



## STRATEGIC PLAN | 2019 - 2022

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**Submitted to:**

Strategic Planning Committee  
Alderney Landing Association

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# 1. EXECUTIVE SUMMARY

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## Introduction

As the cultural and community hub for Dartmouth, Alderney Landing is playing a pivotal role in the revitalization of downtown Dartmouth. At the same time, there is a sense that it could be so much more than what it is today. To explore this potential, the Board decided to undertake a strategic planning exercise in the fall of 2018 to help guide the organization over the next three to five years.

This strategic planning process has received extensive input from the community through an online survey and a community workshop, supplemented with additional input from a few key partners, members of the Board and staff. In total, 1,167 individuals participated in one of four ways, 1) an online survey; 2) a board and staff workshop; 3) a community workshop; and 4) interviews with key partners.

## Stakeholder Input

The primary theme that emerged from the community input is that Alderney Landing is intrinsically linked to the rejuvenation of downtown Dartmouth. It is a connector, a focal point, a hub, an anchor and it provides a sense of community. Stakeholders had many suggestions for Alderney Landing becoming a seven day a week destination.

The market, gallery, theatre and outdoor events are integral to the DNA of the community with many positives and at the same time, opportunities for improvement. Stakeholders input clearly identified the need to upgrade and modernize the facility and to enhance the waterfront experience.

## Strategic Outlook

This new three-year strategic plan is designed to provide a blueprint for Alderney Landing staff and board of directors to fulfil the potential of what Alderney Landing could be. It is meant to guide decisions, actions and behaviours.

The new strategic framework is as follows:

## ALDERNEY LANDING STRATEGIC FRAMEWORK



### MISSION & VISION

The vision and mission provide the highest-level direction for the future state of the organization. The vision provides direction on what Alderney Landing is striving to be while the mission answers the question of why the organization exists and what its mandate is.

#### *Vision Statement*

Celebrated as a vibrant gathering place and the heart of a dynamic Dartmouth experience.

#### *Mission Statement*

Alderney Landing is a vital cultural and community gathering place that brings together the public with local artists, performers, farmers and vendors.

## OVERARCHING GOAL

Alderney Landing's overarching goal is to enhance the overall experience for the community and to increase engagement.

This will come through diverse community and cultural programming, clarity of focus for core offerings and maximizing the use of the facility, ultimately leading to the community's desire for Alderney Landing to be a vibrant gathering place seven days / week.

## STRATEGIC FOCUS AREAS

The core offerings of the market, theatre, gallery and events are the backbone for achieving success. While there is great potential in each area, currently there is a lack of clarity regarding each offering's purpose and strategic direction going forward. This plan is intended to create clarity as well as to map out how each supports Alderney Landing's vision, mission and overarching goal. The goals for each of the four areas are:

- **Market** - To be a best-in-class local community market
- **Gallery** - To be a widely respected, well-known and attended public art gallery.
- **Theatre** - To be a sought-after theatre that engages, inspires and entertains the community.
- **Events** - To be a premier outdoor event destination.

## FOUNDATION

The foundation is represented by the themes that run through-out every aspect of Alderney Landing, including programming, core offerings and how it fundamentally operates. As part of Alderney Landing's DNA going forward, foundational elements include a commitment to diversity and inclusion, a showcase for local talent and products, a commitment to quality and excellence standards and finally, increased and more constant communication with the community. These foundational elements should be core to all that Alderney Landing takes part in.

## ENABLERS

Enablers ensure the organization is strong and has the necessary infrastructure to grow and evolve. Internally driven, focused plans in each of these enablers are critical to ensuring Alderney Landing is set up for success now and in the future. They are as follows:

1. **Brand Identity, Marketing & Communications:** Develop a brand that aligns Alderney Landing's dual cultural and community mandates, and that is recognized for its commitment to diversity and inclusion.

2. **Strategic Partnerships:** Build and maintain strong relationships with key partners that support Alderney Landing's mandate
3. **Facility and surrounding area:** Lead the revitalization of Alderney Landing facility and be a partner in rejuvenating Dartmouth
4. **Sustainability and Fiduciary Accountability:** Set Alderney Landing up for success now and in the future.
5. **Governance and Leadership:** Engage in best practices in Board governance that provides effective strategic and policy direction to the organization and effective oversight.

## 2. PLANNING CONTEXT

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### INTRODUCTION

Alderney landing opened its door on May 4, 1999 with a dual mandate:

- “To promote the development of the Dartmouth Waterfront through cultural, social, recreational and entrepreneurial activities; and
- To enhance the quality of life for Halifax Regional Municipality residents through activities oriented towards families.”<sup>1</sup>

Guiding principles developed by the community at the time Alderney Landing was being built expand on the mandate:

- That Alderney Landing be incorporated and run as a non-profit society with an independent Board of Directors who represent a balance of the community’s interests from business, government, cultural, educational and artistic sectors.
- That Alderney Landing exists to enhance the cultural life of the region.
- That Alderney Landing be operated on the principle of accessibility and affordability to the community.
- While commercial activity is an integral part in some sectors of the operations of Alderney Landing it is not the raison d’être for its existence.
- The commercial activity within the project is not intended to compete with but instead compliment the local business community.
- That Alderney Landing maintains a strong identification with downtown Dartmouth and be a flagship for its rejuvenation.
- That Alderney Landing is committed to the recognition of our culturally diverse population.

At time of opening, construction had not been completed and therefore, a fundraising campaign was undertaken involving 70 volunteers for two years which raised \$ 700,000 in cash and in-kind payments. Given funding constraints, the building is a scaled back version of what was originally planned but from the beginning, the market, theatre and art gallery have been integral components of the facility and continue to thrive today in addition to an outdoor events plaza.

