4	109
Fast Casual restaurants	1.8	96	14.2	103	2.4	108
Other types	2.0	97	15.1	98	2.3	94
Sports bars	1.1	100	11.8	106	4.5	102

Purchased Organic Food

Done [Past Week]

Organic Fruits and Vegetables	Other Organic Food	Organic Meat
23.5%	9.4%	7.4%
(99)	(95)	(101)

Sources: Opticks Powered by Numeris 2023
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average

Visitors

Source: Environics Analytics 2023

*Ranked by national percent composition of visited [Pst Yr]

Ranked by percent composition
Based on Household Population 12+

Appendix A | Visitor Profiles 69

Outdoorsy Rural Families

PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Overview

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Market Sizing

Total Population
Target Group: 493,640 | 43.1%
Market: 1,145,441

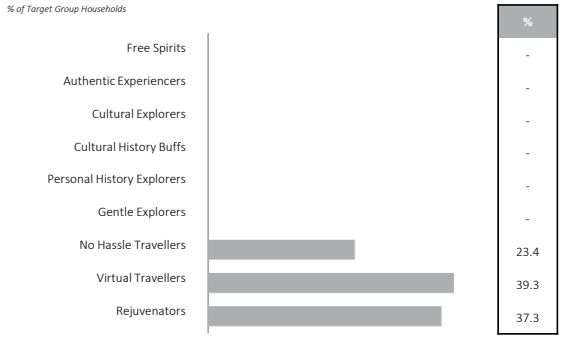
Total Households
Target Group: 212,899 | 42.9%
Market: 496,564

Top Geographic Markets

Census Subdivision	Target Group			Market	
	% of Group	% of Market	Index	HH Count	% of Market
Halifax, NS (RGM)	8.9	9.7	23	194,511	39.2
Cape Breton, NS (RGM)	8.4	41.2	96	43,353	8.7
Lunenburg, NS (MD)	4.5	85.1	199	11,252	2.3
Kings, Subd. A, NS (SC)	4.2	97.2	227	9,268	1.9
East Hants, NS (MD)	3.0	67.6	158	9,497	1.9
West Hants, NS (MD)	2.6	83.4	195	6,567	1.3
Colchester, Subd. B, NS (SC)	2.4	57.5	134	8,877	1.8
Chester, NS (MD)	2.2	99.8	233	4,751	1.0
Yarmouth, NS (MD)	2.1	95.3	222	4,581	0.9
Colchester, Subd. C, NS (SC)	1.9	72.0	168	5,719	1.2

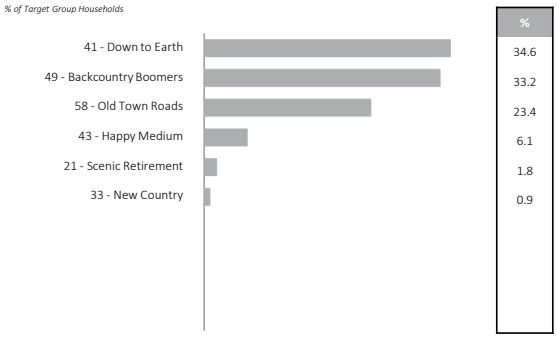
EQ Segments

% of Target Group Households



Top PRIZM Segments

% of Target Group Households



Sources: DemoStats 2022, PRIZM 2022 | **Index:** At least 10% above or below the average | Target Group | Source: Environics Analytics 2022 | Top Geographic Markets ranked by percent group 1
PRIZM segments ranked on percent composition chosen from highest percent composition

Outdoorsy Rural Families

PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Demographic Profile

Total Population
Target Group: 493,640 | 43.1%
Market: 1,145,441

Total Households
Target Group: 212,899 | 42.9%
Market: 496,564

Average Household Income
$81,919
(93)

Median Household Maintainer Age
60
(107)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	27.3	42.0	14.7	10.9	5.1
Index	92	108	98	96	99

Marital Status**
60.7% (107)
Married/Common-Law

Family Composition***
49.6% (107)
Couples Without Kids at Home

Education**
26.1% (102)
High School Certificate Or Equivalent

Visible Minority Presence*
2.3% (31)
Belong to a visible minority group

Non-Official Language*
0.1% (31)
No knowledge of English or French

Immigrant Population*
3.8% (58)
Born outside Canada

Psychographics**

Strong Values		Weak Values	
Attraction to Nature	153	60	Attraction For Crowds
Utilitarian Consumerism	137	60	Pursuit of Novelty
Emotional Control	128	67	Acceptance of Violence
National Pride	123	67	Penchant for Risk
Racial Fusion	122	69	Active Government

Key Social Values

Attraction to Nature Index = 153	Emotional Control Index = 128	National Pride Index = 123
Primacy of Environmental Protection Index = 121	Confidence in Small Business Index = 118	Technology Anxiety Index = 116
Flexible Families Index = 115	Community Involvement Index = 113	Importance of Price Index = 107
Ecological Concern Index = 103	Time Stress Index = 103	Fulfilment Through Work Index = 103

Sources: DemoStats 2022, SocialValues 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average | Target Group | Source: Environics Analytics 2022 | *Based on Households **Based on Household Population 15+ | Psychographics to Canada and Strong/Weak values ranked by Index 2

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Sports &Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	80.8	103
Gardening	64.2	104
Fitness walking	61.9	102
Home exercise & home workout	59.6	99
Volunteer work	53.4	107

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	38.1	99
Bars & restaurant bars	34.0	104
National or provincial park	29.2	104
Historical sites	17.3	94
Attend pro hockey	16.2	104

Key Tourism Activities**

Canoeing & kayaking	Camping	Hiking & backpacking	Parks & city gardens	Bars & restaurant bars	Cycling	Cross country skiing & snowshoeing	Photography
47.9% (108)	43.1% (98)	42.6% (98)	38.1% (99)	34.0% (104)	31.8% (100)	29.6% **(119)**	29.3% (96)
National or provincial park	Fishing & hunting	ATV & snowmobiling	Ice skating	Whale watching	Golfing	Power boating & jet skiing	Historical sites
29.2% (104)	27.8% (101)	23.8% **(123)**	23.8% (97)	21.5% **(113)**	20.7% (98)	19.1% **(123)**	17.3% (94)
Art galleries, museums & science centres	Downhill skiing	Adventure sports	Exhibitions, carnivals, fairs & markets	Movies at a theatre/drive-in	Zoos & aquariums	Theatre - Major theatres, halls & auditoriums	Music festivals
16.0% (94)	13.8% (98)	12.3% (107)	11.2% **(119)**	9.6% **(77)**	9.5% (95)	9.1% **(89)**	8.0% **(119)**
Comedy clubs & shows	Snowboarding	Popular music & rock concerts	Ballet, opera & symphony	Beer, food & wine festivals	Video arcades & indoor amusement centres	Theme parks, waterparks & water slides	Dinner theatres
7.1% **(114)**	6.8% **(117)**	5.9% **(88)**	5.4% (100)	4.8% (91)	4.2% (100)	3.7% **(85)**	3.3% **(120)**

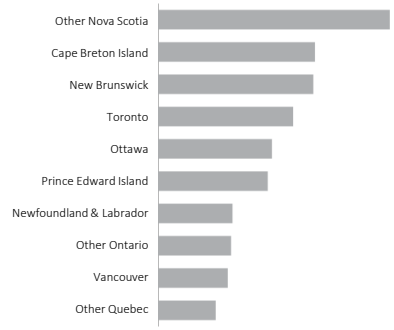
Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
(!) Indicates small sample size
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by percent composition
3

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Travel Profile

Top Canadian Destinations*

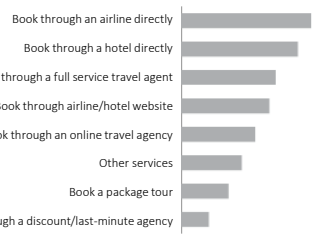
Visited [Past 3 Years]



	%	Index
Other Nova Scotia	32.5	103
Cape Breton Island	22.0	116
New Brunswick	21.8	104
Toronto	18.9	109
Ottawa	16.0	125
Prince Edward Island	15.4	101
Newfoundland & Labrador	10.4	104
Other Ontario	10.2	104
Vancouver	9.8	125
Other Quebec	8.1	108

Vacation Booking*

Used [Past 3 Years]



	%	Index
Book through an airline directly	34.1	98
Book through a hotel directly	30.6	88
Book through a full service travel agent	24.8	118
Book through airline/hotel website	23.1	95
Book through an online travel agency	19.4	86
Other services	15.9	98
Book a package tour	12.5	118
Book through a discount/last-minute agency	7.3	115

*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Sunwing.ca(!)	Trivago.ca(!)
8.4% **(113)**	6.6% (105)	3.9% **(131)**	0.6% **(77)**	2.5% (106)

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
1.3% **(134)**	9.5% (105)	3.8% **(125)**	5.4% **(121)**

Vacation Spending

Spent Last Vacation



1,517 (99)
Average spend on last trip

	Under $500	$500 to $999	$1,000 to $1,999	$2,000 to $2,999	$3,000 to $3,999	$4,000 or More
%	28.7	24.3	16.4	16.1	2.7	11.8
Index	96	106	98	115	67	96

Travel Type and Frequency

Business trips

8.6 (91) Average number of nights away in the past year for business trips

Personal trips

3.2 (96) Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

2.4 **(84)**

4.6 (105)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size. (^) Indicates very small sample size.
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by national percent composition
4

Appendix A | Visitor Profiles 71

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel	Friends/relatives	Camping	Vacation rental by owner	All-inclusive resort	Cottage	Motel
41.9%	36.3%	14.2%	25.0%	12.7%	21.9%	20.5%
(94)	(95)	(97)	**(116)**	(100)	(107)	**(112)**

B&B	Condo/apartment	Cruise ship	RV/camper	Spa resort	Package tours	Boat
19.7%	8.3%	13.2%	8.9%	2.9%	2.6%	4.8%
(109)	(108)	**(134)**	**(123)**	(102)	**(88)**	**(120)**

Airline Preferences**

Flown [Past Year]

Air Canada	West Jet	Air Transat	Porter Airlines(!)	Other Canadian (!)
20.4%	11.7%	3.1%	5.4%	2.0%
(97)	(91)	**(132)**	(96)	**(133)**

United Airlines	Delta Airlines	American Airlines	Other American (!)
7.9%	2.3%	1.9%	2.1%
(131)	(95)	**(111)**	(104)

European Airlines	Asian Airlines(!)	Other Charter	Other
4.3%	1.9%	2.0%	6.9%
(101)	**(121)**	(96)	**(128)**

Car Rental*

Rented From [Past Year]

Enterprise	U-Haul	Budget(!)	Avis(!)
7.6%	4.2%	5.4%	3.4%
(114)	(105)	**(134)**	**(124)**

Discount (!)	Hertz(!)
0.1%	1.7%
(37)	**(112)**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
Based on Household Population 12+
(!) Indicates small sample size
*Ranked by national values
**Ranked by national values within row
5

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
13 hours/week	1,373 minutes/week	1 hours/week	3 minutes/day	217 minutes/day
(104)	(107)	**(120)**	**(59)**	**(86)**

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	31.5	97
Today's Country	19.8	**122**
Adult Contemporary	14.2	97
Multi/Variety/Specialty	12.3	103
Hot Adult Contemporary	11.0	**75**
Classic Rock	10.8	**84**
Classic Hits	10.5	**72**
AOR/Mainstream Rock	7.4	**130**
Mainstream Top 40/CHR	6.7	**65**
Classic Country	6.1	**160**

Top Television Programs*

Progams [Average week]

