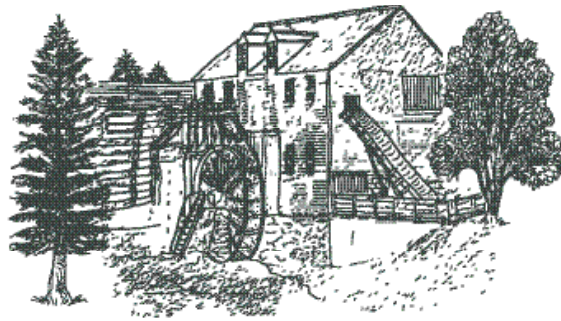




KINGS LANDING

2026-2029

KINGS LANDING CORPORATE STRATEGY



Chair's Message

April 01, 2026

FROM THE CHAIR OF THE BOARD OF DIRECTORS TO THE MINISTER

Honourable Isabelle Thériault
Minister of Tourism, Heritage and Culture

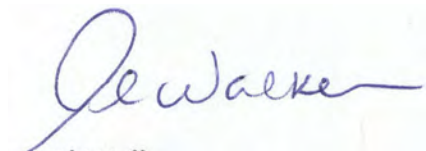
Dear Minister,

I am privileged to submit the 2026-2029 Kings Landing Corporate Strategy.

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

Kings Landing's Board of Directors is accountable for the preparation of this Corporate Strategic 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.

Respectfully submitted,



Allison Walker
Board Chair
Kings Landing Corporation

2026-2029 Kings Landing Corporate Strategy

Created by:
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Acknowledgement of First Peoples and Traditional Territory

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

Nonomonen 'ciw Amsqahseweyak Pomawsuwinuwok naka Mecimiw Wikultitit

Kings Landing Corporation wewinomoniya naka kcitomitahatomoniya ktahkomiq etoli maqahatiyeq nit skicinuwey ktahkomiq 'ciw Wolastoqiyik.

Executive Summary

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

All senses are engaged when visitors come to Kings Landing! Costumed staff and volunteers portray characters from the 19th century, and demonstrate life as early New Brunswickers. Seasonal programming includes Christmas Village Aglow, a Family Day walk, and Maple, The First Taste of Spring.

KLC operates the King's Head Inn Restaurant featuring a 19th century English pub. The King's Head Inn provides daily service during the regular season and Thanksgiving and Christmas dinners, which are annual traditions in New Brunswick.

The dedicated group employees and volunteers have one mission: to make history come to life!

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

Learning from History

Corporate Strategic Plan 2023-2026: A Review

Over the past three years, Kings Landing has experienced steady growth in visitation, rising from 27,709 guests in 2022–2023 to 59,379 in 2025–2026. This increase reflects pre-pandemic recovery, the return to seven-day operations, and the relaunch of the Visiting Cousins and Family Kin overnight camps.

During this period, Kings Landing enriched its visitor experience through new programming, expanded events, and a focus on community connection. The 50th Anniversary Celebration in 2024 marked a major milestone for the site, drawing strong attendance with special activities such as live music, canoe rides, heritage demonstrations, and family-friendly programming that highlighted five decades of living history. The commemorative exhibit 50 Years of Building Memories showcased stories from past and present staff, volunteers, and community members, while thematic weekend events honoured families represented in the village. Culinary experiences, including Maple, Thanksgiving, and Christmas events continue to be treasured favorites.

The Workplace Remediation Plan, developed following the 2023 workplace assessment and advanced throughout the reporting period, has provided a structured path to strengthen communication, leadership capacity, employee engagement, and organizational culture. Built on interviews, surveys, and operational analysis, the plan introduced improved information-sharing practices, enhanced training and mentoring programs, clearer performance management tools, and renewed approaches to recognition, recruitment, and succession planning. These actions are helping address long-standing gaps in clarity, consistency, and workplace culture, supporting a more engaged and well-supported workforce aligned with Kings Landing's long-term needs.