The facility and organization is governed by a Board of Directors that provides strategic and policy direction, advice and guidance. Day-to-day operations are managed by an Executive

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<sup>1</sup> Memorandum of Association for a Non-Profit Society; 1997

Director who oversees 10 employees (a combination of full and part-time) and some 500 volunteers. In 2018, Alderney Landing hosted 622 performances / event days attended by 333,350 individuals.<sup>2</sup>

Commencing April 1st, 2019 the Alderney Landing Association entered into a new agreement with HRM that established the Alderney Landing Facility Association (ALFA) responsible solely for managing the facility. The former and remaining Alderney Landing Association is the not-for-profit partner with the province and the private sector that owns five P3 schools and the P3 correctional facility. In the next three years the five P3 schools will be sold, leaving Alderney Landing with \$2.4 million in funding. Currently the same Board of Directors governs both organizations.

As the cultural and community hub for Dartmouth, Alderney Landing is playing a pivotal role in the revitalization of downtown Dartmouth. At the same time, there is a sense that it could be so much more than what it is today. To explore this potential, the Board decided to undertake a strategic planning exercise in the fall of 2018 to help guide the organization over the next three to five years. Halifax Global Inc. was engaged as the successful proponent in response to a call for proposals in November 2018.

The Board appointed a five-person strategic planning committee consisting of four board members and the Executive Director to work with the consultant. Over the course of four months, the committee received input from more than 1,100 individuals through an online survey, a board and staff workshop, a community workshop and a number of interviews. This input provided the foundation for this strategic plan.

## INTERNAL ENVIRONMENT

### Programming and Events

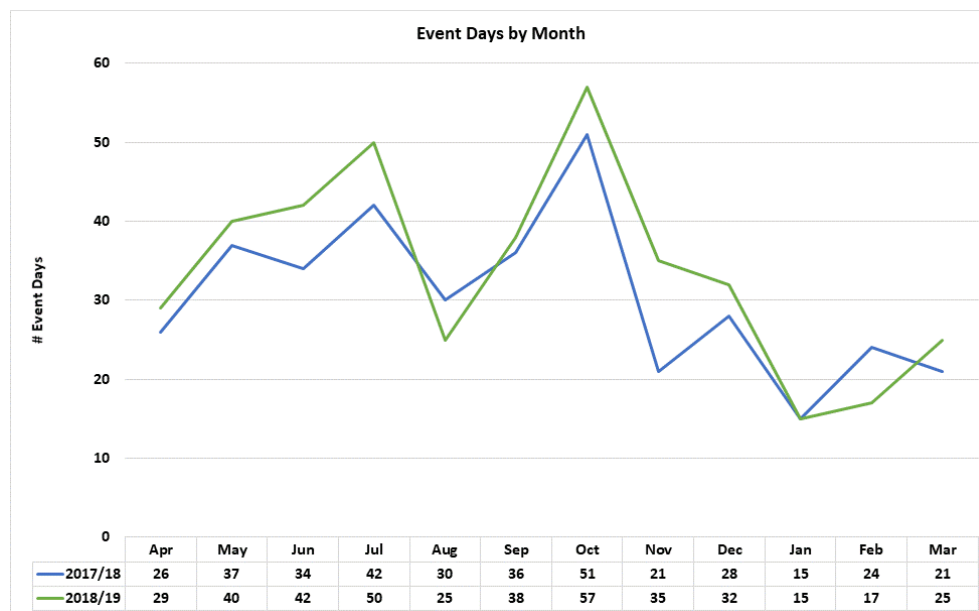
An overview of Alderney Landing's events in the last two years by number of performances/event days and average attendance organized into the four venues is shown in the two charts below.

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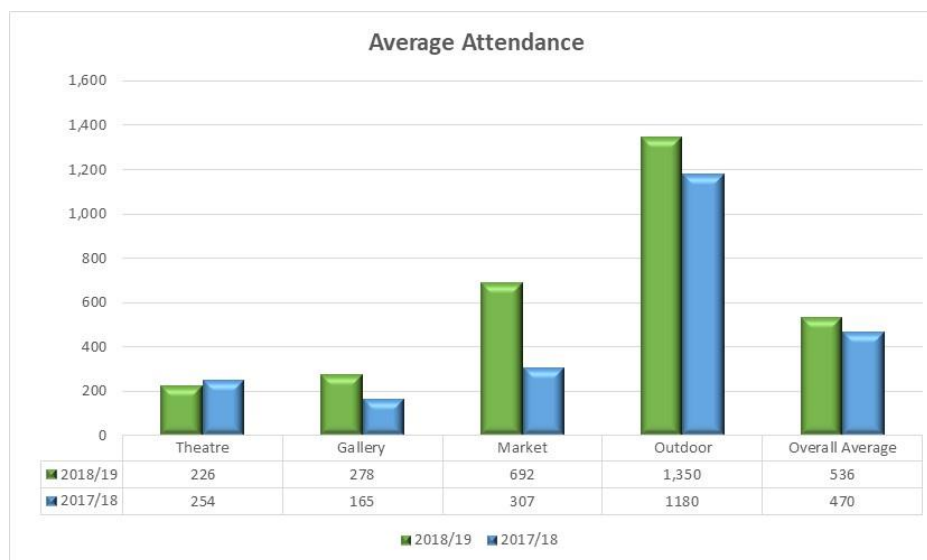
<sup>2</sup> Attendance for the venues is tracked in various ways: 1) Theatre attendance through tickets sales and attendance counts by the House Manager for non-ticketed events; 2) Gallery attendance by the volunteer sitter counting individuals as they enter the gallery; 3) Market event attendance is ball parked by the event staff as there are six entrances and events are free; and 4) Outdoor events through ticket sales, activity participation, a counter devise operated by security and in some cases, approximation.



The graph below shows the number of total event days for all 4 venues by month for 2017/18 and 2018/19. In both years, October was the busiest month with 51 and 57 event days respectively followed by July with 42 and 50 days respectively. Perhaps not surprisingly, January, February and March have the least number of event days followed by August and December.



In 2018/2019 the average attendance increased somewhat, even though there were fewer performances /event days as shown in the graph below.