	%	Index
Evening local news	53.8	**116**
News/current affairs	44.1	**118**
Movies	38.5	98
Primetime serial dramas	33.9	105
Suspense/crime dramas	31.6	99
Documentaries	28.9	99
Home renovation/decoration shows	28.7	109
Situation comedies	24.4	98
Game shows	22.4	**110**
Cooking programs	21.0	109

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
National News	56.0	108
Local & Regional News	51.9	104
International News & World	50.1	107
Health	37.8	**118**
Editorials	31.8	105
Food	31.4	**110**
Travel	30.6	**122**
Movie & Entertainment	27.6	99
New Homes Section	18.9	**125**
Fashion & Lifestyle	16.8	97

Top Magazine Publications*

Read [Past Month]

	%	Index
CAA Magazine	14.0	104
Other U.S. magazines	10.4	**110**
Maclean's	7.7	105
Other English-Canadian	5.8	**88**
Reader's Digest	5.3	**114**
Canadian Living	5.2	**79**
Canadian Geographic	4.8	**139**
National Geographic	3.8	94
Style at Home	3.0	**134**
Hello! Canada	2.7	**68**

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	64.1	95
Send/receive a text/instant message	62.9	98
Do banking/pay bills online	62.3	102
Participate in an online social network	55.1	94
Take pictures/video	51.2	97
Internet search - business, services, products	43.1	96
Watch a subscription-based video service	39.7	96
Use apps	38.7	**89**
Access a news site	38.1	94
Use maps/directions service	35.1	**90**

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	56.2	97
Take pictures/video	48.1	98
Send/receive email	38.2	**86**
Use apps	35.3	**90**
Participate in an online social network	34.7	**84**
Do banking/pay bills online	23.1	**82**
Internet search - business, services, products	22.8	91
Use maps/directions service	22.0	**77**
Access a news site	20.1	**82**
Watch other online free streaming videos	18.2	94

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size
(^) Indicates very small sample size
*Selected and ranked by percent composition
Ranked on Household Population 12+
6

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Media

Social Media Attitudes

Usage [Currently Use]

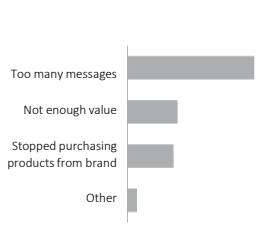
Facebook	85.6%	(101)	YouTube	67.4%	(98)
Pinterest	33.7%	(103)	Instagram	29.4%	(88)
LinkedIn	23.7%	(87)	Twitter	19.8%	(74)
Audio Podcasts	14.6%	(95)	WhatsApp	13.1%	(81)
Snapchat	9.0%	(84)	Reddit	6.8%	(81)
Health and Fitness	5.5%	(83)	TikTok	5.3%	(66)
Blogs	4.6%	(75)	Dating App	2.9%	(92)
Twitch	2.0%	(82)	WeChat	1.5%	(86)
Flickr	1.4%	(68)	Tinder	0.3%	(23)

Reasons to Follow Brands



%	Index
26.3	97
20.7	92
20.0	93
8.4	97
7.2	82
3.3	96
3.3	75
2.7	87

Reasons to Unfollow Brands



%	Index
35.4	102
14.1	93
12.9	109
2.8	97

Actions Taken using Social Media

Variables with Response "Yes"



%	Index
27.4	94
13.1	99
10.0	91
7.5	96
5.9	67
4.6	62

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment" 75% | Index = 102	"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company" 68% | Index = 100	"Use SM to keep up to date on general news/events" 37% | Index = 98
"Sharing my personal information with friends/acquaintances in SM environments does not concern me" 18% | Index = 96	"I am open to receiving relevant marketing messages through social media channels" 14% | Index = **86**	"I use SM to connect with brands/celebrities" 9% | Index = **90**

Sources: AskingCanadians Social 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group — Source: Environics Analytics 2022

(!) Indicates small sample size

Ranked by percent composition
Based on Household Population 18+

7

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Product Preferences

Variables with "Agree" Statements

"I make an effort to buy local produce/products" 75% | Index = 108	"I value companies who give back to the community" 74% | Index = 103	"I would like to eat healthy foods more often" 73% | Index = 100	"I generally achieve what I set out to do" 72% | Index = 100	"Once I find a brand I like, I stick with it" 69% | Index = 98
"I am very concerned about the nutritional content of food products I buy" 69% | Index = 104	"I am concerned about the issues of online security/identity theft" 68% | Index = 106	"I prefer to shop at retail store location for the customer experience" 67% | Index = 108	"I have tried a product/service based on a personal recommendation" 66% | Index = 93	"I like to cook" 65% | Index = 105
"When I shop online I prefer to support Canadian retailers" 65% | Index = 102	"Television is my primary source of entertainment" 65% | Index = **113**	"It's important to buy products from socially-responsible/environmentally-friendly companies" 59% | Index = 101	"I am interested in learning about different cultures" 58% | Index = 95	"I offer recommendations of products/services to other people" 53% | Index = 94
"I like to try new places to eat" 49% | Index = 98	"Radio feels more personal than other media" 47% | Index = 107	"I prefer to postpone a purchase than buy on credit" 47% | Index = 95	"I like to try new and different products" 46% | Index = 96	"I am adventurous/"outdoorsy"" 45% | Index = **110**
"Online streaming services do not replace radio" 45% | Index = 100	"I am willing to pay a little extra to save time shopping" 43% | Index = **110**	"Staying connected via social media is very important to me" 42% | Index = 100	"I am willing to pay more for eco-friendly products" 41% | Index = 107	"Free-trial/product samples can influence my purchase decisions" 36% | Index = **90**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Source: Environics Analytics 2022

Ranked by percent composition
Based on Household Population 12+

8

Appendix A | Visitor Profiles 73

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	79.0	13.1	4.2	1.7	0.8	1.2
Index	102	99	97	**66**	**78**	**66**

Drinks

Drank [Past Month]	% Comp	Index
Canadian wine	12.9	101
Liqueurs (any)	11.6	**112**
Cider	10.0	106

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	12.2	101

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	17.1	**83**

Top 10 Beers*

Brand Drink [Most Often/Frequently]



	%	Index
Other Canadian microbrewery/craft beer	17.1	**83**
Rickard's (any)	14.2	**112**
Alexander Keith's (any)	10.9	**88**
Coors Light	10.4	**82**
Corona	10.2	**81**
Stella Artois	9.7	104
Bud Light (any)	9.2	**87**
Other imported brand	8.8	**111**
Guinness	7.7	92
Moosehead (any)	6.5	**122**

Wine Details

Drank [Past Month]



	%	Index
Red wine (any)	20.4	94
White wine (any)	16.9	**89**
Canadian wine	12.9	101
American wine	8.4	108
Other imported wine	7.9	99
Sparkling/champagne (any)	7.5	**115**
Australian wine	6.9	93
European wine	6.8	95
Rosé wine (any)	4.6	104

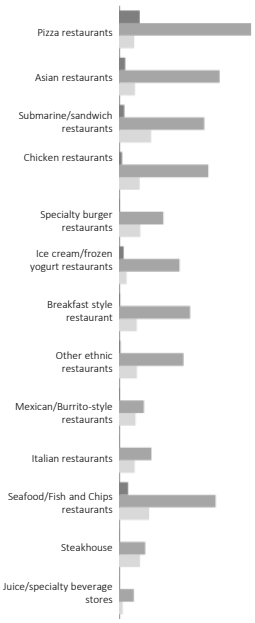
Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size
Based on Household Population 12+
*Selected and ranked by percent composition
ranked by percent composition
9

Outdoorsy Rural Families
PRIZM Segments Included (by SESI): 21, 33, 41, 43, 49, 58
Market: NS & PEI

Product Preferences

Restaurant Type Visited*

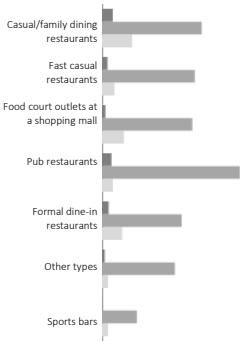
Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Pizza restaurants	7.5	**87**	47.5	97	5.5	**134**
Asian restaurants	2.3	**59**	36.2	96	5.7	106
Submarine/sandwich restaurants	1.9	**57**	30.7	92	11.5	**152**
Chicken restaurants	1.1	**54**	32.1	107	7.4	**115**
Specialty burger restaurants	0.2	**21**	15.9	**77**	7.7	**129**
Ice cream/frozen yogurt restaurants	1.7	**60**	21.8	100	2.7	99
Breakfast style restaurant	0.4	**29**	25.6	101	6.4	**82**
Other ethnic restaurants	0.5	**51**	23.2	94	6.4	101
Mexican/Burrito-style restaurants	0.3	**46**	9.0	**79**	6.0	**110**
Italian restaurants	0.1	**28**	11.6	**83**	5.6	96
Seafood/Fish and Chips restaurants	3.3	**114**	34.7	106	10.8	**130**
Steakhouse	0.1	**61**	9.4	94	7.6	**83**
Juice/specialty beverage stores	0.1	**21**	5.3	99	1.4	**58**

Restaurant Service Type*

Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Casual/family dining restaurants	3.2	**111**	29.5	**89**	8.9	91
Fast casual restaurants	1.6	**67**	27.5	107	3.7	**121**
Food court outlets at a shopping mall	1.0	**52**	26.8	98	6.5	101
Pub restaurants	2.8	**86**	40.8	105	3.2	**85**
Formal dine-in restaurants	2.0	91	23.6	99	6.0	**79**
Other types	0.8	**63**	21.6	107	1.8	**116**
Sports bars	0.1	**12**	10.3	98	1.8	**83**

Purchased Organic Food

Done [Past Week]

Organic Fruits and Vegetables	Other Organic Food	Organic Meat
23.0%	8.5%	8.2%
(99)	**(89)**	**(115)**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
*Ranked by national percent composition of visited [Pst Yr]
Ranked by percent composition
Based on Household Population 12+
10

Outdoorsy Suburban Families

PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Overview

Market Sizing

Total Population
Target Group: 240,420 | 21.0%
Market: 1,145,441

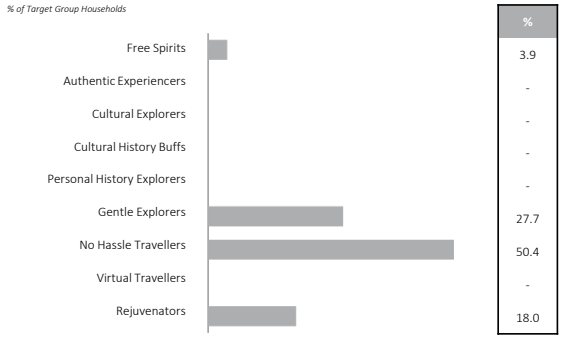
Total Households
Target Group: 91,242 | 18.4%
Market: 496,564

Top Geographic Markets

Census Subdivision	Target Group			Market	
	% of Group	% of Market	Index	HH Count	% of Market
Halifax, NS (RGM)	59.9	28.1	153	194,511	39.2
Cape Breton, NS (RGM)	6.6	13.8	75	43,353	8.7
Charlottetown, PE (CY)	4.2	20.8	113	18,471	3.7
East Hants, NS (MD)	2.8	26.6	144	9,497	1.9
Stratford, PE (T)	2.2	44.2	240	4,494	0.9
Cornwall, PE (T)	2.0	72.2	393	2,471	0.5
Colchester, Subd. B, NS (SC)	1.9	19.9	108	8,877	1.8
Lunenburg, NS (MD)	1.5	11.9	65	11,252	2.3
Summerside, PE (CY)	1.3	16.6	91	7,283	1.5
New Glasgow, NS (T)	1.3	27.0	147	4,414	0.9