Over the last reporting period, Kings Landing also made progress in renewing and protecting its built heritage and core infrastructure. Guided by the 2020 Asset Condition and Capital Renewal Plan, the site advanced multiple priority projects, including the full renovation and reopening of the Slipp House, design development for major Civil Infrastructure and Sawmill Rehabilitation projects, and preservation work across the historic village. Investments included new metal and cedar shingle roofs, reshingling and painting of heritage structures, replacement of critical electrical lines, improved foundations and durable window sashes, and upgrades to visitor-facing amenities such as a new well, commercial washrooms, and constant-pressure systems. Kings Landing also modernized operations through targeted equipment replacement and energy-efficiency improvements. Together, these efforts have strengthened long-term preservation, enhanced safety and accessibility, and positioned Kings Landing for future major projects.

The Visitor Experience Strategy (VES), approved in 2025, provides a guide to enhance the site's offerings, and attract new visitor segments over three years. Developed through research and shaped by external stakeholder input, public engagement, and the perspectives of employees and the Board, the strategy incorporates best practices from leading heritage sites across Canada.

There is still more work to do. With 2025 as its base year, the Corporate Strategy for 2026–2029 will set the next roadmap for KLC, building on recent progress, addressing emerging needs, and ensuring Kings Landing continues to thrive.

Our Current Operating Environment

Visitation and tourism trends

Canada's tourism sector remains resilient and growing, supported by strong domestic travel and rising international visitation. The federal Canada Strong initiative further reinforces national momentum by promoting Canadian experiences and encouraging Canadians to explore their own country.

Within this context, New Brunswick's newly released Fresh Perspective Tourism Strategy 2026–2031 sets an ambitious goal of growing annual tourism revenues by \$1 billion. The strategy emphasizes sustainable growth, stronger partnerships, and high-quality visitor experiences. These priorities mirror themes identified in the Visitor Experience Strategy, which highlighted shifting traveller expectations and the need for immersive, authentic experiences. Together, these strategies signal a commitment to enhancing tourism assets and elevating visitor satisfaction. Overall, the current tourism landscape presents a favourable environment for visitation growth, with clear provincial direction and consumer demand for experiences like those offered at Kings Landing.

Workforce

KLC employs a diverse workforce made up of casual unionized employees, seasonal youth and intern positions, and a dedicated permanent and contract team working 10–12 months a year. Recent wage adjustments, renewed focus on recruitment, and stronger outreach efforts have helped strengthen KLC's ability to attract and onboard new team members. At the same time, many long-serving employees are beginning to transition into reduced hours or retirement, creating an important opportunity to welcome and mentor the next generation of staff. This shift underscores the value of thoughtful succession planning across all levels of the organization to sustain skills, knowledge, and service quality. The Workplace Remediation Plan has supported meaningful progress by improving communication, clarifying expectations, and enhancing the overall work environment, positioning KLC as a more attractive place to work. Continued implementation of these improvements, along with targeted recruitment strategies and development pathways, will help build a resilient, engaged workforce. With a more supportive workplace culture and a renewed focus on staff development, KLC is well-positioned to cultivate the talent it needs for the future.

External Relations

Strong external relationships continue to be essential to KLC's long-term success, and recent years have seen meaningful progress in strengthening these partnerships. KLC is committed to deepening relationships with Indigenous communities, recognizing the importance of collaboration, knowledge-sharing, and inclusive storytelling in shaping the stories we tell. We continue to build productive ties with Fredericton Tourism, provincial marketing organizations, the Department of Tourism, Heritage and Culture, and peer heritage institutions, ensuring shared best practices and opportunities across the sector. Engagement with local communities remains equally important, and our relationship with the Harvey Rural Community stands as a model of constructive partnership. In 2025, KLC and Harvey formalized their collaboration through a Memorandum of Understanding that outlines shared goals, positive and productive cooperation, and joint exploration of recreational and community opportunities. Together, these relationships broaden KLC's reach, strengthen its community connections, and support a more collaborative future for the site.

Inflation, Financial Sustainability and Revenue

Inflation continues to shape KLC's financial landscape, with rising costs for labour, materials, utilities, and contracted services placing sustained pressure on operating and capital budgets. While visitation growth and program diversification have strengthened revenues, these gains are increasingly challenged by higher input costs across all areas of the organization. Capital projects have been affected, as construction and procurement markets remain volatile, resulting in project bids and material costs that exceed earlier planning estimates. The current tariff environment has added an additional layer of cost uncertainty, particularly for materials and equipment sourced outside Canada. Overall, navigating inflation, tariffs, and rising capital costs remains a central consideration in ensuring KLC's long-term financial sustainability.

