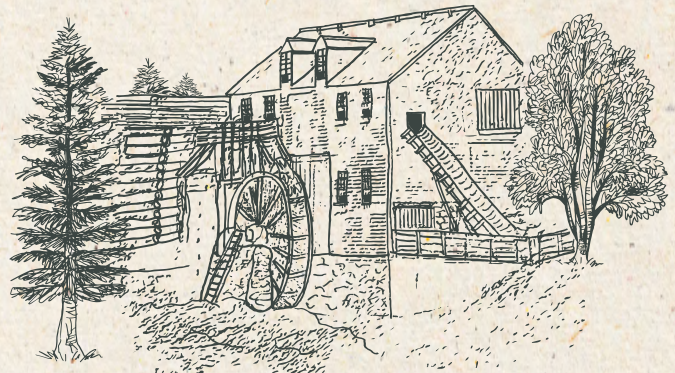




KINGS LANDING

2026-2027 Annual Plan

There's No Time Like
the Present to Discover
the Past!



Kings Landing Corporation
2026-27 Annual Plan

Published by:
Kings Landing Corporation
5804 Route 102
Prince William, NB E6K 0A5



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MESSAGE FROM THE CEO

As we enter the 2026–2027 fiscal year, Kings Landing begins an exciting new chapter guided by our renewed Mission, Vision, and Values.

The 2026–2027 Annual Plan translates our strategic direction into action. It outlines how we will advance our legislative responsibilities while aligning with the Minister’s Mandate Letter.

This year will be shaped by both renewal and growth. We will continue implementing the Visitor Experience Strategy to strengthen our core offer, expand seasonal programming, enhance food and retail experiences, and increase visitation and repeat engagement. We will pursue innovative partnerships and revenue opportunities to support long-term sustainability.

We will deepen our commitment to inclusive storytelling by advancing Indigenous collaboration, digitizing collections, launching new exhibitions, and expanding curriculum-aligned education programming and immersive camps.

At the same time, we are undertaking significant infrastructure renewal. These investments are foundational to our role as stewards of one of New Brunswick’s most important heritage assets. While construction will require adaptability, it reflects our long-term commitment.

Internally, our Values guide how we support one another. In 2026–2027, we are investing in training, recognition, service excellence, and leadership development to build a workplace culture grounded in respect, accountability, and shared purpose.

I am proud of the staff, volunteers, and partners who bring our Mission to life each day. Together, we are not only preserving the past, we are ensuring that it remains relevant, accessible, and inspiring for future generations.

It is my privilege to present the 2026–2027 Annual Plan and to lead Kings Landing into this next phase of growth and renewal.

Travis Weber
CEO



KINGS LANDING RESPONSIBILITIES

STATUTORY

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

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





THE PLAN 2026-2027

INTRODUCTION

The 2026-2027 Annual Plan describes how Kings Landing will advance legislative and corporate duties as a Crown Corporation and arms-length institution of the Department of Tourism, Heritage and Culture. The Annual Plan aligns with the 2026-2029 Corporate Strategy and the Mandate Letter from the Province.

Kings Landing's Board of Directors is accountable for the preparation of this Annual Plan and has approved the plan. The CEO is accountable to the Board of Directors for execution of the plan and achievement of stated objectives.

From the Corporate Strategy, the Six Priority Pillars are:

1. Guest Visitation & Engagement
2. Collections & Research
3. Interpretation & Education
4. Infrastructure
5. Finance & Operations
6. People & Workplace

See Appendix C for a table outlining the projected results for each pillar in 2026-2027.