Some observations:

- The theatre had 44 more performances / event days in 2018/19 and a slight reduction in the average number of attendees per event;
- The gallery had slightly fewer event days this past year but an increase of more than 100 attendees per event year over year;
- The market had 44 fewer performances / event days but a substantial increase in the number of attendees per event, on average 385 more attendees; and
- Average attendance at outdoor events was higher by 170 individuals per event in the past year despite the absence of Music in the Park held in 2017/18 and not in 2018/19.

Alderney Landing hosts four signature events a year one in the summer, two in the fall and one at Christmas. These four events account for an attendance of 52,000 people and in 2018, 77 performances.

- **Mother Goose Festival** allows children and their parents to interact with their favourite nursery rhyme characters. It includes theatre productions, a petting farm and artisans working with children to create art centred on the Mother Goose nursery rhymes. The festival is held on Natal Day and included one performance in 2017 and nine in 2018 with an attendance of about 9,500. The event is funded by the Kiwanis club.
- **Fire & Water Festival** takes place along the Alderney Landing waterfront and pays tribute to the indigenous land of the Mi'kmaq people. It also celebrates our roots in

Africa, Asia, Europe, South America, Australia and the rest of North America. There is music, storytelling, art, dance and crafts all performed in intimate settings. It falls each year on the Full Harvest Moon. In 2017 it was held over two days and in 2018 over three days and both years there were 20 performances and attendance of about 8,000.

- **The Bluenose Ghosts Festival** was created to share local history through the works of Dr. Helen Creighton by creating new works with professional artists. Youth and residents of all ages create professional installations and community art projects (including film, theatre, visual arts, new media, literacy and animation). It is held over four weeks leading up to Halloween and in each of 2017 and 2018 there were 17 performances and the attendance was about 22,500. This event is intended to evolve into a destination event for HRM.
- **The Christkindl Market Festival** is held on the first weekend in December with authentic German vendors, farmers, artisans, and crafters. It offers a full variety of entertainment and activities that bring the traditions of the German Christkindlmarket to the community. Held over three days, there were 31 performances in both 2017 and 2018 with attendance of 12,000 each year.

An overview of the event schedule for 2018 from June to December shows there were 17 outdoor and outdoor / indoor events, including the signature events. The highest attendance was in July, due to the Canada Day event and there were no events in November. In June, August and September, attendance was relatively consistent with October and December being the two lowest attendance months.

Month	Event	Attendance
June	• Acrobatic Circus, Truck Stop	6,000
	• The Great Race	8,500
	• Art Extravaganza	8,000
	• Boardwalk Artists	6,500
		<b>29,000</b>
July	• Canada Day	35,000
	• Dartmouth at Dusk	2,500
	• MultiFest	7,500
		<b>45,000</b>
August	• Natal Day Concert	10,000
	• Mother Goose Festival	9,500
	• Blueberry Bluegrass Festival	10,300
		<b>29,800</b>
September	• Wing Fest	4,000
	• Colour Festival	2,300

Month	Event	Attendance
	<ul style="list-style-type: none"> <li>Hopscotch</li> <li>Fire and Water Festival</li> <li>Honey Crisp Harvest Festival</li> </ul>	8,000 8,000 11,100 <b>33,400</b>
October	<ul style="list-style-type: none"> <li>Bluenose Ghosts (includes 11 events)</li> </ul>	<b>22,500</b>
December	<ul style="list-style-type: none"> <li>Christkindl Market Festival</li> </ul>	<b>22,500</b>
		<b>182,200</b>

In addition to these events, there were

- 26 arts and cultural groups that performed at the theatre accounting for 121 event days, 212 performances and 69,500 attendees;
- 8 film showings, and 16 community and private groups accounting for 16 event days;
- 26 exhibits, 20 openings, and 16 other events, primarily artist talks with nearly 21,000 patrons attending at the gallery; and
- 121 music performances and events at the market with a total attendance of about 209,000.

## Financial Highlights

In 2018/19, Alderney Landing operated the facility on a budget of \$1.2 M with a small deficit of \$12,000. Revenues came from multiple sources including:

- HRM;
- Events, the theatre and market;
- Parking lot and wharf fees;
- A provincial grant from the province for the gallery and the theatre;
- Other grants; and
- An arrangement with the province related to P3 infrastructure.

Factors that have influenced the financial position of this facility include:

- Reduction in wharf rental revenue with the removal of wharf management from the agreement with HRM;
- Reduction in P3 revenue;
- Curtailment of waste management contracts to focus on cultural mandate; and
- Non-renewal of a sponsorship contract.

These circumstances have necessitated the request of a subsidy in 2019/20 of \$320,500, which is an overall increase of \$145,500. Without this subsidy, there would be an increased reliance on unsecured fund development/grants making programing and planning difficult to forecast and a risk to the organization to adequately staff for key programs.

The provincial grant from the province of \$50,000 is allocated evenly to the market and the theatre.