Climate Change

Climate change is increasingly impacting KLC's ability to operate a large, open-air museum safely and reliably. Rising summer temperatures have created more frequent extreme-heat days, requiring additional protective measures for staff, adjustments to programming, and enhanced cooling options to ensure visitor comfort. Severe weather events, particularly hurricanes and high-wind systems, pose further risks, often forcing site closures, disrupting operations, and reducing revenue during peak visitation periods. These conditions also heighten wear on buildings, landscapes, and infrastructure. Adapting to this changing climate carries significant financial implications, from investing in air conditioning and cooling stations to supplying additional PPE, updating emergency protocols, and strengthening stormwater systems to withstand severe weather.

Developing a New Corporate Strategy

The development of the new Corporate Strategic Plan builds on significant engagement and research completed over the past two years. Kings Landing benefitted greatly from the public, stakeholder, and employee consultations conducted for the 2025 Visitor Experience Strategy. These insights, paired with recent visitor survey data, provide a strong foundation for understanding expectations, emerging trends, and opportunities for growth.

To complement this work, the Board of Directors and leadership team participated in a facilitated strategic workshop. In addition, the staff engagement surveys provide valuable insights on how best to strengthen our workplace and support our teams. Together, these inputs ensure that the plan reflects the priorities of those who support, deliver, and benefit from Kings Landing's mandate.

This Strategic Plan integrates the organization's ongoing and overlapping operational plans, aligns with the Mandate Letter, and responds to broader government priorities and regulatory requirements, including the new provincial Arts and Culture Strategy. This approach ensures that Kings Landing's direction is both responsive and connected to the wider tourism, heritage and culture landscape.

Alignment with Government Priorities and Legislative Framework

Kings Landing Corporation operates pursuant to the *Kings Landing Corporation Act* and has prepared this Corporate Strategy in accordance with Section 4 of the *Accountability and Continuous Improvement Act*.

This Strategy reflects and supports the Government of New Brunswick’s strategic direction in tourism, heritage stewardship, fiscal responsibility, and public sector accountability. Specifically, it aligns with:

- The Department of Tourism, Heritage and Culture Mandate Letter
- The Fresh Perspective Tourism Strategy 2026–2031
- The Provincial Arts and Culture Strategy
- Climate adaptation and infrastructure renewal priorities
- Broader commitments to inclusion, Indigenous engagement, and community partnerships

The Board of Directors is accountable for oversight of this Strategy, and the Chief Executive Officer is responsible for its implementation. Progress will be monitored through defined performance indicators and reported annually, ensuring transparency and alignment with provincial expectations.



1-Governance Diagram

Kings Landing's Promise for 2026-2029

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

WE PROMISE TO CHALLENGE!

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

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

WE PROMISE TO CONNECT!

We will strengthen our relationships and create meaningful connections with visitors, partners, and communities by:

- Building strong partnerships with Indigenous communities, heritage organizations, and stakeholders
- Fostering an inclusive, welcoming environment that reflects the diversity of New Brunswick
- Enhancing collaboration with tourism partners to increase reach and awareness
- Supporting community engagement through shared initiatives and open communication

WE PROMISE TO DISCOVER!

We will embrace curiosity, exploration, and continuous improvement by:

- Encouraging innovation in immersive experiences, interpretation, and visitor engagement
- Seeking new opportunities to learn from our history, our collections, and each other
- Using research and evaluation to deepen understanding and strengthen decision-making
- Experimenting with new ideas, technologies, and approaches that improve operations and the visitor experience

WE PROMISE TO INVEST!

We will steward our resources wisely and invest in a sustainable future by:

- Caring for our buildings, landscapes, and collections to protect them for generations
- Supporting our staff through training, development, and a healthy workplace culture
- Prioritizing long-term financial sustainability and responsible resource management
- Investing in infrastructure, innovation, and partnerships that advance our mission

Our Mission, Vision, and Values

Our Mission

To attract, engage, educate, and inspire visitors through immersive experiences and the interpretation of 19th-century life along the Saint John River (Wolastoq).