From the Mandate Letter:

1. 2026-2027 Annual Plan presented to the Minister by April 30, 2026
2. 2025-2026 Annual Report to the Minister by November 30, 2026
3. 2026-2029 Corporate Strategic Plan presented to the Minister by April 30, 2026
4. Crown Body Specific:
 - a. Implement the Visitor Experience Strategy to achieve tourism and travel trade growth. Increase visitation by 5%
 - b. Provide opportunities for New Brunswick residents to purchase season passes at reduced rates through time-limited sales events. Increase 2026 passholders by 5% over previous year.
 - c. Work with local communities to explore land development and programming that fosters healthier communities and aligns with KLC's mission.
 - d. Pursue creative and innovative ways to foster public access to the Kings Landing collection, including digitization, exhibitions, and behind-the-scenes tours.
 - e. Identify items for disposition that are surplus to program needs or beyond the scope of the Kings Landing collection's mandate.

f. In support of the government's commitment to considering arts and culture as important economic and social drivers, explore partnerships with artists, cultural and creative industries, and institutions to develop engaging and educational programming, events, and exhibits at Kings Landing.

g. Continue implementing the Capital Renewal Plan, focusing on projects that enhance business continuity, visitor safety and experience. Prioritize civil infrastructure replacement and Sawmill rehabilitation. Pursue funding to offset the total cost to the government.

h. Explore viable options to increase revenues, including exploring incremental own-source revenue and engagement with the community and Kings Landing Foundation to support fundraising initiatives. Increase revenue generation by 5% annually.

i. Work with the Archaeology and Heritage Branch of the Department of Tourism, Heritage and Culture to develop and adopt an updated Provincial Collections Policy.





PRIORITY PILLAR 1: GUEST VISITATION & ENGAGEMENT

The Six Priority Pillars, together with the Mandate Letter from the Minister of Tourism, Heritage and Culture will form the basis for future Annual Plans, which in turn will guide individual departmental workplans

Outcomes:

- Implementation of the Visitor Experience Strategy
- Enhanced opportunities for new audiences and increased repeat visitation
- Informed and targeted product development and promotion
- Increased visitation and sales
- Increased reach and engagement



ACTIONS

Visitation:

- Main operational season of June 6 to October 12, 2026. Open seven days a week, 10 a.m. to 5 p.m.

Events, Programming, and Accommodations

- Expand and adjust Christmas Village Aglow to increase visitation and sales.
- Introduce 'Barnyard Days' event focused on animals.
- Develop the operating model for overnight stays at the Slipp House, for implementation in 2027. Soft launch in September.

Season Passholders:

- Continue walking club for season passholders.
- Launch a limited-time 25% sale for 2026 season passes.

Food Services

- Continue with Thanksgiving and Christmas dinners.
- Address acoustics in the Simeon Jones room, and tables and chairs in the old section.
- Introduce a Mother's Day themed dinner.
- Pause King's Head Inn dining access through the service entrance during construction.
- Beginning in September, extend hours of the King's Head Inn on Fridays and Saturdays for evening dinners, allowing visitors to stroll the East side of the Village from 5pm-7pm.
- Offer picnic baskets beginning in August and develop and share outdoor and indoor picnic areas.
- Launch one immersive food experience, The Homestead Visit & Feast, on Saturday August 22nd.
- Close the Axe and Plough Café for the summer season but retain the sale of baked goods, coffee, and snacks at the Gift Shop.
- Launch the Evening Dinners with Historic Strolls for group tours.
- Participate in Dine around Freddy in 2027, leveraging the Christmas Village Aglow lights set up for an evening experience.

Retail and Gift Shop

- Increase wares made in New Brunswick and handmade product offerings.
- Provide a Peddler's Market discount with a minimum purchase.
- Develop a signature Kings Landing plushie (dog Finnegan) and support a local charity.
- Launch the peddler's cart to offer semi-mobile drink/snack services.
- Introduce upselling opportunities during "check-in".

Digital Experience and Social Media:

- Audit website to ensure information is up-to-date and new experiences added. Invest in hero imagery and videos for marketing.
- Build media partnerships and influencer collaborations.
- Ensure Kings Landing is listed on major travel platforms.
- Develop engaging social media content that tells immersive stories.
- Strengthen pre- and post-visit digital engagement.
- Attend GMIST's Digital Storytelling course.