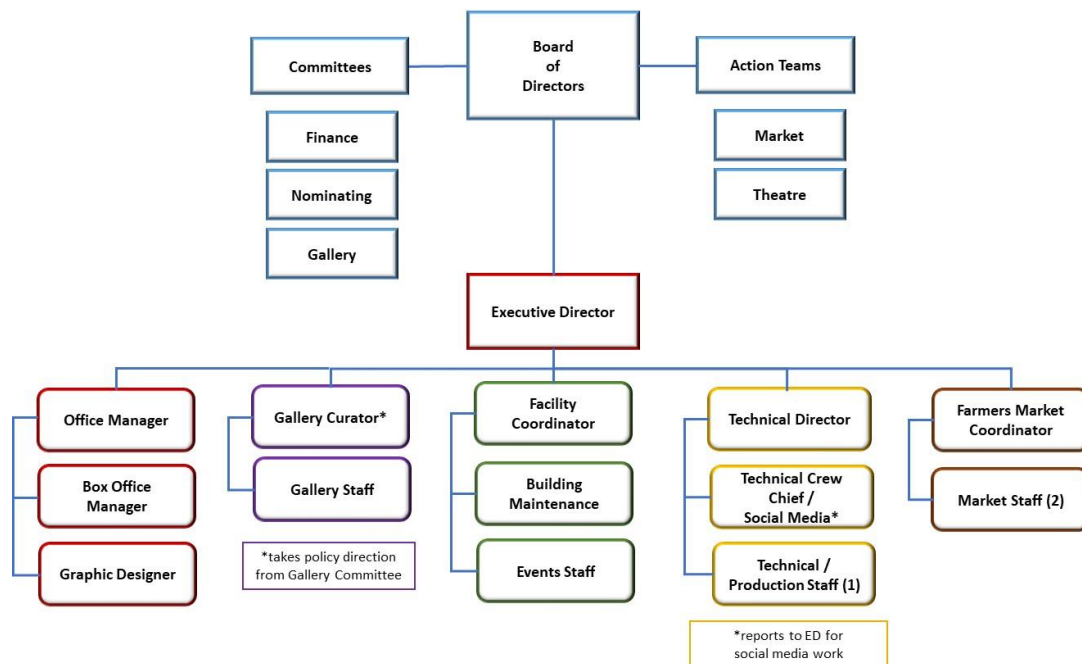
Revenue from the Saturday farmers' market generated nearly \$200,000 in revenues and netted \$100,800. The parking lot with \$188,750 in revenues generated the largest surplus with \$162,152. The wharf, which brought in nearly \$21,000 and a surplus of \$10,200 will no longer be under the auspices of Alderney Landing in 2019/2020.

The theatre and most of the events operated on a revenue neutral or small surplus / small deficit basis except for Bluenose Ghosts which generated \$71,000 and netted \$26,472 in 2018.

Both the Sunday and Wednesday Farmers' Markets experienced deficits in 2018 of \$2,200 and \$14,600 respectively. The financial statements show that the gallery operated with a deficit of \$38,800 however, with the application of the provincial grant of \$25,000, the deficit is actually \$13,800. Similarly, the theatre showed a small deficit of \$2,900 in the absence of the provincial grant.

## Governance and Operational Structure

The organization chart below provides an overview of the governance and operational structure.



## BOARD OF DIRECTORS

Alderney Landing Association is governed by a 12-member volunteer Board of Directors whose primary responsibility is setting and overseeing policy and strategic direction for the organization and overseeing the performance of the Executive Director. There are three committees that report to the Board – finance, nominating and the Craig Gallery Advisory Committee. The latter consists of eight professional artists and business people responsible for selecting artists to exhibit in the gallery and setting gallery policies and procedures. The gallery Curator takes policy direction for this committee.

The Board recently introduced two action teams to assist staff with the implementation of action items resulting from the strategic plan specifically related to the theatre and the market. Composition of the teams consists of at least one Board member and staff relevant to each venue with the option of adding outside members at the discretion of the team. The teams report to the Board.

## OPERATIONAL STRUCTURE

“The Executive Director is responsible for the full range of Alderney Landing’s activities - the development, management, and administration of projects and activities, financial management, staff hiring, and supervision, as well as long-range planning for development and continuation of the Society.”<sup>3</sup> She reports to the Board of Directors and participates as an ex-officio member of the Board.

In addition to the Executive Director, the staff complement includes a combination of full, part-time and casual employees with a variety of compensation arrangements (salary, retainer and hourly paid):

- The six full-time employees include the Craig Gallery Curator, Facility Coordinator / Building Supervisor, Office Manager, Box Office Manager, Building Maintenance and Farmers’ Market / Special Events Coordinator;
- The four part-time employees include the Technical Director, Theatre Technical Crew Chief who is also responsible for social media, one technical / production and the building custodian.
- The hourly paid employees are responsible for graphic design, event, gallery, and hospitality staff.

The Gallery hires approximately six to nine summer students for 12 weeks from June to August as Art Gallery Assistants and Art and Theatre Camp Counsellors.

There are some 500 volunteers who support the market, events and the theatre with set-up and tear down and a variety of other tasks.

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<sup>3</sup> Alderney Landing Board of Directors Governance Policies; page 6

## EXTERNAL ENVIRONMENT

“Over the past few years, Downtown Dartmouth has grown into a vibrant community and a must-visit destination filled with top-notch cafes, gourmet restaurants, chic shops, fabulous lunch spots, unique galleries, and an overall plethora of amazing things to do.”<sup>4</sup> The rejuvenation of downtown Dartmouth is a welcome contribution to the strong economy in the Halifax Regional Municipality. It is being described as a ‘hipster’ community where young creative people and entrepreneurs are setting up their businesses and their homes.

The vibrancy in downtown is attracting development and investment that has not been seen in Dartmouth in a long time, including the extensive renovation of the Zatzman Sportsplex that increases its potential to host major sports events.

There are many new developments underway or under consideration on the Dartmouth waterfront. A few of note are described below.

In addition to ongoing development of King’s Wharf, there has recently been serious consideration by the Port of Halifax to develop a cruise ship berth(s) on the Dartmouth waterfront. This would be a game changer for the whole community and in fact, drive tourism into parts of Nova Scotia that today see relatively fewer tourists than other parts of the province, such as the Eastern Shore.

Other exciting developments are being considered for the Dartmouth waterfront by Develop NS, which envisions a boardwalk that could knit together Dartmouth Cove along to Alderney Landing. “The Vision for Dartmouth Cove is to create a new and appealing, mixed-use neighbourhood with strong relationships to the waterfront, open spaces, streetscapes, trails, Downtown and adjacent neighbourhoods.”<sup>5</sup>

The Centre for Ocean Ventures & Entrepreneurship (COVE) is located in the former Canadian Coast Guard facility on the Dartmouth waterfront and is home to the burgeoning ocean technology sector in Nova Scotia. It “is a collaborative facility for applied innovation in the ocean sector”<sup>6</sup> and the home of the Institute for Ocean Research Enterprise (IORE).