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

Our Vision

To be the leading heritage attraction in Atlantic Canada, a welcoming place where history and culture come to life.

Our Values

Our values guide how we serve the public, steward cultural resources, engage with guests and partners, and support one another as a team. Together, they reflect the unique role Kings Landing plays as a living history museum while grounding us in the standards of the broader public service.

Stewardship

We responsibly care for the artifacts, buildings, landscapes, and stories entrusted to us, ensuring they are preserved for future generations.

Visitor Focus

We create welcoming, immersive experiences that meet guest needs and foster meaningful connections.

Collaboration

We work closely with colleagues, partners, and communities to strengthen relationships, enrich interpretation, and enhance the services we offer.

Innovation

We embrace creativity, continuous improvement, and new technologies to keep history engaging and accessible.

Authenticity

We present history with integrity and respect, grounded in research and rooted in honesty about what is historical, what is interpretive, and what is designed to enhance learning and visitor experience.

Kings Landing is also committed to upholding the core values that guide the provincial public service. These principles ensure our work meets the highest standards of professionalism, ethics, and service.

Integrity

Acting honestly, fairly, and openly; honouring commitments; and avoiding any use of public office for personal gain.

Respect

Treating colleagues and citizens with dignity by upholding fairness, supporting diversity, ensuring workplace safety and wellness, and maintaining a discrimination-free environment.

Competence

Building our skills and supporting the development of others to serve the government and the public effectively.

Service

Delivering timely, fair, efficient, and effective service to the public.

Our Six Priority Pillars

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.

Guest Visitation & Engagement

We will strengthen our position as an attraction in Atlantic Canada through immersive experiences, excellent programming, and active engagement.

Collections & Research

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

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.

Infrastructure

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

Finance & Operations

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

People & Workplace

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

Performance Measurement Framework

To ensure compliance with the Accountability and Continuous Improvement Act and to strengthen transparency and results-based management, Kings Landing will measure performance using defined baselines, annual targets, and clear indicators of success.

Where activities are described (e.g., implementation of strategies, development of plans, collaboration initiatives), success will be defined by one or more of the following:

- Percentage of milestones completed within the planned timeframe
- Formal Board approval of plans or policies
- Defined adoption or implementation thresholds
- Measurable improvements in financial, operational, or engagement indicators
- Completion of deliverables tied to annual reporting

Annual Plans that include additional details and metrics will be developed and presented to the Minister of Tourism, Heritage and Culture. Progress will be monitored quarterly by management and reported to the Board of Directors. An Annual Report will be prepared for each fiscal year and submitted to the Minister of Tourism, Heritage and Culture in accordance with legislative requirements.

Priority Pillar 1: Guest Visitation & Engagement

We will strengthen our position as an attraction in Atlantic Canada through immersive experiences, excellent programming, and active engagement.

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

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Visitor Experience Strategy	Implement Visitor Experience Strategy recommendations- Year 1	Implement a minimum of 75% of Visitor Experience Strategy	Implement a minimum of 75% of Visitor Experience Strategy	Grow overnight bookings by 15%
Visitation	59,379	5% increase over previous year	5% increase over previous year	5% increase over previous year
Season Passholders	917	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	Provide opportunities to New Brunswickers to purchase season passes at reduced rates 5% increase of passholders over previous year Increase repeat visitation by 5%	Provide opportunities to New Brunswickers to purchase season passes at reduced rates 5% increase of passholders over previous year Increase repeat visitation by 5%

Marketing, sales, and promotion	Implement Visitor Experience Strategy recommendations- Year 1	Implement a minimum of 75% of Visitor Experience Strategy 3% digital conversion rate for applicable paid ads and campaigns	Implement a minimum of 75% of Visitor Experience Strategy 3% digital conversion rate for applicable paid ads and campaigns	3% digital conversion rate for applicable paid ads and campaigns
Business development	Collaborate with department analytics for customer information	Implement postal code capture at point of sale and online platforms, achieving 60% coverage of transactions Complete one formal Visitor Study	Create at least three defined customer profiles. Complete one formal Visitor Study	Targeted marketing and product development Complete one formal Visitor Study