Marketing, Sales, and Promotion:

- Issue three proactive media releases to promote new programming, events, or enhancements.
- Attend and promote Kings Landing at travel trade events such as Rendez-vous Canada and Bienvenue Québec.
- Ensure Meeting and Travel Trade sell sheet are updated.
- Create photo-worthy moments (IG moments, Selfie Spots) throughout the village to encourage social sharing.
- Continue to partner with Destination Marketing Organizations such as Fredericton Capital Region Tourism and Tourism NB.
- Increase Kings Landing's presence at local markets, parades, and community events. Participate in Harvey Days and the Fredericton Christmas Parade.
- Continue deals and coupons with local partners such as Pass to the Past with the New Brunswick Public Library Service.

Business Development

- Collect postal codes at admissions to gather data for market analytics.
- Gather data to develop ideal customer profiles.
- Complete a Visitor Information Study focused on evening living history programming.





PRIORITY PILLAR 2: COLLECTIONS & RESEARCH

We will foster an understanding of our shared history and protect the collection through preservation, collaboration, digitization, and research.

Outcomes

- Improved preservation through collection rationalization
- Collaborative relationships with indigenous communities
- Public access to collections through digitization
- Focused research on projects, programs, and succession planning



ACTIONS

Preservation:

- Initiate the Collections Rationalization project beginning with the identification and documentation of Working Collection items for divestment.

Research:

- Conduct character research to support interpretation for 2026 allocations
- Conduct artefact research of 100 items in costume collection to support digitization.

Digitization and Access:

- Launch online access to costume collection.

Indigenous Stewardship and Relationships:

- Complete "Stories We Tell" report with Walostogey Nation of New Brunswick.
- In the fall, engage with First Nation on interpretation and collections projects.

Oral History:

- Conduct two interviews of existing staff, with the objectives of succession planning and digital engagement.

Catalogue Backlog:

- Maintain the catalogue by entering 300 catalogue records from the backlog.



PRIORITY PILLAR 3: INTERPRETATION & EDUCATION

We will share the stories of life along the Saint John River (Wolastoq) through excellence in first-person interpretation, educational programs, immersive experiences, and exhibitions.

Outcomes:

- Share the stories of life along the Saint John River (Wolastoq)
- Deepen understanding of New Brunswick's culture
- Deliver high quality, curriculum aligned education programs
- Immersive and experiential learning opportunities



ACTIONS

Education Programs:

- Increase the number of education program participants by 5 per cent over 2025-26's numbers (2,772).
- Continue/launch new education tours with a focus on Black and Indigenous history in 2026.
- Expand heritage workshop programming with an outcome of 90 participants.
- Investigate and reassess outreach program outcomes

Interpretation:

- Introduce recorded music at WC, KHI, and one other location in the village.
- Implement the Interpretive Plan through training and integrating it into work plans (themes).
- Enhance kid-friendly activities including animal encounters and traditional interactive games.
- Schedule at minimum one daily scheduled interactive program.
- Improve Indigenous and Black interpretation by working with the respective communities to develop public programs and employee training.

Heritage Adventure Camps:

- Visiting Cousins and Family Kin programs will run from July 6 until August 21, 2026. There are 26 spaces per week for 182 potential participants. The price point for overnight camps is \$550 plus tax per week.
- Improve bookings process and standard operating procedures.

Exhibitions and Signage:

- Implement five thematic exhibits and two travelling exhibits: (Long House, Jones House, Harvest, Artist in Residence, NBCCD exhibit)
- In June, run an artist in-residence program using the Slipp House and Learning Centre as supporting infrastructure.
- Launch the exhibition: *The 1776 Mougerville Manifesto: Elizabeth Perley and the Mougerville Planters during the American Revolution.*
- Conduct a comprehensive site signage audit and develop a wayfinding signage and non-personal-media plan.
- Improve “Gone to Town” signage to indicate when characters will return.





PRIORITY PILLAR 4: INFRASTRUCTURE

We will commit to the implementation of the Asset Condition Assessment/Capital Renewal Plan and develop Preventative Maintenance and Accessibility plans.