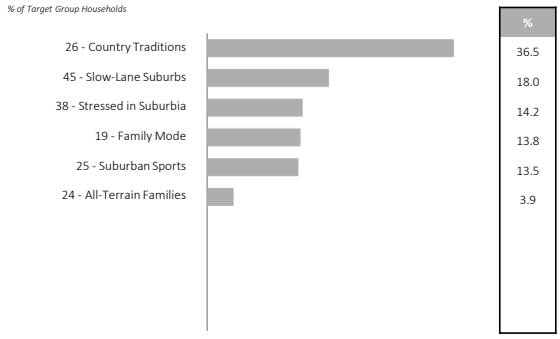
EQ Segments

% of Target Group Households



Top PRIZM Segments

% of Target Group Households



Sources: DemoStats 2022, PRIZM 2022

Index: At least 10% above or below the average — Target Group

Source: Environics Analytics 2022

Top Geographic Markets ranked by percent group
PRIZM segments ranked on percent composition chosen from highest percent composition

1

Outdoorsy Suburban Families

PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Demographic Profile

Total Population
Target Group: 240,420 | 21.0%
Market: 1,145,441

Total Households
Target Group: 91,242 | 18.4%
Market: 496,564

Average Household Income

$104,917
(119)

Median Household Maintainer Age

53
(95)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	21.2	37.8	18.2	15.9	6.9
Index	71	97	121	141	133

Marital Status**

61.8%
(109)

Married/Common-Law

Family Composition***

43.9%
(119)

Couples With Kids at Home

Education**

25.8%
(107)

University Degree

Visible Minority Presence*

6.2%
(82)

Belong to a visible minority group

Non-Official Language*

0.2%
(66)

No knowledge of English or French

Immigrant Population*

5.6%
(87)

Born outside Canada

Psychographics**

Strong Values		Weak Values	
Emotional Control	124	78	Pursuit of Intensity
Rejection of Orderliness	122	78	Advertising as Stimulus
National Pride	121	78	Enthusiasm for Technology
Racial Fusion	121	79	Need for Status Recognition
Rejection of Inequality	118	80	Attraction For Crowds

Key Social Values

Emotional Control Index = 124	National Pride Index = 121	Technology Anxiety Index = 116
Attraction to Nature Index = 112	Flexible Families Index = 111	Confidence in Small Business Index = 110
Need for Escape Index = 110	Parochialism Index = 106	Effort Toward Health Index = 105
Personal Control Index = 103	Multiculturalism Index = 102	Primacy of Environmental Protection Index = 101

Sources: DemoStats 2022, SocialValues 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group

Source: Environics Analytics 2022

*Based on Households **Based on Household Population 15+

Psychographics to Canada and Strong/Weak values ranked by Index

2

Appendix A | Visitor Profiles 75

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Sports &Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	76.4	97
Gardening	61.9	100
Home exercise & home workout	59.6	99
Fitness walking	58.2	95
Swimming	52.2	102

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	36.1	94
Bars & restaurant bars	31.6	96
National or provincial park	26.3	93
Specialty movie theatres/IMAX	21.0	130
Historical sites	18.0	97

Key Tourism Activities**

Hiking & backpacking	Camping	Canoeing & kayaking	Parks & city gardens	Cycling	Bars & restaurant bars	Fishing & hunting	Photography
45.1% (104)	42.7% (97)	42.3% (95)	36.1% (94)	32.1% (101)	31.6% (96)	29.2% (106)	29.0% (95)
National or provincial park	Ice skating	Cross country skiing & snowshoeing	Golfing	ATV & snowmobiling	Historical sites	Whale watching	Art galleries, museums & science centres
26.3% (93)	24.8% (102)	23.0% (93)	21.9% (104)	19.0% (98)	18.0% (97)	17.1% (90)	16.6% (98)
Downhill skiing	Movies at a theatre/drive-in	Power boating & jet skiing	Adventure sports	Theatre - Major theatres, halls & auditoriums	Zoos & aquariums	Exhibitions, carnivals, fairs & markets	Popular music & rock concerts
14.9% (106)	13.9% (112)	13.5% (87)	12.3% (107)	11.9% (116)	11.3% (113)	8.8% (94)	7.4% (112)
Music festivals	Ballet, opera & symphony	Comedy clubs & shows	Beer, food & wine festivals	Video arcades & indoor amusement centres	Theme parks, waterparks & water slides	Snowboarding	Dinner theatres
6.8% (101)	5.8% (107)	5.8% (93)	5.5% (105)	4.9% (117)	4.9% (113)	4.6% (79)	3.1% (111)

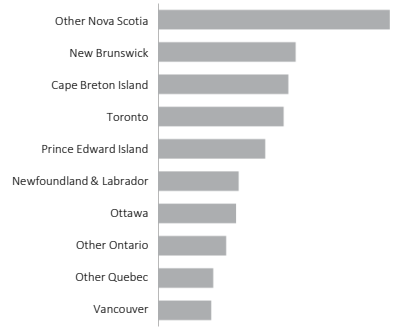
Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
(!) Indicates small sample size
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by percent composition
3

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Travel Profile

Top Canadian Destinations*

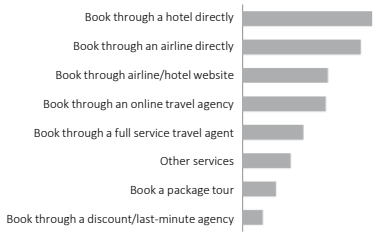
Visited [Past 3 Years]



%	Index
33.6	106
20.0	95
18.9	99
18.2	105
15.6	103
11.7	116
11.3	88
9.9	101
8.0	107
7.7	99

Vacation Booking*

Used [Past 3 Years]



%	Index
38.4	110
35.1	101
25.4	104
24.7	109
18.1	87
14.4	88
10.0	95
6.2	97

*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Sunwing.ca(!)	Trivago.ca(!)
7.2% (98)	5.8% (93)	2.8% (97)	1.2% (144)	2.2% (95)

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
0.6% (65)	8.2% (90)	2.9% (95)	3.9% (87)

Vacation Spending

Spent Last Vacation



1,524 (99)
Average spend on last trip

%	29.8	21.8	19.7	12.4	4.4	12.0
Index	100	95	117	88	108	98

Travel Type and Frequency

Business trips

8.8 (92) Average number of nights away in the past year for business trips

Personal trips

3.3 (99) Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

3.3 (116)
4.4 (100)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size. (^) Indicates very small sample size.
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by national percent composition
4

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel	Friends/relatives	Camping	Vacation rental by owner	All-inclusive resort	Cottage	Motel
48.8%	38.3%	16.2%	18.5%	12.6%	18.9%	17.2%
(109)	(100)	**(111)**	**(86)**	(99)	(92)	(94)

B&B	Condo/apartment	Cruise ship	RV/camper	Spa resort	Package tours	Boat
15.9%	7.3%	7.9%	6.6%	3.0%	3.3%	4.2%
(88)	(94)	**(80)**	**(90)**	(105)	**(110)**	(103)

Airline Preferences**

Flown [Past Year]

Air Canada	West Jet	Air Transat	Porter Airlines(!)	Other Canadian (!)
19.9%	13.1%	2.2%	6.8%	1.2%
(95)	(103)	(92)	**(120)**	**(79)**

United Airlines	Delta Airlines	American Airlines	Other American (!)
5.4%	3.3%	1.9%	2.6%
(89)	**(135)**	(107)	**(131)**

European Airlines	Asian Airlines(!)	Other Charter	Other
5.0%	1.7%	2.6%	5.4%
(119)	(107)	**(129)**	(100)

Car Rental*

Rented From [Past Year]

Enterprise	U-Haul	Budget(!)	Avis(!)
7.6%	4.8%	3.8%	2.5%
(114)	**(120)**	(94)	(92)

Discount (!)	Hertz(!)
0.7%	1.8%
(201)	**(114)**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
Based on Household Population 12+
(!) Indicates small sample size
*Ranked by national values
**Ranked by national values within row
5

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
13 hours/week	1,193 minutes/week	1 hours/week	6 minutes/day	269 minutes/day
(103)	(93)	**(73)**	(95)	(106)

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	31.6	97
Classic Hits	21.7	**148**
Hot Adult Contemporary	20.2	**138**
Today's Country	16.5	102
Classic Rock	16.2	**126**
Adult Contemporary	15.3	104
Mainstream Top 40/CHR	13.1	**128**
Multi/Variety/Specialty	8.6	**72**
AOR/Mainstream Rock	5.8	102
Not Classified	4.6	92

Top Television Programs*

Progams [Average week]

	%	Index
Evening local news	41.7	**90**
Movies	39.8	101
News/current affairs	33.8	91
Primetime serial dramas	32.7	101
Suspense/crime dramas	32.0	100
Documentaries	29.1	100
Home renovation/decoration shows	27.1	103
Situation comedies	25.3	102
Hockey (when in season)	21.3	**111**
Game shows	18.9	92

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
National News	49.7	96
Local & Regional News	46.2	92
International News & World	42.4	**90**
Movie & Entertainment	28.5	103
Editorials	27.5	91
Health	27.1	**85**
Food	27.0	95
Travel	20.5	**82**
Business & Financial	17.7	100
Fashion & Lifestyle	17.6	102

Top Magazine Publications*

Read [Past Month]

	%	Index
CAA Magazine	13.1	97
Other U.S. magazines	9.3	99
Canadian Living	7.4	**113**
Maclean's	6.2	**85**
Other English-Canadian	5.8	**88**
Reader's Digest	4.6	99
National Geographic	4.4	108
Hello! Canada	4.3	**110**
People	4.2	**143**
Air Canada enRoute(!)	3.0	**139**

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	68.8	102
Send/receive a text/instant message	66.8	104
Participate in an online social network	61.2	104
Do banking/pay bills online	59.2	97
Take pictures/video	53.8	102
Use apps	48.1	**111**
Watch a subscription-based video service	44.2	107
Access a news site	40.9	101
Internet search - business, services, products	40.4	**90**
Use maps/directions service	39.9	103

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	60.8	105
Take pictures/video	50.3	103
Send/receive email	49.2	**110**
Participate in an online social network	46.8	**113**
Use apps	42.9	109
Use maps/directions service	32.7	**115**
Do banking/pay bills online	32.7	**116**
Access a news site	26.8	109
Internet search - business, services, products	25.7	102
Share/refer/link friends to a website or article	21.4	**128**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size
(^) Indicates very small sample size
*Selected and ranked by percent composition
Ranked on Household Population 12+
6

Appendix A | Visitor Profiles 77

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Media

Social Media Attitudes

Usage [Currently Use]

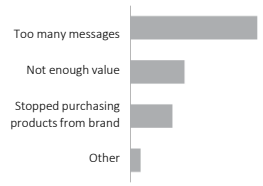
Facebook	85.3%	(100)	YouTube	68.5%	(100)
Instagram	35.2%	(106)	Pinterest	34.4%	(105)
Twitter	30.6%	(115)	LinkedIn	28.5%	(105)
WhatsApp	16.2%	(99)	Audio Podcasts	14.9%	(97)
Snapchat	12.0%	(112)	TikTok	9.5%	(118)
Reddit	8.6%	(103)	Health and Fitness	7.5%	(113)
Blogs	6.3%	(103)	Dating App	2.8%	(88)
WeChat	2.0%	(111)	Flickr	1.8%	(88)
Twitch	1.8%	(75)	Tinder	1.0%	(75)

Reasons to Follow Brands



	%	Index
To learn about a brand's products and services	27.2	101
To enter contests	22.8	101
To get coupons and discounts	21.4	99
To be among the first to hear brand news	8.9	100
To provide feedback to the brand about their products or services	8.3	97
To engage with content	3.8	87
To make suggestions to the brand for new products or services	3.1	90
To share brand-related stories with other consumers	2.8	91