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

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Collection Preservation and Rationalization	Complete project charter	Identify and document Working Collection items for divestment	Begin divestment of identified Working Collection items	Identify and document Accessioned Collection items for divestment Develop disaster response plan for Kings Landing Collection
Research	Research historic structures and Kings Landing Corporate History	Conduct artefact research of 100 items in costume collection to support digitization. Conduct character research to support interpretation for 2026 allocations	Conduct artefact research of 100 items in artwork collection to support content for digitization. Conduct character research to support interpretation for 2027 allocations	Conduct artefact research of 100 items in artwork collection to support content for digitization. Conduct character research to support interpretation for 2028 allocations
Digitization and access	Digitize 500 images for the costume collection	Launch online access to costume collection	Launch online access to basket and container collection	Launch online access to firearm and artwork collection

Indigenous Stewardship/ Relationships	Collaborate with WNNB on Stories We Tell interviews	Complete Stories We Tell report with WNNB Engage with First Nations on interpretation and collections projects	Pilot a minimum of one onsite and one digital interpretive project, artist initiatives, or retail collaboration.	Pilot a minimum of one new onsite or digital interpretive project, artist initiative, or retail collaboration.
Oral history	Work with WNNB Stories We Tell interviews	Conduct two interviews of existing staff, with the objectives of succession planning and digital engagement	Conduct three interviews of existing staff, with the objectives of succession planning and digital engagement	Conduct three interviews of existing staff, with the objectives of succession planning and digital engagement

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

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Education program	1,600 students and chaperones	5% increase in onsite participants over previous year Investigate and reassess outreach program outcomes	5% increase in onsite participants over previous year Launch targeted educational outreach programs	5% increase in onsite participants over previous year 10% increase in renewed educational outreach programs
Storytelling/ Interpretation	Hire additional educator for a total of 10	Enhance daily programming by implementing recommendations in the Visitor Experience Strategy- Year 2	Implement train the trainer model for interpretive and trade skills	Deepen interpretation across the diverse cultural histories by including at least two newly developed themes.
Immersive Experiences	84 overnight camp participants 28 heritage workshop participants	Increase participation in overnight camps by 15% Improve bookings process and standard operating procedures Scale and increase participants in heritage workshops by 300%	Increase participation in Visiting Cousins/ Family Kin Camps by 10% Increase participants in heritage workshops by 10%	Increase participation in Visiting Cousins/ Family Kin Camps by 10% Pilot long form overnight experience for adults

Exhibitions	10 Thematic exhibitions Four travelling exhibitions	American Revolution exhibition 4 Themed exhibitions including Artist in residence 1 Travelling exhibition	Indigenous Collection exhibition 4 Themed exhibitions 1 Travelling exhibition	Implement updated non-personal media at Welcome Centre 2 Themed exhibitions 1 Travelling exhibition
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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

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Capital renewal plan	EXP study priorities – Year 3	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.	Civil infrastructure renewal- Year 2 Capital renewal plan priorities cont'd	Civil infrastructure renewal- Year 3 Capital renewal plan priorities cont'd
Maintenance and repairs	Not Applicable	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	Complete input of 100% of core heritage and contemporary assets into the maintenance system.	Achieve at least 75% adherence to scheduled preventative maintenance activities.

Accessibility	Not Applicable	Complete accessibility audit and develop an accessibility plan.	Implement three identified accessibility improvements.	Implement three identified accessibility improvements.
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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

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Using available resources to operate efficiently	Monitor and review	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	Update and develop two priority policies	Update and develop two priority policies
Identify new ways of doing business	Monitor and review	Improve on walking club and explore non-motorized vessel launch	Explore automation and AI for process improvements	Host the ALHFAM conference at Kings Landing
Environmental Consciousness and Climate Change	Collaborate with the UNB on land stewardship plan	Complete and implement UNB land stewardship plan Launch recycling program Explore improved wagons, scooters, and shuttles	Implement UNB land stewardship plan	Aligned with Civil Infrastructure renewal, install EV Chargers and improve stormwater systems.