Outcomes:

- Building preservation
- Business continuity, improved function, and safe access
- Incremental improvements to accessibility

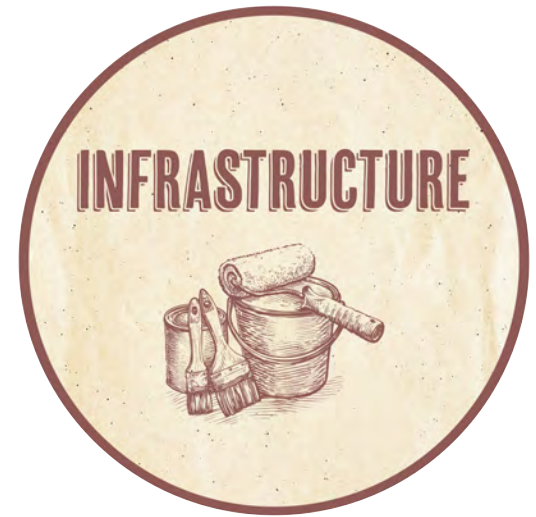
ACTIONS

Capital Plan:

- Civil Infrastructure Renewal Project
 - Complete Phase 1 of construction on the east side of the village, addressing sewer, water, and electrical systems.
- Other Capital Projects
 - Complete demolition of the remains of the Slipp House in the service entrance.
 - Complete design for annex on Maintenance Garage to provide lunch space for fulltime unionized employees.
 - Complete window sash replacement at the Joslin House.
 - Renovate Kings Head Inn washrooms.
 - Install Learning Centre deck upgrades and firepit area to support camps, accommodations, and rentals. Delineate contemporary use zone with fence and gates.
 - Complete the restoration of a carriage.
 - Other small items such as painting heritage buildings, general maintenance and repairs, and so forth.

Preventative Maintenance and Accessibility Plan:

- Determine if Kings Landing can use another department's asset management system.
- Develop the Preventative Maintenance Plan using the Asset Condition Assessment as a springboard.
- Develop a three-year Accessibility Implementation Plan aligned with the Government of New Brunswick's Strategic Plan on Accessibility (2025–2030), ensuring measurable progress in accessibility across infrastructure.





PRIORITY PILLAR 5: FINANCE & OPERATIONS

We will increase revenues, improve our processes, and use available resources to operate in an efficient, environmentally conscious way.

Outcomes:

- More effective and efficient operation through improved processes
- Climate change adaptation and land stewardship
- Increased revenues and fund development



ACTIONS

Using Available Resources to Operate Efficiently:

- Assess and replace point of sale system with online sales capabilities and integrated customer relationship management system. Aim for transition in January 2027.
- Complete a comprehensive policy review and formalize templates and authorities for policy development.

New Ways of Doing Business:

- Improve the walking club and explore non-motorized vessel launch.
- Explore improved wagons, scooters, and shuttles.
- Adapt the operating model around the construction project, targeting smooth transitions to west side operation and back to full experience.

Revenue Generation:

- Develop a targeted funding strategy with a third-party specialist.
- Launch fundraising campaign for Sawmill Rehabilitation.
- Work with the Kings Landing Foundation to support the overnight camps, special projects, and a reunion for Visiting Cousins and Family Kin.
- Work with the Department of Tourism, Heritage and Culture to put forward another strategic capital ask for multiyear funding to move forward with Phase 2 and 3 of design and scope of work relating to civil infrastructure on the West side of the village and service areas.
- Access the Canada Strong initiative.

Own-Source Revenue:

- Develop and implement 3-year fee schedule.
- Implement mobility-friendly transportation options (user pay).

Environmental Consciousness and Climate Change:

- Complete and implement UNB land stewardship plan.



PRIORITY PILLAR 6: PEOPLE & WORKPLACE

- Launch recycling program.