Alderney Landing is in the midst of this revitalization and will undoubtedly benefit from an increase in awareness and attendance, and greater demand for new and different programming.

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<sup>4</sup> Discover Halifax website; <https://discoverhalifaxns.com/10-things-to-do-downtown-dartmouth-1/>

<sup>5</sup> Dartmouth Cove Comprehensive Plan, Part 1: The Guiding Plan; Waterfront Development & HRM, Nov. 2012; page ii

<sup>6</sup> COVE website; <https://coveocean.com/about>

### 3. WHAT WE HEARD

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This strategic planning process has received extensive input from the community through an online survey and a community workshop, supplemented with additional input from a few key partners, members of the Board and staff. In total, 1,167 individuals participated in one of four ways:

- The online survey was live in February 2019 and received 1070 responses;
- A board and staff workshop was held on March 9, 2019, attended by 18 board and staff members;
- The community workshop, held on March 27, 2019 was attended by 70 individuals;
- Eight interviews with nine individuals were held from late February to early April 2019 with Ambassadors; Department of Community, Culture and Heritage; Develop NS; HRM, both staff and elected officials; and the Port of Halifax.

#### SURVEY

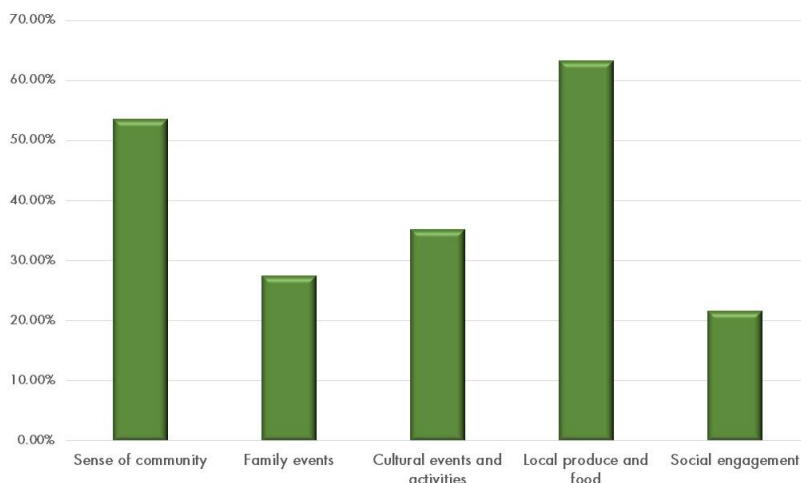
More than 60% of survey respondents identified as being members of the general public. The other 40% included responses from vendors, tenants, staff, business community, community groups, partners, performers, sponsors, current and past board members and elected officials.

Overwhelmingly, respondents identified being citizens of Dartmouth with about 20% reporting that they lived in other parts of HRM or elsewhere. The age demographic was split with 50% reporting that they were younger than age 50 and the other 50% reporting they were older than 50.

Questions probed for respondents' familiarity and experience with Alderney Landing, it asked about what they valued most, where the focus should be in the future, the importance of Alderney Landing to the long term vision for Dartmouth, and suggestions for changes.

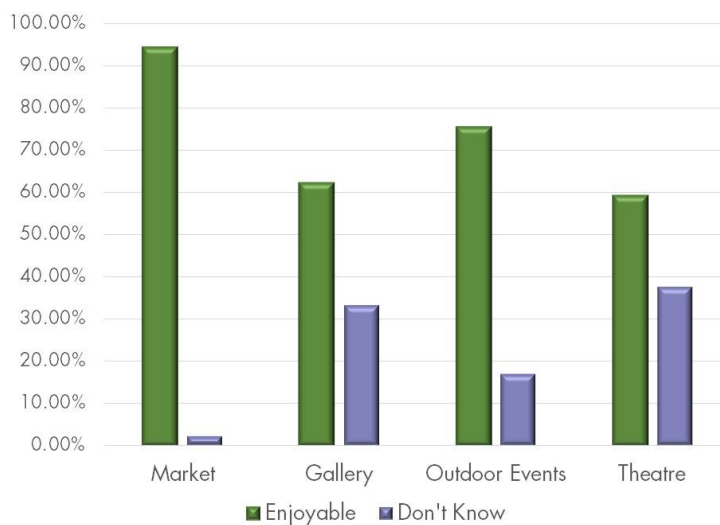
As shown in the chart below, when asked what they valued most about Alderney Landing, more than 60% identified local produce and food followed by sense of community. Further down the list were cultural and family events and activities, and social engagement.

### Most Valued about Alderney Landing



When asked about the enjoyability of their experience at each of the four venues, 94% indicated that they enjoyed the market, followed by 75% related to outdoor events, and 62% and 59% related to the gallery and theatre respectively. Of interest is that 33% (gallery) and 38% (theatre) of respondents indicated that they couldn't comment and open ended comments indicated that people don't go or didn't know there was a theatre or a gallery.

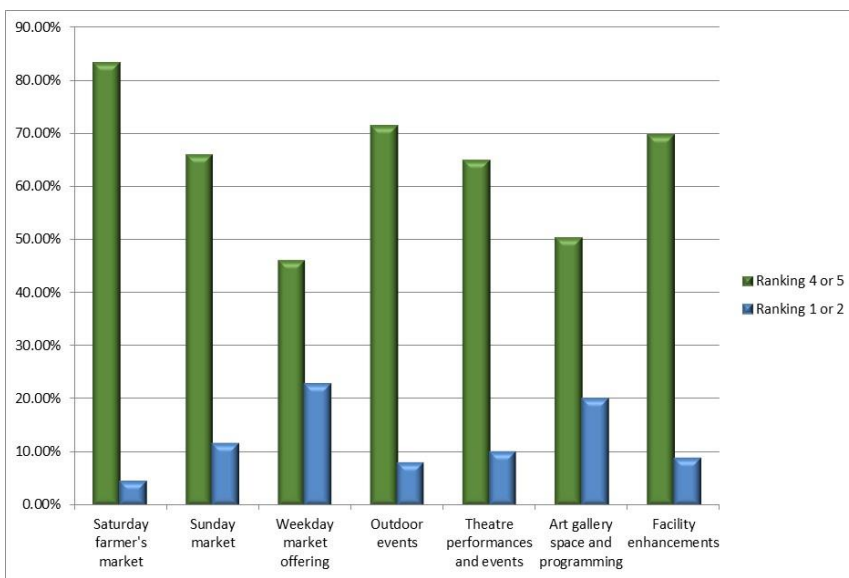
### Enjoyability of the Alderney Landing Venues