Reasons to Unfollow Brands



	%	Index
Too many messages	35.1	102
Not enough value	15.1	100
Stopped purchasing products from brand	11.7	99
Other	2.9	102

Actions Taken using Social Media

Variables with Response "Yes"



	%	Index
Like brand on Facebook	30.9	106
Subscribe to brand email newsletter	11.7	89
Subscribe to brand channel on YouTube	11.4	104
Follow brand on Instagram	9.6	110
Follow brand on Twitter	9.3	127
Join an exclusive online community of consumers who also like the brand	7.7	99

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment"
75% | Index = 102

"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company"
69% | Index = 101

"Use SM to keep up to date on general news/events"
37% | Index = 98

"Sharing my personal information with friends/acquaintances in SM environments does not concern me"
20% | Index = 103

"I am open to receiving relevant marketing messages through social media channels"
16% | Index = 103

"I use SM to connect with brands/celebrities"
10% | Index = 97

Sources: AskingCanadians Social 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group — Source: Environics Analytics 2022

(!) Indicates small sample size

Ranked by percent composition
Based on Household Population 18+

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Product Preferences

Variables with "Agree" Statements

"I have tried a product/service based on a personal recommendation"
74% | Index = 104

"I would like to eat healthy foods more often"
73% | Index = 100

"I value companies who give back to the community"
72% | Index = 101

"Once I find a brand I like, I stick with it"
71% | Index = 101

"I generally achieve what I set out to do"
67% | Index = 93

"I make an effort to buy local produce/products"
64% | Index = 92

"I am concerned about the issues of online security/identity theft"
63% | Index = 98

"I am interested in learning about different cultures"
62% | Index = 102

"When I shop online I prefer to support Canadian retailers"
61% | Index = 96

"I am very concerned about the nutritional content of food products I buy"
60% | Index = 91

"I prefer to shop at retail store location for the customer experience"
60% | Index = 97

"I like to cook"
57% | Index = 91

"I offer recommendations of products/services to other people"
55% | Index = 97

"Television is my primary source of entertainment"
55% | Index = 95

"It's important to buy products from socially-responsible/environmentally-friendly companies"
54% | Index = 93

"I like to try new places to eat"
52% | Index = 102

"I like to try new and different products"
49% | Index = 102

"I prefer to postpone a purchase than buy on credit"
48% | Index = 99

"Online streaming services do not replace radio"
47% | Index = 106

"Radio feels more personal than other media"
42% | Index = 97

"Free-trial/product samples can influence my purchase decisions"
41% | Index = 104

"Staying connected via social media is very important to me"
40% | Index = 96

"I am adventurous/"outdoorsy""
38% | Index = 93

"My friends' opinions are an important source of information for me"
37% | Index = 103

"I am willing to pay a little extra to save time shopping"
37% | Index = 95

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Source: Environics Analytics 2022

Ranked by percent composition
Based on Household Population 12+

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	74.9	13.6	4.9	3.2	1.3	2.3
Index	97	102	113	125	128	128

Drinks

Drank [Past Month]	% Comp	Index
Canadian wine	13.3	105
Liqueurs (any)	9.6	93
Cider	9.1	96

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	12.7	105

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	21.3	104

Top 10 Beers*

Brand Drink [Most Often/Frequently]



	%	Index
Other Canadian microbrewery/craft beer	21.3	104
Coors Light	14.6	115
Corona	12.8	102
Alexander Keith's (any)	12.5	101
Bud Light (any)	11.0	103
Rickard's (any)	10.4	82
Stella Artois	8.4	90
Sleeman (any)	7.7	105
Guinness	7.7	91
Other imported brand	7.1	90

Wine Details

Drank [Past Month]



	%	Index
Red wine (any)	22.0	102
White wine (any)	18.2	96
Canadian wine	13.3	105
European wine	8.9	123
Australian wine	8.0	107
Other imported wine	7.4	93
American wine	7.3	94
Sparkling/champagne (any)	6.6	100
Rosé wine (any)	4.7	106

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group — Source: Environics Analytics 2022

(!) Indicates small sample size
Based on Household Population 12+

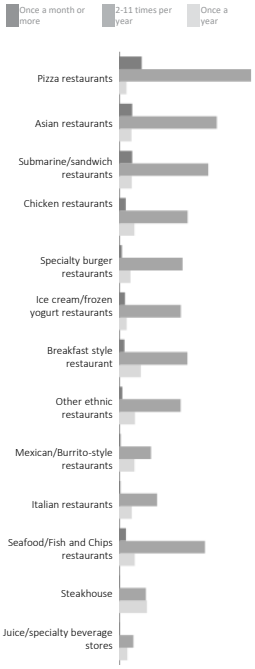
*Selected and ranked by percent composition
ranked by percent composition

Outdoorsy Suburban Families
PRIZM Segments Included (by SESI): 19, 24, 25, 26, 38, 45
Market: NS & PEI

Product Preferences

Restaurant Type Visited*

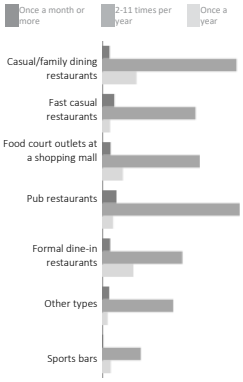
Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Pizza restaurants	8.8	103	51.4	105	2.9	72
Asian restaurants	5.2	135	38.1	101	4.8	90
Submarine/sandwich restaurants	5.2	153	34.7	105	5.0	66
Chicken restaurants	2.6	132	26.7	89	6.0	92
Specialty burger restaurants	1.1	94	24.8	120	4.5	76
Ice cream/frozen yogurt restaurants	2.4	84	24.1	111	3.0	108
Breakfast style restaurant	2.1	138	26.6	105	8.5	109
Other ethnic restaurants	1.3	125	24.0	97	6.2	97
Mexican/Burrito-style restaurants	0.6	94	12.5	110	6.0	111
Italian restaurants	0.5	151	14.8	105	5.0	86
Seafood/Fish and Chips restaurants	2.7	96	33.5	102	6.1	74
Steakhouse	0.3	129	10.5	105	10.9	119
Juice/specialty beverage stores	0.3	77	5.6	104	3.3	140

Restaurant Service Type*

Frequency of Visiting [Past Year]



	Once a month or more %	Index	2-11 times per year %	Index	Once a year %	Index
Casual/family dining restaurants	2.1	72	37.0	112	9.5	97
Fast casual restaurants	3.4	138	25.8	100	2.2	73
Food court outlets at a shopping mall	2.4	121	26.9	99	5.8	90
Pub restaurants	4.0	122	37.9	97	3.1	81
Formal dine-in restaurants	2.2	104	22.1	92	8.6	114
Other types	2.0	155	19.6	97	1.6	102
Sports bars	0.4	77	10.7	102	2.4	113

Purchased Organic Food

Done [Past Week]

Organic Fruits and Vegetables	Other Organic Food	Organic Meat
23.2%	11.2%	6.6%
(100)	(117)	(93)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group — Source: Environics Analytics 2022

*Ranked by national percent composition of visited [Pst Yr]

Ranked by percent composition
Based on Household Population 12+

Appendix A | Visitor Profiles 79

Young Urban Cultural Enthusiast

PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Overview

Market Sizing

Total Population
Target Group: 119,755 | 10.5%
Market: 1,145,441

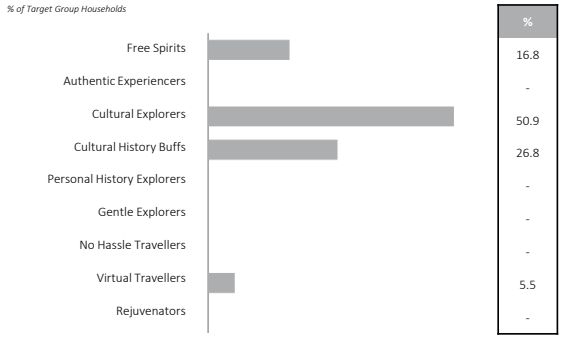
Total Households
Target Group: 59,766 | 12.0%
Market: 496,564

Top Geographic Markets

Census Subdivision	Target Group			Market	
	% of Group	% of Market	Index	HH Count	% of Market
Halifax, NS (RGM)	86.8	26.7	222	194,511	39.2
Charlottetown, PE (CY)	7.3	23.8	197	18,471	3.7
Stratford, PE (T)	1.3	17.0	141	4,494	0.9
Truro, NS (T)	0.9	8.2	68	6,482	1.3
Cape Breton, NS (RGM)	0.8	1.1	9	43,353	8.7
Wolfville, NS (T)	0.7	20.8	173	2,069	0.4
Antigonish, NS (T)	0.6	17.1	142	2,121	0.4
Summerside, PE (CY)	0.4	3.4	28	7,283	1.5
New Glasgow, NS (T)	0.2	3.3	27	4,414	0.9
Kentville, NS (T)	0.2	3.7	31	2,885	0.6

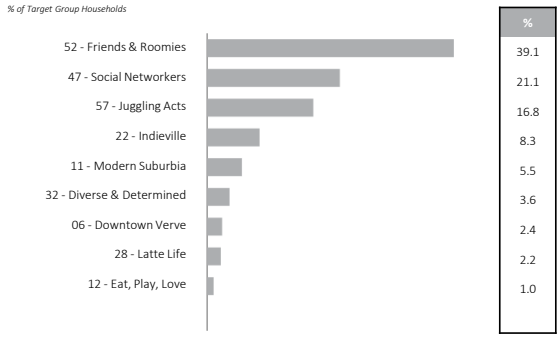
EQ Segments

% of Target Group Households



Top PRIZM Segments

% of Target Group Households



Sources: DemoStats 2022, PRIZM 2022 | **Index:** At least 10% above or below the average | Target Group | Source: Environics Analytics 2022 | Top Geographic Markets ranked by percent group | PRIZM segments ranked on percent composition chosen from highest percent composition | 1

Young Urban Cultural Enthusiast

PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Demographic Profile

Total Population
Target Group: 119,755 | 10.5%
Market: 1,145,441

Total Households
Target Group: 59,766 | 12.0%
Market: 496,564

Average Household Income

$81,776
(93)

Median Household Maintainer Age

41
(74)

Household Size*



	1 Person	2 Persons	3 Persons	4 Persons	5+Persons
%	40.5	36.0	12.5	7.4	3.6
Index	137	92	83	66	70

Marital Status**

44.1%
(78)

Married/Common-Law

Family Composition***

49.3%
(107)

Couples Without Kids at Home

Education**

43.2%
(180)

University Degree

Visible Minority Presence*

24.1%
(319)

Belong to a visible minority group

Non-Official Language*

1.2%
(344)

No knowledge of English or French

Immigrant Population*

14.7%
(227)

Born outside Canada

Psychographics**

Strong Values		Weak Values	
Multiculturalism	133	79	Legacy
Rejection of Authority	129	81	Cultural Assimilation
Culture Sampling	128	84	Attraction to Nature
Racial Fusion	124	84	Obedience to Authority
Time Stress	122	88	Confidence in Big Business

Key Social Values

Multiculturalism Index = 133	Culture Sampling Index = 128	Time Stress Index = 122
Attraction For Crowds Index = 119	Penchant for Risk Index = 116	Voluntary Simplicity Index = 115
Social Learning Index = 114	Flexible Families Index = 114	Ecological Concern Index = 113
Ostentatious Consumption Index = 113	Active Government Index = 113	Adaptability to Complexity Index = 113

Sources: DemoStats 2022, SocialValues 2022
Note: Base variables are default and vary based on database | **Index:** At least 10% above or below the average | Target Group | Source: Environics Analytics 2022 | *Based on Households **Based on Household Population 15+ | Psychographics to Canada and Strong/Weak values ranked by Index | 2