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

Outcomes:

- Empowered, engaged, confident and happy staff
- Recruit and retain talent
- Continual learning for all team members
- Commitment to a healthy and safe work environment



ACTIONS

Staff Engagement, Belonging, and Satisfaction:

- Launch a continuous recognition program, including peer-driven shout-outs and informal recognition touchpoints.
- Implement the KLC customized staff engagement survey annually, targeting a 90% completion rate
- Achieve 100% performance evaluation completion
- Improve recognition and engagement opportunities like staff awards, monthly meetings, end of season potluck, and Christmas parties.

Capability and Capacity:

- Develop a future state of the organization to address staffing gaps.
- Create repository of policies, standard operating procedures and training tools.
- Develop service excellence and compliance training.

Recruitment and Retention:

- Maintain 100% first year retention rates for strategic roles.
- Prioritize critical skills and bilingualism for frontline positions. Target 15% bilingual frontline employees.
- Design a consistent onboarding program tailored to KLC's seasonal and casual workforce.
- Collaborate with educational institutions for experiential learning opportunities.

Communication:

- Refresh and communicate departmental work profiles for role clarity.
- Make incremental improvement in team and inter departmental communications.

Health and Safety:

- Implement recommendations from the comprehensive hazard assessment.
- Commission a threat and risk assessment to inform security measures.
- Hold two evacuation/emergency drills annually.
- Increase membership on JHSC by frontline employees.





BUDGET SUMMARY 2026-2027

BUDGET SUMMARY: 2026-2027

Revenue

Funding from GNB	\$4,645,271
Self-generated revenue	\$1,911,505
Total Revenue	\$6,556,776

Expenses

Operating expenses	\$3,190,669
Wages and benefits	\$4,562,175
Total Operating Expenses	\$7,752,844

* The projected operating deficit in 2026–2027 reflects the use of the Capital Reserve Fund to support Phase I of the Civil Infrastructure Renewal Project.



CONCLUSION

Kings Landing is constantly evolving, and the CEO, staff, and volunteers are committed to meeting the objectives set in the Mandate Letter and the Six Priority Pillars of the 2026-2029 Corporate Strategy.



APPENDIX A:

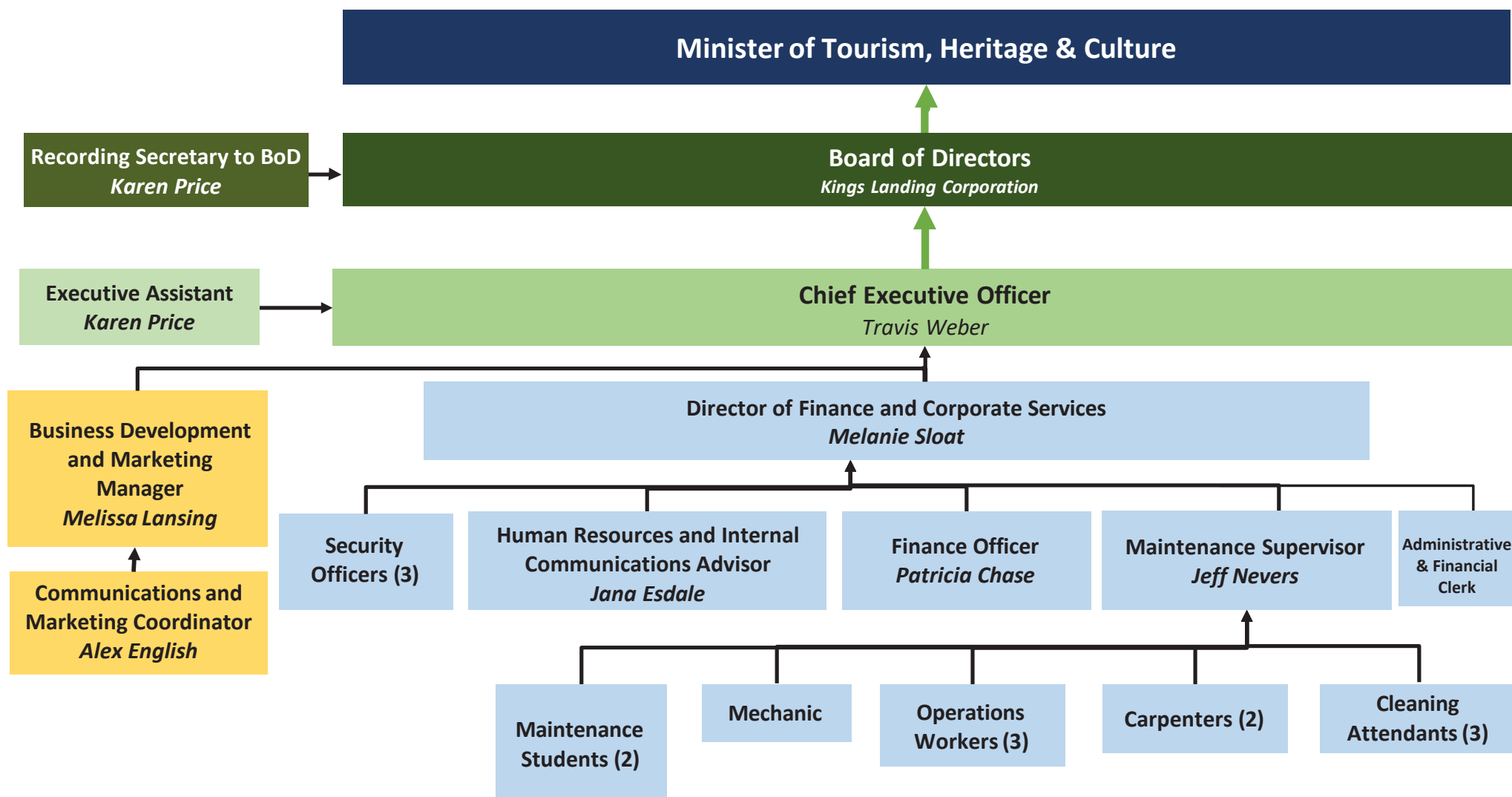
2026-2027 EVENT SCHEDULE

Mother's Day Brunch	May 9 & 10
Opening Day	June 6
Pass to the Past (Library Passes)	June 7 to 13
Arts at Kings Landing	June 13 & 14
Canada Day	July 1
Music and Meriment	July 11 & 12
Woodworking Workshop	July 19
Rug Braiding Workshop	July 26
Emancipation Day	August 1 & 2
New Brunswick Day (Free Admission)	August 3
Straw Braiding Workshop	August 9
Barnyard Days	August 15 & 16
Simeon Jones' Birthday	August 23
Candlemaking Workshop	August 30
The Winter's Storehouse	September 5 & 6
Wool Spinning Workshop	September 13
Pass to the Past (Library Passes)	September 13 to 19
Calligraphy Workshop	September 20
Military Education Day (Free for schools)	September 25
Military Muster	September 26 & 27
Thanksgiving Dinners	October 3, 4, 10, 11 & 12
Thanksgiving Weekend	October 10 & 11
Annual Thanksgiving Auction	October 10
Thanksgiving Day Last day of the regular season	October 12
Christmas at the King's Head Inn	November 20 to December 20
Christmas Village Aglow	November 26 to December 31
Family Day	February 15, 2027
Maple, the First Taste of Spring!	March 4, 5, 6, 7, 12 & 13, 2027

National Indigenous Peoples Day (June 21) and National Day for Truth and Reconciliation (September 30) will be acknowledged and commemorated, but a special event at Kings Landing will not be held on these dates.