Revenue generation through partnerships, corporate sponsorship, grants, etc.	\$163,000	5% growth annually Capitalize on Canada Strong initiative Develop a targeted funding strategy, through a third-party specialist or a dedicated fund development position	5% growth annually Implement funding strategy	5% growth annually Monitor and review
Maximize opportunities for own-source revenue	Evaluate and pilot additional revenue opportunities	Implement recommendations in the Visitor Experience Strategy-year 2 Develop and implement 3-year fee schedule	Implement recommendations in the Visitor Experience Strategy-year 3 Expand facility rentals and accommodations as revenue streams	Monitor and review

Priority Pillar 6: People & Workplace

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

Outcomes:

- Explored capacity for the organization's human resources
- Empowered, engaged, and appreciated staff
- Recruit and retain talent
- Continual learning for all team members
- Commitment to a healthy and safe work environment

Key Performance Indicators:

Performance Criteria:	2025-2026 (Base year)	2026-2027	2027-2028	2028-2029
Staff engagement, belonging, and satisfaction	All-staff training, recognition and monitoring of staff satisfaction with an annual survey	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	Identify opportunities for growth and accountability	Develop a future state of the organization to address staffing gaps Create repository of standard operating procedures and training tools	Implement front line training in service excellence and compliance.	Implement targeted training in people leadership and performance management

Recruitment and retention	Establish leadership team protocols and practices	Maintain 100% first year retention rates for strategic roles Prioritize critical skills and bilingualism for front line positions. Target 15% bilingual front line 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	Review of communications strategy Roundtables with staff	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	Staff training and orientation Rotating participation in Joint Health and Safety Committee	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 front line employees	Action recommendations from the threat and risk assessment Hold two evacuation/ emergency drills annually	Update the emergency preparedness and response plan Hold two evacuation/ emergency drills annually

Cooperation

Government Departments

Kings Landing collaborates with several Government of New Brunswick departments to align with provincial priorities, strengthen cultural stewardship, and support operational and capital needs. Key partnerships with Tourism, Heritage and Culture, Transportation and Infrastructure, Opportunities New Brunswick, and the Department of Indigenous Affairs provide support for funding, procurement, infrastructure planning, cultural competency, and policy alignment.

Kings Landing will continue to build and strengthen relationships with the Regional Development Corporation, Regional Service Commissions, and Environment and Local Government to expand access to capital and climate-adaptation funding, explore regional development opportunities, and align with planning and environmental priorities. Developing these partnerships is essential to supporting long-term sustainability and readiness for future growth.

Heritage & Cultural Organizations and Individuals

Kings Landing has strengthened its role within the heritage community and with post-secondary institutions through collaborative projects, research partnerships, and sector support. This includes working with the University of New Brunswick on a Land Stewardship Plan, partnering with the FUTURE GNB program on research into heritage structures, delivering presentations to heritage organizations, including at the National Trust Conference, and providing expertise and assistance to smaller museums and cultural institutions. Maintaining these connections is important to Kings Landing's leadership role in the provincial heritage sector.

Tourism Sector Partnerships

Kings Landing works with key tourism partners to strengthen market reach, enhance visitor experiences, and align with provincial tourism priorities. Collaboration with Fredericton Tourism supports regional marketing, travel media and trade initiatives, and efforts to position Kings Landing as a signature attraction within the capital region. Engagement with the Tourism Industry Association of New Brunswick (TIANB) provides access to sector advocacy, networking, workforce development, and training initiatives.

Kings Landing Foundation

The Foundation advances its mission to inspire, support and enrich the vision of Kings Landing, preserving the material and social history of New Brunswick for generations to come, by raising money for special projects, particularly educational programming. Recent contributions include support for the restoration of the Slipp House and bursary opportunities for overnight camp participants.

Local Communities

During this period, the site engaged with Indigenous partners on collections digitization, interpretive initiatives, and cultural programming, including Indigenous-led interpretation for events and educational activities. Work with the Wolastoqey Nation of New Brunswick is underway to complete interviews with knowledge keepers to enhance the understanding of the

basket and container collection. Kings Landing aims to deepen Indigenous relations through tangible projects that broaden representation and strengthen shared stewardship of cultural narratives.

Kings Landing will continue to develop its relationship with the Harvey Rural Municipality, exploring recreational opportunities identified in the Memorandum of Understanding. This collaboration supported the launch of a community walking club, with further discussions planned to advance additional objectives under the agreement.