Young Urban Cultural Enthusiast

PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Sports &Leisure

Occasionally/Regularly Participate or Attended/Visited [Past Year]

Top 5 Activities Participated*	% Comp	Index
Reading	78.3	100
Home exercise & home workout	61.9	103
Fitness walking	60.7	100
Gardening	55.3	90
Swimming	52.2	102

Top 5 Activities Attended*	% Comp	Index
Parks & city gardens	43.8	114
Bars & restaurant bars	32.0	97
National or provincial park	28.5	101
Historical sites	22.3	121
Specialty movie theatres/IMAX	21.3	132

Key Tourism Activities**

Camping	Parks & city gardens	Hiking & backpacking	Canoeing & kayaking	Photography	Bars & restaurant bars	Cycling	National or provincial park
47.8% (109)	43.8% (114)	43.0% (99)	41.4% (93)	33.1% (108)	32.0% (97)	31.7% (99)	28.5% (101)
Fishing & hunting	Ice skating	Historical sites	Golfing	Art galleries, museums & science centres	Cross country skiing & snowshoeing	Movies at a theatre/drive-in	Whale watching
26.1% (95)	24.8% (102)	22.3% (121)	20.8% (99)	20.0% (118)	18.3% (74)	14.6% (117)	14.6% (77)
Downhill skiing	Adventure sports	Power boating & jet skiing	ATV & snowmobiling	Theatre - Major theatres, halls & auditoriums	Zoos & aquariums	Popular music & rock concerts	Exhibitions, carnivals, fairs & markets
13.3% (94)	11.3% (98)	10.9% (70)	10.8% (56)	10.4% (102)	9.7% (97)	7.1% (106)	6.2% (66)
Snowboarding	Beer, food & wine festivals	Music festivals	Comedy clubs & shows	Theme parks, waterparks & water slides	Ballet, opera & symphony	Video arcades & indoor amusement centres	Film festivals
6.0% (103)	5.6% (106)	5.5% (81)	4.5% (72)	3.7% (87)	3.4% (63)	3.1% (73)	1.3% (93)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
(!) Indicates small sample size
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by percent composition
3

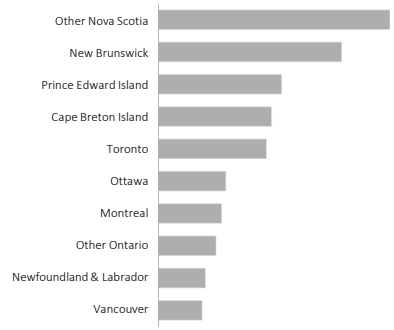
Young Urban Cultural Enthusiast

PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Travel Profile

Top Canadian Destinations*

Visited [Past 3 Years]



%	Index
28.9	91
22.9	109
15.4	102
14.2	74
13.5	78
8.5	66
7.9	112
7.2	74
5.9	59
5.5	70

Vacation Booking*

Used [Past 3 Years]



%	Index
40.2	115
37.4	107
28.1	124
27.8	113
22.1	136
16.0	77
7.2	68
4.3	67

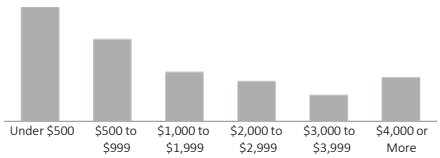
*Booked with [Past Year]***

Expedia.com/ca	Booking.com	Hotels.com	Sunwing.ca(!)	Trivago.ca(!)
6.0% (81)	7.7% (124)	1.0% (32)	0.5% (57)	2.1% (92)

Travelocity.com/ca (!)	Airline Websites	Discount Sites(!)	Other Travel
0.3% (36)	8.4% (93)	1.7% (55)	3.1% (70)

Vacation Spending

Spent Last Vacation



%	31.9	23.0	13.9	11.4	7.5	12.4
Index	107	100	83	81	183	101

1,554 (101)
Average spend on last trip

Travel Type and Frequency

Business trips

12.4 (131) Average number of nights away in the past year for business trips

Personal trips

3.7 (110) Average out-of-town vacations taken in the past 3 years

Average Number of business trips by mode of transportation in the past year:

3.4 (120)

4.3 (97)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size. (^) Indicates very small sample size.
Based on Household Population 12+
*Selected and ranked by percent composition
**Ranked by national percent composition
4

Appendix A | Visitor Profiles 81

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Travel Profile

Accomodation Preferences*

Used [Past 3 Years]

Hotel 44.9% (101)	Friends/relatives 44.5% **(116)**	Camping 13.7% (94)	Vacation rental by owner 20.6% (96)	All-inclusive resort 12.6% (99)	Cottage 23.3% **(113)**	Motel 16.1% **(88)**
B&B 17.7% (98)	Condo/apartment 7.3% (94)	Cruise ship 4.6% **(46)**	RV/camper 3.8% **(52)**	Spa resort 2.6% **(90)**	Package tours 3.1% (102)	Boat 1.8% **(44)**

Airline Preferences**

Flown [Past Year]

Air Canada 23.6% **(113)**	West Jet 15.5% **(121)**	Air Transat 0.7% **(30)**	Porter Airlines(!) 6.2% (109)	Other Canadian (!) 0.6% **(42)**
United Airlines 4.0% **(67)**	Delta Airlines 1.0% **(43)**	American Airlines 1.4% **(79)**	Other American (!) 0.8% **(40)**	
European Airlines 2.7% **(64)**	Asian Airlines(!) 0.7% **(45)**	Other Charter 1.3% **(65)**	Other 2.2% **(41)**	

Car Rental*

Rented From [Past Year]

Enterprise 3.3% **(49)**	U-Haul 2.1% **(52)**	Budget(!) 1.3% **(32)**	Avis(!) 1.8% **(66)**
		Discount (!) 0.1% **(43)**	Hertz(!) 0.6% **(42)**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Source: Environics Analytics 2022
Based on Household Population 12+
(!) Indicates small sample size
*Ranked by national values
**Ranked by national values within row
5

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Media

Overall Level of Use

Radio	Television	Newspaper	Magazine	Internet
11 hours/week **(85)**	1,108 minutes/week **(86)**	1 hours/week **(82)**	7 minutes/day **(122)**	320 minutes/day **(126)**

Top Radio Programs*

Progams [Weekly]

	%	Index
News/Talk	36.5	**112**
Multi/Variety/Specialty	16.3	**137**
Adult Contemporary	15.6	106
Classic Hits	13.9	95
Hot Adult Contemporary	13.6	93
Mainstream Top 40/CHR	12.6	**122**
Classic Rock	10.0	**78**
Today's Country	7.9	**49**
Not Classified	5.7	**113**
AOR/Mainstream Rock	2.6	**45**

Top Television Programs*

Progams [Average week]

	%	Index
Movies	37.5	95
Evening local news	36.5	**79**
Suspense/crime dramas	30.4	95
News/current affairs	29.8	**80**
Documentaries	29.0	100
Primetime serial dramas	28.6	**88**
Situation comedies	24.8	100
Home renovation/decoration shows	18.4	**70**
Other programs	16.7	98
Cooking programs	16.5	**86**

Top Newspaper Sections*

Frequency Read [Occassionally/Frequently]

	%	Index
Local & Regional News	51.1	102
National News	47.2	91
International News & World	44.6	95
Movie & Entertainment	29.0	104
Editorials	28.1	93
Health	28.0	**88**
Food	24.9	**88**
Business & Financial	23.7	**133**
Sports	20.8	**120**
Travel	19.8	**79**

Top Magazine Publications*

Read [Past Month]

	%	Index
CAA Magazine	12.9	96
Other English-Canadian	10.6	**160**
Maclean's	9.4	**128**
Other U.S. magazines	7.8	**83**
Canadian Living	7.6	**116**
Hello! Canada	3.5	**89**
National Geographic	3.3	**82**
Other French-Canadian	2.9	**534**
People	2.3	**77**
Reader's Digest	2.2	**46**

Top Internet Activities*

Activity [Past Week]

	%	Index
Send/receive email	74.9	**111**
Participate in an online social network	64.1	109
Send/receive a text/instant message	63.9	100
Do banking/pay bills online	62.1	102
Internet search - business, services, products	56.4	**126**
Take pictures/video	53.5	102
Use apps	49.8	**115**
Use maps/directions service	48.4	**125**
Access a news site	47.6	**118**
Watch a subscription-based video service	42.9	104

Top Mobile Activities*

Activity [Past Week]

	%	Index
Send/receive a text/instant message	60.4	104
Send/receive email	53.1	**119**
Take pictures/video	49.5	101
Participate in an online social network	49.2	**119**
Use apps	46.0	**117**
Use maps/directions service	39.4	**138**
Do banking/pay bills online	35.1	**124**
Access a news site	34.4	**140**
Internet search - business, services, products	30.8	**122**
Watch free streaming music videos	23.8	**121**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size
(^) Indicates very small sample size
*Selected and ranked by percent composition
Ranked on Household Population 12+
6

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

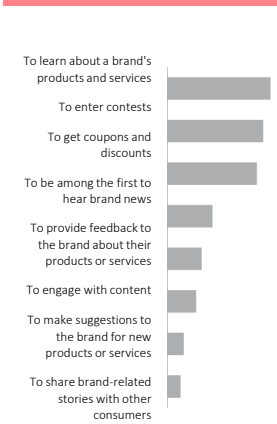
Media

Social Media Attitudes

Usage [Currently Use]

Facebook	**83.0%**	(98)	YouTube	**72.1%**	(105)
Instagram	**41.1%**	(123)	Twitter	**35.9%**	(135)
LinkedIn	**34.2%**	(126)	Pinterest	**26.6%**	(82)
WhatsApp	**24.7%**	(152)	Audio Podcasts	**18.2%**	(118)
Snapchat	**12.8%**	(119)	TikTok	**11.7%**	(145)
Reddit	**10.6%**	(126)	Blogs	**8.8%**	(144)
Health and Fitness	**7.7%**	(116)	Tinder	**4.4%**	(339)
Dating App	**4.1%**	(130)	Twitch	**3.7%**	(154)
Flickr	**3.4%**	(169)	WeChat	**1.8%**	(99)

Reasons to Follow Brands



	%	Index
To learn about a brand's products and services	27.8	103
To enter contests	25.8	114
To get coupons and discounts	24.1	112
To be among the first to hear brand news	12.2	138
To provide feedback to the brand about their products or services	9.3	108
To engage with content	7.8	181
To make suggestions to the brand for new products or services	4.5	130
To share brand-related stories with other consumers	3.6	120

Reasons to Unfollow Brands



	%	Index
Too many messages	32.2	93
Not enough value	17.4	115
Stopped purchasing products from brand	10.2	86
Other	3.5	124

Actions Taken using Social Media

Variables with Response "Yes"



	%	Index
Like brand on Facebook	30.7	105
Subscribe to brand email newsletter	15.3	116
Follow brand on Instagram	14.8	169
Subscribe to brand channel on YouTube	13.1	119
Follow brand on Twitter	9.8	134
Join an exclusive online community of consumers who also like the brand	8.2	105

Social Media Attitudes

"I tend to ignore marketing and advertisements when I'm in a social media environment"
70% | Index = 94

"I would be more inclined to participate in SM if I knew my personal info would not be owned/shared by company"
66% | Index = 97

"Use SM to keep up to date on general news/events"
40% | Index = 106

"Sharing my personal information with friends/acquaintances in SM environments does not concern me"
20% | Index = 102

"I am open to receiving relevant marketing messages through social media channels"
19% | Index = **122**