Respondents were asked to indicate where Alderney Landing should focus in the future in order to increase their use or enjoyment of the facility. On a scale of 1 to 5, 1 meant not to focus at all and 5 meant to place significant focus. As shown in the chart below, more than 80% indicated the market should be an area of focus followed by outdoor events and facility enhancements both at about 70%. The the weekday market received the rankings

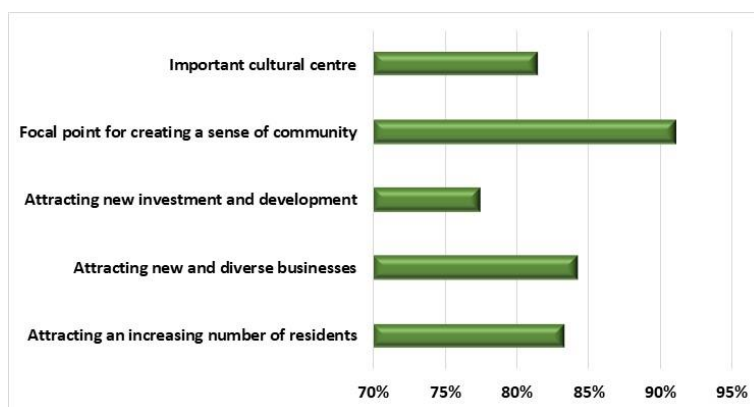
suggesting that this should be the lowest area of focus. It should be noted that about 10% of surveys were completed in hard copy at the Saturday market which may have skewed the results somewhat. However, if that 10% were to be removed from the survey results, the market would score just over 70% and would not alter the top three areas of focus.

### Focus in the Future



Respondents overwhelmingly agreed that Alderney Landing is an important focal point in the long-term vision for downtown Dartmouth for various reasons including creating a sense of community, attracting new businesses and residents, and attracting new investment and development.

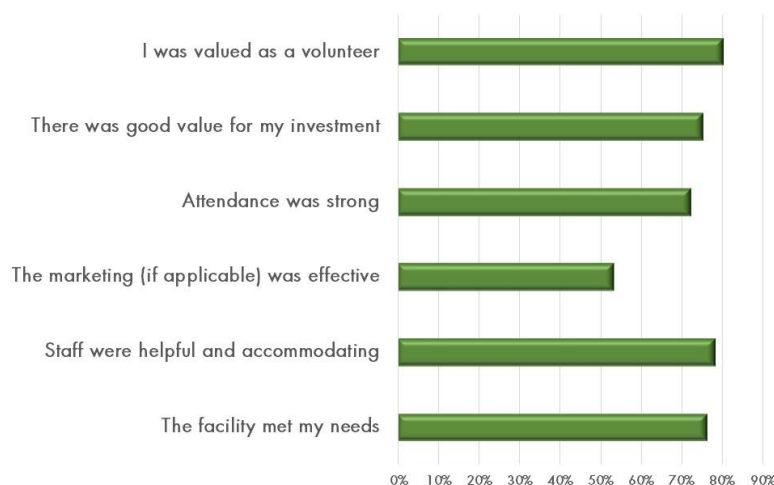
### Importance in the Long-Term Vision for Downtown Dartmouth



Vendors, partners and volunteers were asked about their experience working with Alderney Landing. The chart below shows those who ranked their experience good or

outstanding indicating that overall the experience was positive except for marketing which in nearly 50% was not applicable.

### Experience Working with Alderney Landing



## COMPILATION OF THEMES

The survey provided opportunities for comments (and there were many) which also emerged in the interviews, and both the community and board / staff workshop. Comments have been compiled into themes and provide an overview of the wide diversity of opinions expressed by the 1,167 from whom we heard. There are many opposing opinions as shown in the summary below.

- **Alderney Landing** is intrinsically linked to the rejuvenation of downtown Dartmouth. It is a connector, a focal point, a hub, an anchor and it provides a sense of community.
  - “We love Alderney Landing. Love having the ferry, theatre, NSLC, Library, Noggins and Evans, in particular.”
  - “As a resident of downtown Dartmouth, I think Alderney Landing is an incredibly important part of the downtown experience.”
  - “We are from Ontario and Alderney gives us the sense of community that makes Dartmouth feel like home.”
- **The facility** needs to be refreshed and modernized, redesigned and expanded, and issues of access and accessibility, and poor signage and lighting should be addressed. There was reference to the “weird” architecture, and it being “a concrete jungle”, “a fortress”, “empty, cavernous and cold”, and the lack of definition of where it begins and ends.