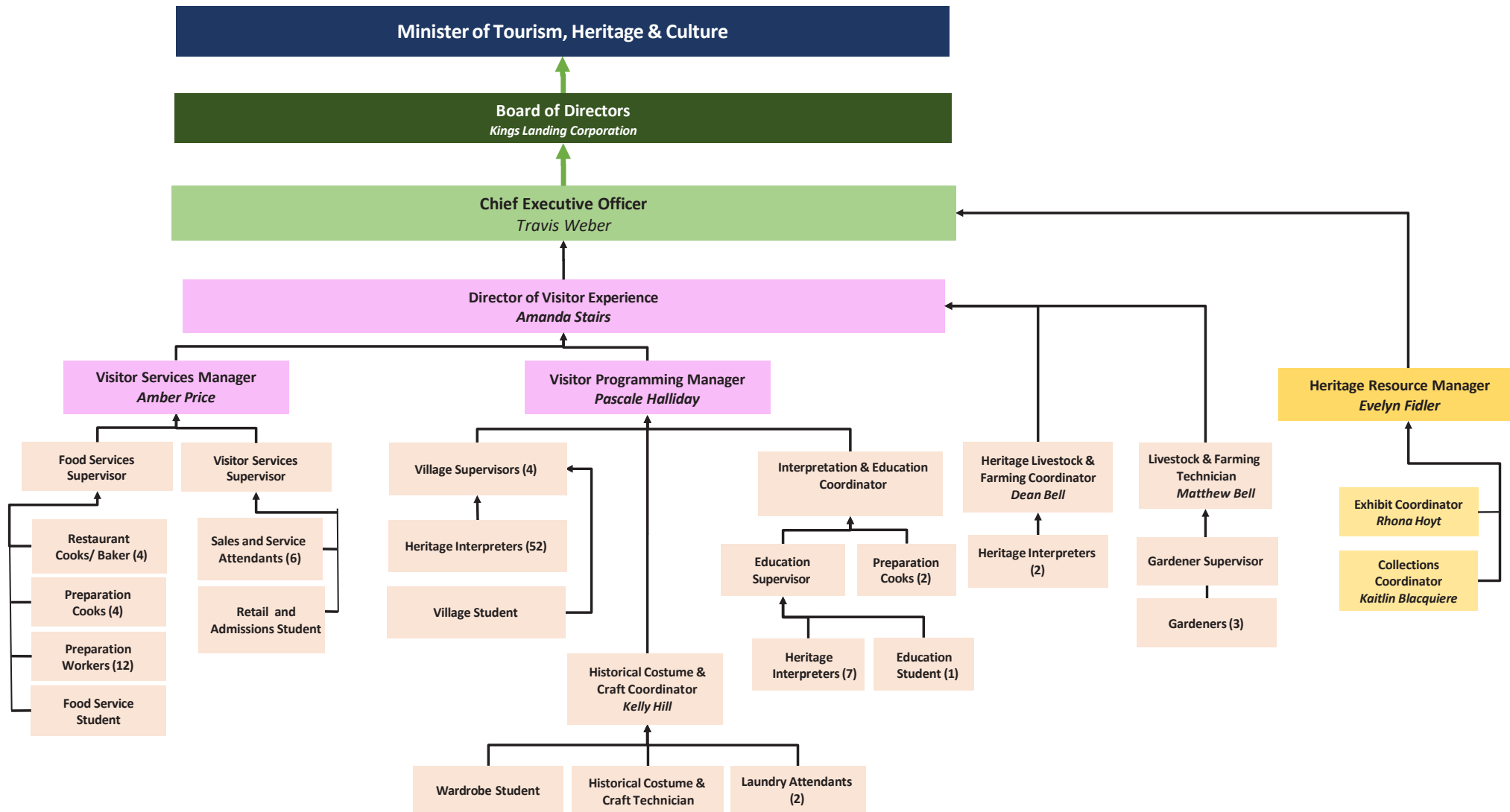


APPENDIX B: KINGS LANDING ORGANIZATION CHART





APPENDIX B: KINGS LANDING ORGANIZATION CHART





APPENDIX C:

KEY PERFORMANCE INDICATORS

PRIORITY PILLAR 1: GUEST VISITATION & ENGAGEMENT

Performance Criteria	2026-2027
Visitor Experience Strategy	Implement a minimum of 75% of Visitor Experience Strategy.
Visitation	5% increase over previous year.
Season Passholders	Provide opportunities to New Brunswickers to purchase season passes at reduced rates. 5% increase of passholders over previous year. Develop tools to track repeat visitation.
Marketing, Sales, and Promotion	Implement a minimum of 75% of Visitor Experience. Strategy recommendations - Year 2. 3% digital conversion rate for applicable paid ads and campaigns.
Business Development	Implement postal code capture at point of sale and online platforms, achieving 60% coverage of transactions. Complete one formal Visitor Study.