"I use SM to connect with brands/celebrities"
12% | Index = **118**

Sources: AskingCanadians Social 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Target Group — Source: Environics Analytics 2022

(!) Indicates small sample size

Ranked by percent composition
Based on Household Population 18+

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Product Preferences

Variables with "Agree" Statements

"I have tried a product/service based on a personal recommendation"
79% | Index = **112**

"I generally achieve what I set out to do"
78% | Index = 108

"I would like to eat healthy foods more often"
75% | Index = 103

"Once I find a brand I like, I stick with it"
70% | Index = 99

"I value companies who give back to the community"
68% | Index = 95

"When I shop online I prefer to support Canadian retailers"
67% | Index = 106

"I am very concerned about the nutritional content of food products I buy"
66% | Index = 101

"I am interested in learning about different cultures"
66% | Index = 109

"I offer recommendations of products/services to other people"
66% | Index = **116**

"I like to cook"
65% | Index = 104

"It's important to buy products from socially-responsible/environmentally-friendly companies"
63% | Index = 107

"I make an effort to buy local produce/products"
61% | Index = **87**

"I am concerned about the issues of online security/identity theft"
59% | Index = 92

"I prefer to postpone a purchase than buy on credit"
55% | Index = **113**

"I like to try new places to eat"
55% | Index = 108

"I prefer to shop at retail store location for the customer experience"
54% | Index = **88**

"I like to try new and different products"
51% | Index = 107

"Free-trial/product samples can influence my purchase decisions"
45% | Index = **113**

"Staying connected via social media is very important to me"
44% | Index = 106

"Television is my primary source of entertainment"
44% | Index = **77**

"My friends' opinions are an important source of information for me"
42% | Index = **115**

"Radio feels more personal than other media"
40% | Index = 92

"I am willing to pay more for eco-friendly products"
38% | Index = 100

"When I make a purchase, I often spend more than I thought I would"
38% | Index = **118**

"Online streaming services do not replace radio"
38% | Index = **85**

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database

Index: At least 10% above or below the average — Source: Environics Analytics 2022

Ranked by percent composition
Based on Household Population 12+

Appendix A | Visitor Profiles 83

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Product Preferences

Beer Consumption

Drinks [Past Week]



	None	1 to 3	4 to 6	7 to 9	10 to 12	More than 12
%	76.1	13.3	4.5	2.6	1.1	2.5
Index	99	100	104	103	107	139

Drinks

Drank [Past Month]	% Comp	Index
Canadian wine	9.4	74
Liqueurs (any)	9.3	90
Cider	9.2	97

Type Drank [Past Month]	% Comp	Index
Microbrewery/craft beer	11.1	92

Brand of Drink [Most Often/Frequent]	% Comp	Index
Other Canadian microbrewery/craft beer	27.3	133

Top 10 Beers*

Brand Drink [Most Often/Frequently]

	%	Index
Other Canadian microbrewery/craft beer	27.3	133
Alexander Keith's (any)	19.0	154
Corona	15.1	120
Budweiser	12.8	179
Coors Light	12.7	100
Rickard's (any)	12.6	100
Bud Light (any)	11.5	108
Stella Artois	11.1	119
Guinness	10.9	130
Heineken	10.6	248

Wine Details

Drank [Past Month]

	%	Index
White wine (any)	26.1	138
Red wine (any)	24.0	111
Canadian wine	9.4	74
Other imported wine	8.6	108
Australian wine	8.2	109
American wine	6.3	81
European wine	5.6	78
Sparkling/champagne (any)	5.1	77
Rosé wine (any)	3.7	83

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
(!) Indicates small sample size
Based on Household Population 12+
*Selected and ranked by percent composition
ranked by percent composition
9

Young Urban Cultural Enthusiast
PRIZM Segments Included (by SESI): 06, 11, 12, 22, 28, 32, 47, 52, 57
Market: NS & PEI

Product Preferences

Restaurant Type Visited*

Frequency of Visiting [Past Year]

	Once a month or more		2-11 times per year		Once a year	
	%	Index	%	Index	%	Index
Pizza restaurants	11.3	132	46.6	95	3.0	75
Asian restaurants	5.9	153	40.7	108	5.5	102
Submarine/sandwich restaurants	4.1	120	37.3	112	2.4	32
Chicken restaurants	2.7	133	25.5	85	5.7	89
Specialty burger restaurants	4.0	334	23.2	112	4.8	81
Ice cream/frozen yogurt restaurants	5.1	184	19.7	90	2.5	90
Breakfast style restaurant	1.9	124	23.6	93	10.5	134
Other ethnic restaurants	1.9	180	32.3	131	5.6	88
Mexican/Burrito-style restaurants	1.8	274	15.6	137	5.0	93
Italian restaurants	0.8	213	17.2	122	7.4	127
Seafood/Fish and Chips restaurants	2.2	76	28.4	87	6.3	76
Steakhouse	0.3	158	9.4	94	11.3	124
Juice/specialty beverage stores	1.2	328	4.5	83	3.0	130

Restaurant Service Type*

Frequency of Visiting [Past Year]

	Once a month or more		2-11 times per year		Once a year	
	%	Index	%	Index	%	Index
Casual/family dining restaurants	2.9	99	34.6	105	12.5	128
Fast casual restaurants	3.4	138	20.9	81	2.8	91
Food court outlets at a shopping mall	3.0	152	26.6	98	7.3	114
Pub restaurants	4.0	123	35.8	92	6.1	161
Formal dine-in restaurants	2.0	91	25.8	108	9.5	125
Other types	1.5	118	17.0	84	1.3	84
Sports bars	1.8	384	8.7	83	2.9	136

Purchased Organic Food

Done [Past Week]

Organic Fruits and Vegetables	Other Organic Food	Organic Meat
25.4%	10.9%	5.2%
(110)	(113)	(73)

Sources: Opticks Powered by Numeris 2022
Note: Base variables are default and vary based on database
Index: At least 10% above or below the average
Target Group
Source: Environics Analytics 2022
*Ranked by national percent composition of visited [Pst Yr]
Ranked by percent composition
Based on Household Population 12+
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APPENDIX B

PARTNERSHIPS & ACTIVITIES

This appendix presents raw data gathered from workshops and consultations with key stakeholders, highlighting insights relevant to potential partners and activities. While not all these elements are incorporated into the VES, this list serves as a valuable reference for current and future experience development.

Appendix B | Partnerships & Activities 85

ACTIVITIES CURRENTLY BEING DELIVERED

- Baking at Hagerman & Lint
- Embroidery
- Blacksmithing
- Militia Training
- Woodworking (Gorman)
- Whittling
- Wool Processing (in 2 sessions)
- Printing
- Foraging & Pressing

ACTIVITIES THAT COULD BE DELIVERED (CAPACITY AVAILABLE)

- Table Loom Weaving
- Straw Braiding/Plating
- Candle Making (includes Dipping)
- Flax Processing
- Watercolour Painting
- Book Binding
- Laundry (Historic Methods)
- Writing with Quill & Ink
- Survival Skills (Tippen Adney)
- Soap Making
- Herb Garden: Then & Now (Canning, Preserving, Homesteading Themes)
- Firewood Types & Processing
- Gardening & Harvesting
- Collection Tours
- Woodworking (expanded to include The Coop)
- Building a Fire
- Treasure/Scavenger Hunts
- School Lessons
- Periodic Special Focused Tours (Architecture, Agriculture, Trade)

VILLAGE EVENTS

- Village Dances
- Fireside Hymn Sings
- Acted Events (Fake Arrests, Local Debates)
- Sewing Circles
- Etiquette Lessons
- Basket Socials
- Markets
- Victorian Wedding/Funeral
- Irish Wake

WORKSHOPS

- Tatting
- Quilting
- Spinning
- Rug Making
- Flower-Related Workshops
- Basket Weaving
- Broom Making

POTENTIAL PARTNERS

- Kings Landing Foundation (fundraising involvement)
- Crosby's Molasses (for Brown Bread)
- JD Irving (Sawmill)
- Ganongs
- Woodstock NBCC, Carpentry Program
- New Brunswick College of Craft & Design
- NB Apple Growers Association (Sir Frances Peabody Story)
- New Brunswick Indigenous Tourism Association
- Fen's Market/Denny's
- Agricultural or Forestry College
- Dairy Farmers of New Brunswick
- Dairy Farmers of Canada
- Local Cider & Craft Breweries
- Clubs & Enthusiast Groups: Gardening, Photography, Seniors, Walking Groups, Birdwatchers, Quilters, Knitters (Briggs & Little), Rug Hookers, Artists
- Fiddlehead Joe
- Joseph Innis
- Jennifer Dow
- Ian Smith (canoe/kayak expert)
- Professional Photographers (Brian Atkinson)
- Rendez-Vous Fredericton & Fredericton Convention Centre
- Hotels in Fredericton/Region
- Foodie Network
- Meeting Planners
- Wedding Planners

THEMED WEEKENDS

- Winter Preparations
- Food, Baking, Cooking
- Fashion & Clothes
- Transportation, Travel, & Waterways
- Livestock & Horse Pulls
- Women's History
- Crime & Law in the 19th Century
- Military Muster & Morehouse Memories
- Family Connections (Hagermans & Ingrahams)
- The Victorian Period Perleys
- Life at the Long House
- The Slipp House Social
- Fishers for Rent
- Fiddle Faire & Merry Music
- History of Love
- The "Finer" Things
- Hullabaloo & Hurly-Burly
- Emancipation Day
- Itinerants Weekend
- Tricks of the Trade
- Miraculous Medical Marvels
- Horse Hubbub
- Decisions & Debate
- Transportation Technology
- Milestones & Mementos
- National Day for Truth & Reconciliation
- Yuletide Yearnings & Winter Worries
- Family Day (February)

VICTORIAN VACATION WORKSHOP OPTIONS

- Sheep to Shawl
- Herbal Medicines
- Milling Demonstrations
- Horse Power (Animal Labor in History)
- Open Hearth Baking
- Blacksmithing & Cooperage

EVENTS

- Festivals & Community Events:
  - Fiddleheads & Fiddles Festival
  - Pie Festival
  - Pickle Mania (Workshop & Sale)
  - Christmas Cooking Workshop & Sale
- Seasonal & Theatrical Events:
  - Comedy at the King's Head Inn (Dinner Theatre, Workshops)
  - Murder Mystery Theatre (Tony Lepage, Rogue Productions, or others)
  - Illuminata-style Festival at KL (like La Pays de la Sagouine)
  - Halloween Ghost Walks (Adult & Family-friendly)
  - Kings Landing at Night (Ghost Tours & Interactive Experiences)
  - Harvest Moon Evening
  - Star Gazing (Cliff Valley Astronomy Partnership)
- Interactive & Experiential Events:
  - Formal Military Mess Dinners
  - Fashion Show (Then & Now, School of Craft & Design)
  - Romance Revue (Music, Stories, Wine Tasting - Valentine's)
  - Book Club (NB Authors, GooseLane Publishing & Westminster Books)
  - Musical Event (Richard Hornsby, Potential Partners)
  - Interactive Tours (Reenactments, Victorian Teas, Dinner Theatre, Pub Tastings, Heritage Sports)
  - Renting KL for Private Celebrations (Weddings, Birthdays, Anniversaries)
  - Renting KL for External Workshops & Conferences
- Traditional Skills & Culinary Experiences:
  - Hat Decorating Workshop (Easter Bonnet Theme)
  - Christmas Decorating Workshop (Music, Cider, Take-Home Craft)
  - Celebrity Executive Chef Event (Dinearound Freddy Tie-in)
  - Acadian Caviar & Sturgeon Dining Experience (Education & Fundraiser)
  - Traditional Fishing Experiences (Indigenous Techniques, Canoe, Nets, Early Settler Methods)
  - Indigenous Cooking Workshops (Partnering to Highlight Settler-Indigenous Food Knowledge)
- New Large-Scale Events for Future Consideration:
  - Kings Landing Harvest Wine Festival (Regional Wine & Culinary Event)
  - Glyndebourne-Style Music Festival (NB Symphony, Local Artists, Playhouse Partnership)

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APPENDIX C

BEST PRACTICE REVIEWS

FORTRESS OF LOUISBURG, NOVA SCOTIA

https://parks.canada.ca/lhn-nhs/ns/louisbourg

A bustling community once called Louisbourg home. Explore the remnants of a short but eventful period of history, including a reconstructed section of the French colonial town featuring costumed guides and richly furnished exhibits.