- **Parking** is too expensive, it should be free, there isn't enough/ there should be more, meters are a disincentive to come to Alderney Landing, and parking is a big problem during events.
- **The market** creates a sense of community, people love the local focus, it's too small and cramped / needs more space, cold in winter, longer hours on Saturday, more music / the music is too loud, same rules should be applied to all vendors, and there is a need for more permanent and a greater variety of vendors.
- **The gallery** is valued by artists and patrons alike. "I am confident I am not the only artist whose career has been made as a result of the opportunities and support of the Craig Gallery". It is considered an important cultural asset, a "uniquely accessible community gallery", it does a good job on promotion of events and exhibits, should feature more "affordable and local artists" and intergenerational programming, it is too small / should be larger and more visible, have its own entrance from the outside, and people don't know about it.
- **The theatre** is a valuable asset to downtown Dartmouth, there should be more live theatre, better / more promotion, increased access for school groups, seats should be replaced / it should be renovated, entrance to the theatre is "underwhelming", it is underutilized, access is an issue, there should be more shows and live theatre, "this wonderful space is one of the best kept secrets in Dartmouth and does amazing work on a shoe-string budget", and offer dinner and theatre packages.
- **Outdoor events** offer the best view in HRM of the harbour, the site works well for smaller festivals, parking should not be shut down during outdoor events, events should be held in the green space and not the parking lot, they are noisy, occasional violence / safety has been an issue, they are crowded and there are long lines, no seating, and a need to appeal to a wider audience, not just teens.
  - Alderney Landing is not specifically included in either the HRM or Province's events plans but the strategies could be leveraged by forming partnerships and playing to its advantage on the waterfront.
- **Staff** were described as personable, dedicated, connected to community, hardworking, generous and friendly, and forward-thinking; "the limited staff creates amazing experiences for the community and are shaping an entire generation of children and families"; and there should be more funding to hire additional staff.
- **The Board** needs to be more diverse, reflective of the community. It needs to ensure a succession plan is in place for key positions on the Board and Executive Director.
- **Rebranding** should be under a "vibrant new community title to match the very progressive, eclectic, trendy, growing downtown population and offerings...and stepping away from the unfortunate negative name 'Alderney' has been slandered

- with” and “the name should be changed from Alderney. If the space is inclusive, it should not be named after Cornwallis's ship”.
- The brand needs to be clear and focused, Alderney Landing needs to decide “what it wants to be”. The tenant mix does not speak to its cultural mandate.
  - **Enhanced Waterfront / boardwalk experience** / improved access to the waterfront / bike and walking trails along the waterfront, “more benches and shade - beautiful view at end by children playground is not utilized well” and outdoor art.
    - Working towards a cruise ship berth could be initiated and explored by forming a community committee as was done in Pictou.
  - **A destination** 7 days a week and evenings with more permanent vendors, more vendors outside during the summer, “more spots for people to gather, talk, & eat”, and “it would be amazing to be able to buy the majority of the week’s groceries from local stores”, more activities for social interaction for seniors and children / babies, and more volunteering opportunities for youth. “It should be seen as a community leader in cultural engagement by reaching out to the African Nova Scotian, Mi’kmaq, immigrant and other ethnocultural communities.”
  - “While **the ferry terminal** is under the purview of Halifax Transit, it is also important to consider the space as a travel hub...People may not spend a long time in the space, so how do we make that short experience exceptional (and make them want to come back for those other higher investment experiences).”
  - “Fix **Alderney Drive** so pedestrians can cross safely; there is no reason for that many lanes of vehicle traffic, and the vehicles travel too fast for conditions.”

## 4. STRATEGIC OUTLOOK

### STRATEGIC FRAMEWORK

This strategic framework outlined below is a culmination of past strategic documents combined with the feedback heard from the community at large (via the survey, interviews and community workshop) as well as the discussion held with the board.

This new three-year strategic plan is designed to provide a blueprint for Alderney Landing staff and board of directors to fulfil the potential of what Alderney Landing could be. It is meant to guide decisions, actions and behaviours. The new strategic framework is as follows:

### ALDERNEY LANDING STRATEGIC FRAMEWORK



## MISSION & VISION

The vision and mission provide the highest-level direction for the future state of the organization. The vision provides direction on what Alderney Landing is striving to be while the mission answers the question of why the organization exists and what its mandate is.

Alderney Landing is a place for the community to come together, to gather for social, cultural and family events. Fundamentally, it is a platform for community engagement through events, performances, exhibits and the market. It provides cultural experiences both in the artistic and in the social / ethnocultural sense. It also provides a dynamic focal point for Dartmouth and an opportunity to be a beacon as the community grows and evolves.

### Vision Statement

Celebrated as a vibrant gathering place and the heart of a dynamic Dartmouth experience.

### Mission Statement

Alderney Landing is a vital cultural and community gathering place that brings together the public with local artists, performers, farmers and vendors.

## OVERARCHING GOAL & STRATEGIC FOCUS AREAS

### Overarching Goal

Alderney Landing's overarching goal is to enhance the overall experience for the community and to increase engagement through diverse community and cultural programming, clarity of focus for core offerings and maximizing the use of the facility, ultimately leading to the community's desire for Alderney Landing to be a vibrant gathering place seven days / week.

### Strategic Focus Areas

The core offerings of the market, theatre, gallery and events are the backbone for achieving success. While there is great potential in each area, currently there is a lack of clarity regarding each offering's purpose and strategic direction going forward. This plan is intended to create clarity as well as to map out how each supports Alderney Landing's vision, mission and overarching goal.

### MARKET

**Goal: To be a best-in-class local community market**

Aspirations:

- Be a key partner to a thriving community of local farmers, artisans and permanent vendors.
- Provide a wide range of diverse, high quality, locally made and grown goods for the community.
- The Saturday market is a year-round, vibrant destination that is loved by the community and a must visit experience for visitors.
- The Sunday market is a celebration of culture and diversity.

### GALLERY

**Goal: To be a widely respected, well-known and attended public art gallery.**

Aspirations:

- Be a sought-after opportunity for emerging and established artists (biased towards local) to showcase their work.
- Provide access and expose the community to a wide variety of high quality, diverse (medium, cultural, etc) visual arts.
- Increased awareness and attendance via community outreach programs such as programming, better leveraging the facility, Alderney Landing's other core offerings and select partners.
- Strive for financial self-sufficiency and new revenue generation streams.

### THEATRE

**Goal: To be a sought-after theatre that engages, inspires and entertains the community.**

Aspirations:

- Be a sought-after roadhouse that is affordable, accessible and known for service excellence.
- Be proactive in attracting high quality performances that have wide community appeal.
- Have a strong brand identity which can be used to grow awareness with a regular base of theatre goers.
- Be financially self-sufficient.