Strategic Sponsorship and Philanthropy

Kings Landing relies on a broad network of partners to advance its mission and strengthen financial sustainability. Individual donors, corporate sponsors, granting agencies, and the Kings Landing Foundation all offer opportunities to supporting program enhancements, capital improvements, and new visitor experiences.

In the years ahead, Kings Landing will focus on expanding corporate sponsorships, cultivating philanthropic relationships, and pursuing federal and provincial grant opportunities.

Conclusion

The 2026–2029 Corporate Strategy is guided by a renewed Mission, Vision, and Values that better reflect who we are today and who we aspire to be. These updated statements modernize the organization’s identity and provide clear direction for interpretation, stewardship, and visitor engagement.

By applying these statements across the Six Priority Pillars, Kings Landing will strengthen its relevance, enhance operational sustainability, and deepen its connection to the communities and cultures represented on the land. The strategy positions Kings Landing to evolve with changing visitor expectations, respond to emerging environmental and economic pressures, and lead with greater authenticity, inclusivity, and innovation.

With a clear roadmap, strengthened partnerships, and a workforce empowered by shared values, Kings Landing is prepared to enter this next chapter with purpose, building on its history while shaping a vibrant and resilient future.

Appendix A: Summary of Public Engagement

To inform the 2026-2029 Corporate Strategic Plan, public feedback was gathered through an online survey distributed via Kings Landing social media channels and boosted to broader audiences. The survey was available in both English and French and was promoted with an incentive to win a 2026 Season Pass.

The Corporate Strategic Plan public engagement survey generated 349 responses during February and March 2026. This survey is the third phase of public engagement work for strategic planning, following the summer 2025 visitor survey and the Visitor Experience Strategy engagement process.

The overwhelming majority of respondents (98.3%) are existing visitors, with 73% having visited within the past year and 58% having visited 10 or more times. While the sample provides limited insight into non-visitor barriers, it offers data on what will motivate existing visitors to come more often.

Survey respondents are telling us they want more reasons to visit more often. The top four motivators are special events (156 mentions), hands-on activities (114 mentions), overnight accommodations (100 mentions), and season pass affordability (73 mentions), represent clear, actionable areas with demand from the existing visitor base.

Respondents want enhanced programming, extended engagement opportunities, and better value. Interest in new offerings like walking trails (48% high interest), private heritage house rentals (36%), and seasonal recreational activities (30-32%) demonstrates appetite for experiential expansion beyond traditional living history museum interpretation.

Current barriers to more frequent visitation include: 30% of visitors are satisfied with current frequency, 27% cite distance/travel time, and 13% cite admission cost. 10% cite lack of interesting programming, suggesting current offerings resonate well but need expansion to drive increased frequency.

Appendix B: SWOT Analysis

Strengths

- Knowledgeable and dedicated staff
- Location, short drive from Fredericton (Trans Canada Highway proximity)
- Beautiful, peaceful, location, year round
- Themed events such as Military Muster, Christmas, & Thanksgiving
- Authentic experiences and trades
- Infrastructure - full service kitchen, many heated homes, overnight accommodations (Slipp House), meeting space/learning centre, etc.
- Extensive collection of artefacts
- Strong social media and web presence

Weaknesses

- Availability of staff who can perform period specific trades
- 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
- Signage (Wayfinding (readability), building labels, preventative animal signage)
- Room for improvement in 1st person interpretation
- Aging employee base
- Higher pricing compared to similar heritage attractions
- Reliance on government funding
- Aging infrastructure

Opportunities

- Reputation/repeat visitors
- Demand for culinary experiences, group programming, overnight experiences and targeted seasonal programming
- Guests want modern technology to assist with their visitor journey
- Guests want handmade products to take home with them
- 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
- Vested interest in tourism growth with Fredericton Capital Region Tourism including Rendez-Vous Fredericton
- Vested interest in leisure experiences with Harvey Rural Community
- 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
- Changing guest trends due to climate, economy, world events
- Negative reviews (either real or perceived) that spread on social media or review sites
- Aging base guest segments
- Susceptible to extreme weather impacting operations
- Guest trends place historical/museums/ history low/ relevance