Hours of Operation (2024-2025):

Time of Year	Level of Service	Hours of Operation
Sept 14 – Oct 31	Shoulder Season	Open 7 days/week, 9:30 am – 5pm
Nov 1 – May 18 (except statutory holidays)	Low Season	Open Monday-Friday, 9:30 am – 4pm
May 19-June 30	Shoulder Season	Open 7 days/week, 9:30 am – 5pm
July 1 – Sep 12	Peak Season	Open 7 days/week, 9:30 am – 5pm

Low Season: Opportunities to experience the Fortress of Louisbourg's quiet streets during the low season allow visitors to imagine life in the toughest of conditions almost 300 years ago. While there are no services available, a low season visit may provide the best opportunity for visitors to experience the stillness of the streets, take in the beauty of the exterior architecture of the buildings, or simply enjoy the treasures that life's quietest moments may bring.

Shoulder Season: For those seeking quiet opportunities and some on-site services, visiting during the shoulder season is recommended. Visitors can enjoy an inspiring setting with beautiful visuals as they stand on our history-laden grounds. Several buildings with exhibits are open for you to discover.

By the end of June, the site will begin to fill with costumed interpreters as we ramp up for peak season. After Labour Day, the Fortress of Louisbourg winds down once again with costumed animators interpreting some buildings into September. No matter the season, be sure to find out from reception what activities and experiences may be on offer that day.

Peak Season: Brings a different kind of magic on-site as costumed people add life to the streets and the homes. A foggy day cloaks the site in mystery and creates scenes and images not to be forgotten. A cold day with wind and rain may draw visitors to the warmth of a welcoming fire or to the cozy inn for a warming bowl of soup. A hot day shows the town and its various gardens at their brightest. On summer feast days colour and pageantry break the routine of daily life as the townspeople promenade in their finery. Chores are the order of the day on summer and fall mornings. With the rooster's crow comes bread from the ovens that supplies both soldiers and hungry visitors.

Louisbourg's inhabitants are happy to share their stories, and can be found working the forge, tending the gardens and running the kitchens. The beat of drums and the chime of the garrison clock order the soldiers' day. The sound of a cannon marks midday. Music might be heard from a waterfront tavern. Children play games in the streets, while the sentry at the gate challenges those who wish to enter the walled town. A public punishment gathers spectators. Sheep run through the streets, called home by the stable hand. Each hour offers something unique and real.

Guided tours, offered twice daily, are available for purchase at De la Plagne House.

During the peak season you can immerse yourself in an 18th century dining experience, available daily, at the Hôtel de la Marine and Grandchamp House. For those who prefer a modern experience L'Épée Royale Café offers a cozy stop for hot and cold beverages and a variety of pastries. The daily fare varies with the season. Please check in advance for menu options and our ability to accommodate any special dietary requirements.

ADMISSION

Adult - Person 18 to 64 years of age
Senior - Person 65 years of age or over
Youth - Person 6 to 17 years of age
Family/Group - Up to seven people arriving in a single vehicle in a national park
Daily - Peak Season
Adult, $19.75 Senior, $16.75 Youth, free
Commercial Group, per person, $16.79
Daily (Reduced Level of Service)
Adult, $8.50 Senior, $7.00 Youth, free
Commercial Group, per person, $7.23
Daily - Low Season
Adult, free Senior, free Youth. free
Commercial Group, per person, free
Seasonal
Adult, $39.25 Senior, $33.50 Youth, free

HERITAGE PRESENTATION SPECIAL PROGRAMS

Guided Programs
Private Tour, per group, $106.50
School Programs
Guided Tour and Treasure Hunt, $5.75
Name That Thing, $5.75
Culture Caches, $5.75
Journey Through Time, $5.75

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Species at Risk at Fortress of Louisbourg, $5.75
Enhanced Programs
Fire a cannon: Have a blast at Louisbourg!, per person, $68.75
Fire a musket: Have a ball at Louisbourg!, per person, $42.75
Prisoner of the Day, per person, $30.25
Guided tour, per person, $5.75
Motorized guided tour, per person, $12.00

REGULAR PROGRAMMING:

June 1-October 14
Guided Tour
Daily at 10:30 am and 2:30 pm
45 minutes
$5.75 per person
Get the full story of Louisbourg – from its past to its present. A walking tour through the streets of the reconstructed part of the fortified town.

Motorized Guided Tour (golf cart)
Daily at 1:00pm and 3:30pm
45 minutes
$12.00 per person Limit of 7 participants
Get the full story of Louisbourg – from its past to its present. A tour on wheels in an electric cart through the streets of the reconstructed town

July 1 – September 13
No additional cost:

Life of a Soldier
Daily at 11:00 am and 2:00 pm
15 minutes
Guardhouse, Building 18
Listen to his story and watch a musket firing

Children's Dance
Monday to Friday at 11:15 am
30 minutes
Quay near building 33
Join in the circle and enjoy 18th century folk music!

Canon Firing
Daily at 11:45 am
15 minutes
At the King's Bastion
Be amazed by the fifes, drums and canon firing!

Public Punishment
Daily at 2:15 pm
15 minutes
From the Bastion to the Quay
Follow the crowd to the iron collar

Mi'kmaw Program
Daily at 1:30 pm
15- 30 minutes
De la Vallière, Building 24
Discover Mi'kmaw culture and history.

Military Drill
Daily at 3:10pm
10 minutes
At the King's Bastion
Watch a military demonstration with musket firing.

Secure the Fortress
Daily at 4:45pm
10 minutes
At the Quay, near building 6
Finish your visit with a bang -- the last blast of the day!

SPECIAL EVENTS

Historic Places Days
July 15 - 20, 2024
*Included with entry fee
Celebrate Canada's historic places and learn about eighteenth century camp life and crafts as reenactors descend on Louisbourg to share their knowledge and skills.

Parka Sleepover
August 24, 2024
$50 - 4 person tent
$60 - 6 person tent
Bring your own tent (or call us to rent one), and spend an evening under the stars. Kids can enjoy a scavenger hunt, a nighttime dance party and marshmallow roasting around the campfire!

Fête du Chocolat
September 21, 2024
*Fees may apply for enhanced programs
Taste your way through delectable living history presentations at the Fortress of Louisbourg National Historic Site.

Sinister Soirée
October 26, 2024
$65 / person
This 19+ event includes a haunted walk, tarot card readings, live music, street performers, and more! Wear your best Halloween costume -- prizes for the best dressed!

Shoulder and Peak Seasons:
Did you know you can spend the night at the Fortress? Reservations can be made for overnight stays at the Lartigue House between May 20 and October 14, 2023.
1 to 4 people $133.25 per night
To book the Lartigue house or any other accommodations, call us at (902) 919-8392.

PEAK SEASON ONLY

The Guardhouse
Stand guard at your own private fortress for the night! Sleep in the Place d'Armes guardhouse, in the room that would have once been designated for the officer on-duty.
1 to 2 people $100.00 per night

The Prison
Experience the fortress in a completely new way! Spend the night as a 'voluntary inmate' in the fortress prison, located just inside the King's Bastion.
1 to 6 people $100.00 per night

VISITOR INFORMATION (PRE ARRIVAL)

Please note: Only registered service animals are permitted within the reconstructed site.

A permit is required for drone operation and photography.

It is important to note that the reconstructed 18th century buildings within the fortified town are not fully accessible. You will encounter some rough terrain, loose gravel and steep inclines. During times when the visitor centre is open, upon request, a bus is available that accommodates manual wheelchairs. We also can arrange for you to access the site in your personal vehicle via Entrance 2. Please feel free to speak with our staff about your options.

UPPER CANADA VILLAGE, ONTARIO

https://www.uppercanadavillage.com/

Founded in 1961, Upper Canada Village is one of the largest living-history sites in Canada. Here, we endeavor to depict life in a rural English Canadian setting during the year 1866. Featured are over forty historical buildings, many moved here prior to flooding of the "Lost Villages" during the St. Lawrence Seaway development project. These include homes, functioning mills and trades workshops.

Note: they are part of a partnership of attractions under the St. Lawerence Parks Commission: extending 200 km from Kingston to near the Quebec border.

Their online booking system is under this overarching umbrella.

Hours of Operation (2024-2025):

Time of Year	Level of Service	Hours of Operation
May 4 – Sept 15	Main Season Programming	9:30 am – 5:00 pm
Specific dates in Sept (3,9, & 10, Sept 16-22)	Fall Guided Walking Tours	10 am – 3 pm

Admission

Main Season:
Family
(Up to 2 Adults and 3 Youth/Student) $80
Adult (19-64) $25
Senior (65+) $23
Student (13-18) $19
Youth (5-12) $16
Child (0-4) Free
Military (with ID) 20% Off

Fall Guided Walking Tours
General Admission (5+)$16
Child (0-4) Free
Military (with ID) 20% Off
Season Passes:
They have a variety of options including passes that include other attractions https://www.parks.on.ca/membership-pass/ ; however, the price point for yearly admission to Upper Canada Village is $50 plus tax per person.

REGULAR PROGRAMMING

They have themed the activities under the following categories:

- Tricks of the Trade (Blacksmith, Cabinetmaker, Cooperge, Printing Office, Tinsmith)
- Life on the Farm (2 farms, livestock at one, horse powered machinery, simpler tools & cattle (leasing concept), horse powered drag saw, cordwood and the families themselves)
- Milling Around: water and steam power ingenuity, Woolen Factory, Flour Mill and Sawmill.
- Food & Commerce: Cook's Tavern, Crysler's Store, Cheese Factory, Bakery
- Kitchen & Garden: working kitchens at 2 homes Preparing meals and preserving food. Kitchen garden concept for substance at 2 locations and 2 locations for gardens for personal enjoyment.
- Transportation: horse drawn carriages, tow scow and miniature train

ACCOMMODATIONS

They have two options, Montgomery House (dorm style, common areas) $215/night plus daily admission fees
Guest House, two story farm house, $315/night or $1860/week
They have summer camp programming (not overnight)

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SPECIAL EVENTS

Pumpkinferno
Perfect for all ages, explore the magic of Pumpkinferno, a nighttime walk-through experience where over 9,000 hand-crafted pumpkins come to life in a spectacular display of artistry and creativity along the streets and paths of Upper Canada Village's historic landscape. $22

Alight at Night Festival
Experience the Magic of the Holiday Season! Bundle up for an evening stroll through this picture-perfect postcard setting. Over one million lights adorn the heritage buildings, trees, and fences of Upper Canada Village creating a one-of-a-kind magical backdrop for its annual Alight at Night Festival - a true winter wonderland! Perfect for families, couples, and friends alike. Train is subject to availability. All guests, including children 0-4, must have a ticket. Tickets are non-refundable and non-transferable. General Admission Purchase Tickets Pommier Carriage Rides Purchase Tickets Accessibility Nights Offered December 4, 11, $17
Note: they offer special times for people with sensory or mobile considerations and carriage rides at an additional cost per person. They also bundle the two off season events for purchase.