PRIORITY PILLAR 2: COLLECTIONS & RESEARCH

Performance Criteria	2026-2027
Collection Preservation and Rationalization	Identify and document Working Collection items for divestment.
Research	Conduct artefact research of 100 items in costume collection to support digitization. Conduct character research to support interpretation for 2026 allocations.
Digitization and Access	Launch online access to costume collection.
Indigenous Stewardship/ Relationships	Complete Stories We Tell report with Walostoqey Nation of New Brunswick (WNNB). Engage with First Nations on interpretation and collections projects.
Oral history	Conduct two interviews with existing staff, with the objectives of succession planning and digital engagement.

PRIORITY PILLAR 3: INTERPRETATION & EDUCATION

Performance Criteria	2026-2027
Education Programs	5% increase in onsite participants over previous year. Investigate and reassess outreach program outcomes.
Storytelling/ Interpretation	Enhance daily programming by implementing recommendations in the Visitor Experience Strategy - Year 2.
Immersive Experiences	Increase participation in overnight camps by 15%. Improve bookings process and standard operating procedures. Scale and increase participants in heritage workshops by 300%.
Exhibitions	American Revolution exhibition. Four Themed exhibitions including Artist in residence. One Travelling exhibition.

PRIORITY PILLAR 4: INFRASTRUCTURE

Performance Criteria	2026-2027
Capital Renewal Plan	Civil infrastructure renewal- Year 1. Complete an annual review of the Capital Renewal Plan, including progress against identified priorities and updated three-year capital plan.
Maintenance and Repairs	Establish the preventative maintenance framework and inventory structure and input at least 50% of core heritage and contemporary assets within the maintenance system. Review current staffing levels on maintenance crew
Accessibility	Complete accessibility audit and develop an accessibility plan.

PRIORITY PILLAR 5: FINANCE & OPERATIONS

Performance Criteria	2026-2027
Using available resources to operate efficiently	Implement new point of sale with built in CRM and online ticketing. Complete a comprehensive policy review and formalize templates and authorities for policy development.
Identify new ways of doing business	Improve on walking club and explore non-motorized vessel launch.
Environmental Consciousness and Climate Change	Complete and implement UNB land stewardship plan. Launch recycling program. Explore improved wagons, scooters, and shuttles.
Revenue generation through partnerships, corporate sponsorship, grants, etc.	5% growth annually. Capitalize on Canada Strong initiative. Develop a targeted funding strategy, through a third-party specialist or a dedicated fund development position.
Maximize opportunities for own-source revenue	Implement recommendations in the Visitor Experience Strategy-year 2. Develop and implement 3-year fee schedule.

PRIORITY PILLAR 6: PEOPLE & WORKPLACE

Performance Criteria	2026-2027
Staff engagement, belonging, and satisfaction	Launch a continuous recognition program, including peer-driven shout-outs and informal recognition touchpoints. Implement the KLC customized staff engagement survey annually, targeting a 90% completion rate, and establish a formal process to review and act on results. Achieve 100% performance evaluation completion.
Capability and capacity	Develop a future state of the organization to address staffing gaps. Create repository of standard operating procedures and training tools.
Recruitment and retention	Maintain 100% first year retention rates for strategic roles. Prioritize critical skills and bilingualism for front line positions. Target 15% bilingual frontline employees by 2028. Design a consistent onboarding program tailored to KLC's seasonal and casual workforce. Collaborate with educational institutions for experiential learning opportunities.
Communication	Refresh and communicate departmental work profiles for role clarity. Improve staff communication scores in the annual engagement survey by at least 5% annually.
Health & Safety	Implement recommendations from the comprehensive hazard assessment. Commission a threat and risk assessment to inform security measures. Hold two evacuation/emergency drills annually. Increase membership on JHSC by frontline employees.