### EVENTS

**Goal: To be a premier outdoor event destination.**

Aspirations:

- Deliver high quality, annual signature events that are highly anticipated, well attended, and appeal to a wide range of audiences.
- Be a critical partner and sought-after event space for civic, provincial and private events.
- Known as a safe, family friendly, well managed space for events

## Foundation

The foundation is represented by the themes that run through-out every aspect of Alderney Landing, including programming, core offerings and how it fundamentally operates. As part of Alderney Landing's DNA going forward, foundational elements include a commitment to diversity and inclusion, a showcase for local talent and products, a commitment to quality and excellence standards and finally, increased and more constant communication with the community. These foundational elements should be core to all that Alderney Landing takes part in.

## ENABLERS

Enablers ensure the organization is strong and has the necessary infrastructure to grow and evolve. Internally driven, focused plans in each of these enablers are critical to ensuring Alderney Landing is set up for success now and in the future. They are as follows:

**6. Brand Identity, Marketing & Communications: Develop a brand that aligns Alderney Landing's dual cultural and community mandates, and that is recognized for its commitment to diversity and inclusion.**

Objectives:

- Clear and consistent reinforcement of Alderney Landing's dual mandates
- Reflective of the community
- Commitment to quality and excellence

Tactics:

- Develop a brand strategy, standards and mechanisms to monitor compliance
- Develop diversity and inclusion measures that reflect the community against which to track progress across the organization including staffing and volunteers, board composition, programming and partnerships
- Align messaging, communications and marketing to reflect the brand identity
- Develop and implement a marketing and communications plan that aligns with the brand identity.

**7. Strategic Partnerships: Build and maintain strong relationships with key partners that support Alderney Landing's mandate**

Objectives:

- Collaborative and cordial relations with Alderney Landing's most immediate stakeholders - vendors, artists, performers, and farmers

- Effective and meaningful partnerships with government and economic development partners
- Mutually beneficial relationships and affiliations with multicultural and community partners

Tactics:

- Develop a way of engaging regularly with vendors, artists, performers, and farmers that might include representation on the Board of Directors, participation on a market action team, quarterly or semi-annual meetings, etc.
- Create mini plans for each government and economic development partner that provide opportunity for regular communication, information exchange and problem solving.
- Identify and build a collaboration forum with those multicultural and community organizations that strategically align with Alderney Landing's mission and vision

**8. Facility and surrounding area: Lead the revitalization of Alderney Landing facility and be a partner in rejuvenating Dartmouth**

Objectives:

- Optimization and better utilization of the indoor space including:
  - Seven day / week programming and offerings that have multi-generational appeal
  - Seamless integration with adjacent spaces
  - Alignment with brand standards and mandate, where possible
  - Better integration of the cultural mandate through-out the facility
- Champion revitalization of the waterfront and outdoor activity 365 days of the year (biking, walking and running, boating)
- Exploration of options for expansion of the facility in partnership with HRM

Tactics:

- Initiate a planning process and engage a team / committee (that includes board, staff, partners, sponsors and community members) to develop a programming/ offering mix to be implemented over time
- Create a physical and financial plan to upgrade the facility to align with the programs / offerings approach
- Be the community conduit that works with Develop NS, the Port of Halifax, HRM and others to revitalize the waterfront
- Initiate facility expansion discussions with HRM at an appropriate time

**9. Sustainability and Fiduciary Accountability: Set Alderney Landing up for success now and in the future.**

Objectives:

- Strategic use of the P3 funds that aligns with Alderney Landing's mission and vision
- Growth of Alderney Landing's revenue base
- Prudent management of the organization's resources in accordance with best practices in the not-for-profit sector

Tactics:

- Develop and execute a revenue development plan that leverages the P3 funds, and increases and identifies new sources of revenue
- Ensure open and transparent mechanisms and processes are in place to evaluate, track and report on the organization's finances and programs

**10. Governance and Leadership: Engage in best practices in Board governance that provides effective strategic and policy direction to the organization and effective oversight.**

- Implementation of the new association, and oversight of both Alderney Landing Association and Alderney Landing Facility Association
- Engaged and committed Board(s) of Directors
- Oversight and support of the Executive Director in managing the organization that includes appropriate staffing is in place with expertise to effectively manage and execute Alderney Landing's programs and the facility

Tactics:

- Develop and oversee a risk management plan to govern both associations
- Ensure an effective nomination process is in place to recruit required talent to the Board
- Develop a performance management process to fairly and transparently assess the Executive Director's performance against established measures
- Develop a succession plan for key board and staff positions

## 5. MOVING FORWARD

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With the completion of the strategic plan, the real work begins. The following six factors are critical to the success of the implementation:

1. Resourcing
  - Planning for successful implementation means the Board needs to be realistic about what is achievable and when, and commit to providing the appropriate human, financial and other required resources.
2. Board Leadership and Engagement
  - A lead board member should be assigned to oversee the implementation on the Board's behalf.
  - Board members should be engaged on committees and act as advisors.
  - As members of the Board turnover, new board members need to be familiarized with the plan and engaged where appropriate.
3. Alignment
  - The strategic plan should be entrenched in the operations of the organization and therefore, operational plans, budgets and resources should be aligned with it.
4. Project planning and tracking
  - The plan is intended to be implemented over three years and therefore, prioritization of the plan elements and development of a project plan and tracking mechanism to guide the process should be one of the first steps in the implementation process.
  - The Board should review progress on a regular basis
  - The plan should be assessed at least annually to realign it with emerging priorities or amend it where it may no longer have the same relevance. Plans should be dynamic and as such, be changed as circumstances require.
5. Accountability
  - The Executive Director is the primary person accountable for the successful implementation of the plan. Assessment of the Executive Director's performance should be based on the achievement of key performance measures.
  - All employees should understand where they fit into the plan, what they are accountable for, and their performance should be measured based on these accountabilities.
6. Communication
  - Employees, stakeholders and the community should understand the plan (in plain English) and progress should be communicated regularly