Promotion: McDonald's Day
Every Thursday is now "McDonald's Day" at Upper Canada Village! Visit us on Thursdays and receive a special coupon for a "Make It a Meal for Free" at participating McDonald's restaurants located at in Brockville, Prescott, ad Morrisburg, Ontario.
Services:
Shopping:
The Village Store (gift shop including bread baked daily)
Dining (Open from May 4 - September 15, 2024)
Join us at Upper Canada Village for a variety of unique dining experiences, from historical cuisine served in a relaxed heritage setting to fast food deli-fare. All dining facilities are wheelchair accessible
The Village Cafe
Willard's Hotel
The Harvest Barn
BeaverTails

Let's take a Ride:
Wagon Ride
Journey the Village by Canal (tow scow – barge for 60 people, pulled by horse on land)
Miniature Train (additional cost)

Visitor Information (pre arrival):
You can download a site map plus the information noted above.

HERITAGE PARK, ALBERTA

https://heritagepark.ca/

When you visit Heritage Park, you step back in time.

Let your imagination wander as you experience the progress of Western Canada unfolding right before your eyes. All just 15 minutes from downtown Calgary.

You can guide yourself around the Park with our map or interactive Driftscape wayfinding app. Chat with our costumed interpreters, who bring Heritage Park's attractions and exhibits to life with great stories and demonstrations. Spanning western Canadian history from the 1860s to the 1950s, you'll experience our past presented in an immersive, unique experience.

Heritage Park Historical Village first opened its gates on July 1, 1964.

Since opening its doors, the Park has grown into one of Calgary's premier tourist attractions. Our mission is to connect people with the Settlement of Western Canada and preserve our culture and heritage. Throughout the year, guests can interact with nearly 100 years of history. Heritage Park's exhibits span the early 1860s fur trade to the petroleum and automobile-dominated 1950s. It is the Park's mission to document the history of the early West and to educate and entertain guests of all ages. For a more in-depth look at Heritage Park Historical Village's history, operations and governance, please browse the sections below.

Hours of Operation (2024-2025):

Time of Year	Level of Service	Hours of Operation
Year Round	Gasoline Alley Museum Railway Café The Selkirk Haskayne Mercantile Block	Year Round
Sept 3 – Oct 14	Historical Village & Gasoline Alley Museum	Weekends & Thanksgiving Monday from 10 am – 5pm
October 15 – May	Historical Village	Special and Ticketed events only
October 15 – May	Gasoline Alley Museum	Tues – Sunday, 10 am – 4pm
May 17 – Sept 7	Historical Village	Every day (timing unsure)

Admission

Historical Village admission rates provides access to the entire park except The Midway Games of Attraction
General (16 – 64): $34.95 plus GST
Child (3-15): $22.95 plus GST
Senior (65+): $26.95 plus GST
Member price is $60 plus GST and is unlimited for ALL parts of the park
Gasoline Alley Museum Admission – this is just for this one area
General (16+): $14.95 plus GST
Child (3-15): $8.95 plus GST
Parking is an extra fee (add on to annual membership)
They have multiple touch points where they try to convert daily membership into a membership online (including downloadable onsite tools such as the daily activity guide)

REGULAR PROGRAMMING

They use Driftscape as their wayfinding app
They produce a daily activity schedule that is accessible by QR code and is themed, currently, you can access one for every day they are fully open until thanksgiving (some are the same for multiple days). Very visual.
They also have School programs, Youth Sleepover Program, PD Day Camps, Summer Camps, Youth Programs as well as Corporate, Weddings, etc.

SPECIAL EVENTS

National Day for Truth and Reconciliation
Sunday, Sept. 29, 2024
Free Admission for Self-Identified Indigenous Peoples
Join us in this significant day of reflection and education, as we walk the path of reconciliation together. This year, Heritage Park will honour Truth and Reconciliation on Sept. 29 with a special day full of meaningful programming across the park.

Calgary Ghost Tours
Sept. 18, 19, 25 and 26 | Oct. 2, 3, 9, 10, 16 and 17
Step into the shadows and explore the eerie side of history with Heritage Park's spine-chilling Calgary Ghost Tours. As night falls, the Park's historic streets come alive with tales of haunted buildings, mysterious apparitions and unexplained phenomena. Guided by our knowledgeable storytellers, you'll uncover the darker side of the past and hear true stories that have been passed down through generations of Park goers.

- Ages 16+: $24.95 plus GST

Ghouls' Night Out
Oct. 24 – 27, 2024
Get ready for a hauntingly good time! Ghouls' Night Out is back for 2024, offering a spooktacular mix of old favourites, exciting new activities and the return of Calgary's best family-friendly Halloween adventure. Heritage Park is the only place in Calgary where you can meet haunted spirits from the past, enjoy safe Halloween fun with the family and have a ghostly good time. Dress up in your favourite costumes, explore the Haunted Bog, enjoy spine-tingling street theatre, meet timeless Halloween characters and more. Ghouls' Night Out guarantees Halloween thrills and fun for everyone!
Price
Old Spirits (16+): $21.95 plus GST
Little Ghouls (3-15): $15.95 plus GST

Ghosts and Gourmet
Oct. 30 – Nov. 2, 2024
Ghosts and Gourmet is back at Heritage Park for a night of delicious dining and spine-chilling storytelling. Start your evening with a gourmet three-course meal at the Historic Wainwright Hotel, where a spooky Halloween dinner party sets the perfect eerie tone. After your meal, step into the shadows as you embark on one of Calgary's best ghost tours. As night falls, explore the darker side of history with tales of haunted buildings, mysterious apparitions, and eerie encounters that have lingered at Heritage Park for generations. Don't miss this spooktacular night of food and fright!
ticket Price: $89.95 plus GST

Ghost Teas
Oct. 19 and 20, 2024
Join us for a spine-chilling twist on our Famous 5 Afternoon Teas! Begin with a 60-minute family-friendly ghost tour through the Park's haunted sites, uncovering tales of ghostly sightings and unexplained happenings. Then, indulge in a spookily delicious menu featuring Petit Frightful Finger Sandwiches, Mummy Wrapped French Pastries, and more!

- Prices: Adult 12+: $48.32 + GST | Child Ages 3-11: $29.44 + GST

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SERVICES

Shopping:
six period-appropriate shops that are located throughout the village and house everything from old-fashioned candy to general sundries located in the park.

Haskayne Mercantile Block
Located in the Park's front plaza before the gates, the Haskayne Mercantile Block consists of five unique retail stores that guests can visit year-round with no admission required.
Inside the shops' authentic 1930s, 40s and 50s décor, you'll discover unique and locally made gifts, household items, books, fashion accessories, gourmet edibles and so much more.

Heritage Plaza
5 shops that sell both period and current items, Harvey's Confectionery, Forged Alberta, The Plaza Mercantile, Toy Shoppe, Switer's Grocery and Confectionery.

Portrait Studio
The Park Lane Antique Portrait Studio gives you the chance to literally step into the shoes of characters from Western Canada's past. Your historic memory will be captured in your choice of vintage sepia, black-and-white or aged colour. A selection of handmade costumes and accessories are available for you to combine. Who will you become? A lavishly dressed Edwardian lady? A slick riverboat gambler?

Christmas Vendor Market
Thursday night Vendor Market (looks new for 2024)

Dining

- Club Café - A delicious selection including all-day breakfast, hot lunches and take-out sandwiches.
- Railway Café - Enjoy freshly baked goodies from the Alberta Bakery year-round at the Railway Café!
- Wainwright Hotel - The social headquarters of the Historical Village.
- Harvey's Confectionery - an old-fashioned ice cream parlour, candy store, and soda shop.
- Alberta Bakery - Freshly made bread, buns, tarts, and other fine baked goods.
- Claresholm General Store - Heritage Park's old fashioned candy store.
- Drew's Saloon and Stopping House - provides a welcome resting area, serving cold drinks and snacks.
- Midway Treatery - Offers hot dogs, popcorn, candy floss, snow cones and cold drinks to the Park's thrill-seekers.
- Vulcan Ice Cream Parlour - Serving old-fashioned ice cream in a variety of flavours.
- The Selkirk - An approachable menu, relaxing atmosphere, and nostalgic charm are just some of the features that you'll find at The Selkirk, Heritage Park's restaurant. The Selkirk offers a fresh and inspired menu that takes diners on a culinary trip from coast to coast. The restaurant incorporates freshly picked produce, grown just steps away in Heritage Park Historical Village's heirloom gardens, and freshly baked goods from Heritage Park's famous on-site bakery.

Transportation

- Steam Train
- Boat
- Wagon Ride (both tractor and horse drawn)

VISITOR INFORMATION (PRE ARRIVAL):

We recommend staying at least four hours when you visit Heritage Park. This will give you and your family time to explore several attractions in our 127-acre park, dine at one of our delicious restaurants, ride our famous train and hear some good ghost stories.

But once won't be enough. We invite you to return all season long with our brand new 60th Anniversary Heritage Park Annual Membership. It pays for itself in two visits!

There's a reason we're Calgary's top tourist attraction. Our living historical village isn't just one museum. It's a whole town – and then some.

Wear comfortable shoes, prepare for the day's weather, bring a stroller or wagon for the little ones and get set to wander back in time. You choose which exhibits to visit, where to enjoy a meal or a snack (we love the cinnamon rolls made fresh in our bakery) or how many times you ride the Caterpillar at the Midway.

We're always adding new attractions, updating existing ones and hosting special events. There is truly something for everyone at Heritage Park.

Rates :
- Adults: $23,41
- Youth/Students (ages 5 - 18 (or) adult with valid ID): $17,17
- Seniors (65 +): $18,20
- Family (2 adults + children up to 18 yr): $50,59
- Toddler (up to 4 yr): Free
- Group (15 people +): 10% off
- School: $5,30 per student (1 chaperon enter free of charge for each 10 students)

APPENDIX D

STAKEHOLDER ENGAGEMENT SUMMARY

A comprehensive engagement process was undertaken to inform the development of this project. All Kings Landing staff participated in workshop-style input sessions, which were organized in groups and held over the course of two days. These sessions provided valuable insights grounded in staff members' direct experience and knowledge of the site. In addition, a public engagement session was held to gather broader community input, and the working committee played an integral role throughout, offering ongoing guidance and feedback. The individuals listed below participated in one-on-one interviews and provided important perspectives that further enriched the understanding of current opportunities, challenges, and aspirations for Kings Landing.

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- Andie McDonald Spares, Fredericton Capital Region
- Anne Hamilton, Tourism, Heritage & Culture
- Brian Lane, Groupe Voyage Quebec
- Caitlin Griffiths, Tourism, Heritage & Culture
- Cindy Creamer-Rouse, Tourism, Heritage & Culture
- Eva George, Fredericton Capital Region
- Gail & John Tremblay, Season pass holders
- Greg Marquis, New Brunswick Historical Society
- Isa Mehlitz, Fredericton Capital Region
- Jennifer Dow, Historian Black History
- Joan Brewer, Community Member
- Karen Taylor, Kings Landing Foundation
- Katelyn Murray, Staff
- Kayla Johnson, Indigenous Tourism Association of New Brunswick
- Marcy Barnes, Tourism, Heritage & Culture
- Mary Ellen Hudson, Fredericton Capital Region
- Michelle Daigle, Musician & Former staff
- Mike Bravener, Former staff
- Morgan Peters, Fredericton Chamber of Commerce
- Ralph Thomas, New Brunswick Black History Society
- Richard Arnold, Atlantic Tours
- Richard Corey, Mayor of Harvey
- Rose Arsenault, Fredericton Capital Region
- Shannon Wilson, Tourism, Heritage & Culture
- Stacey Russell, Fredericton Capital Region
- Sylvian Godin, Village Historique Acadien


KINGS LANDING