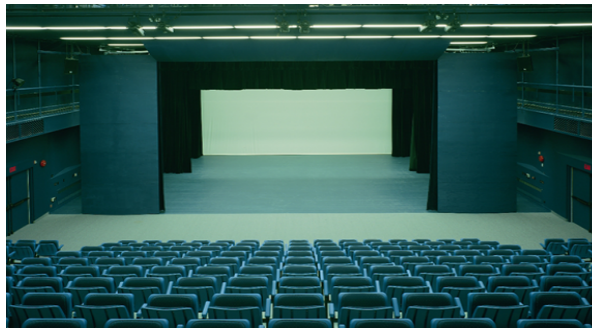


# Alderney Landing Economic and Social Impact Report



Prepared by  
**Canmac Economics Limited**  
with Rising Tide Economics  
2022

## Contents

<b>ACKNOWLEDGMENT .....</b>	<b>2</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>CHAPTER 1 – INTRODUCTION .....</b>	<b>7</b>
1.1 INTRODUCTION .....	7
1.2 REPORT PURPOSE .....	9
1.3 REPORT OUTLINE .....	9
<b>CHAPTER 2 – COMMUNITY ECONOMIC AND SOCIAL IMPACT .....</b>	<b>10</b>
2.1 INTRODUCTION .....	10
2.2 ECONOMIC IMPACT .....	11
2.3 ALDERNEY LANDING SOCIAL IMPACT.....	14
2.4 QUALITATIVE IMPACT AND IMPACT DRIVERS .....	20
<b>CHAPTER 3 - SUSTAINABILITY .....</b>	<b>35</b>
3.1 INTRODUCTION .....	35
3.2 FINANCIAL SUSTAINABILITY .....	35
3.3 ENVIRONMENTAL.....	39
<b>CHAPTER 4 – SUMMARY AND CONCLUSIONS .....</b>	<b>41</b>
<b>APPENDIX A - GLOSSARY OF TERMS .....</b>	<b>46</b>
<b>APPENDIX B – LIMITATIONS TO I-O MODELS .....</b>	<b>50</b>
<b>APPENDIX C – ALDERNEY LANDING VISITOR EXPENDITURE SURVEY ....</b>	<b>55</b>
<b>APPENDIX D – ALDERNEY LANDING ECONOMIC AND SOCIAL IMPACT REPORT – KEY INFORMANT INTERVIEW GUIDELINE .....</b>	<b>62</b>

## ACKNOWLEDGMENT

**Canmac would like to acknowledge and thank all those who completed a survey as well as the excellent and professional assistance provided by Bea MacGregor and her staff.**

## EXECUTIVE SUMMARY

Alderney Landing is a vital cultural and community gathering place that brings together the public with local artists, performers, farmers, and vendors. The impact of Alderney Landing is significant in its depth and breadth.

In a typical year Alderney Landing has expenditures of \$46.1 million as a result of its administrative operations, theatre sales, community market, vendor sales, and visitor event expenditures. Visitor event expenditures include money spend at the event and spending in the local area while at the event. The economic impact generated from these expenditures are as follows:

- A direct increase in provincial output (GDP) of \$20.4 million and a total increase of \$36.4 million.
- A direct increase in labour income of \$16.2 million and a total increase of \$24.6 million.
- A direct increase of employment (FTE) of 519 and a total increase of 715.

Alderney Landing also provides social impacts that include:

- 1) volunteers to the organization providing 11,644 hours of volunteer time for an accounting value of \$256,168.
- 2) Community outreach that includes:
  - Craig Gallery contribution - \$125,000 annually.
  - Farmers Market activity - \$269,400 annually.

The richness of the impact of Alderney Landing cannot be described by numbers alone. Consultants reached out to stakeholders to get their impressions of the impact of the facility on them, fellow residents, Downtown Dartmouth, and the Halifax Regional Municipality (HRM) more broadly. Occasionally, certain statements are attributed to these stakeholders, but individuals are not identified in this document. (A stakeholder briefing note and questions are included in Appendix D.)

Since Alderney Landing opened its doors almost a quarter century ago, it has profoundly impacted the Dartmouth Waterfront thanks to steady waves of cultural, social, recreational and entrepreneurial activities. Quality of life has been enhanced for Downtown residents and people from across HRM.

One stakeholder suggested that "Alderney Landing provides a destination for community... both those who live here, work at Alderney Gate or downtown and people who come to events, markets, and the gallery. It is much more than just a place to walk through after getting off the ferry."

Alderney Landing also appeals to a broad demographic thanks to events oriented to children, young adults, millennials and baby boomers that attract close to 200,000 people in a typical year. Few facilities have a range of impacts that includes the whole population.

The theatre and gallery have introduced artists and playwrights to the world. The market has met residents' food and other basic needs for local products at an affordable price while sustaining and incubating small businesses. But Alderney Landing's impact is much broader than the benefits generated by the facilities.

Since 1999 Alderney Landing's people-oriented facilities have been on the front line of building a better Downtown Dartmouth image and brand. Part of the brand promise of Alderney Landing involves the ownership people feel for the location, which has long been a destination with the adjacent office building, library, and the Halifax-Dartmouth Ferry that has been in continuous service since 1752. Some stakeholders have suggested they moved to the area because of Alderney Landing.

Alderney Landing's impact creates cultural, community, people and economic benefits and is driven by the specific nature of structures and facilities, location, enlightened management and dedicated volunteers. One stakeholder remarked that good governance at the board level and good management had been critical factors in maximizing impact.

The Alderney Landing facility has exhibited sound financial management over the fiscal 2016 to fiscal 2021 period. Revenues have exceeded expenditures for five of the six years. Unlike many of its peers, the facility's revenues exceed expenditures in 2020 and 2021 under the Covid-19 health crisis. Alderney Landing currently generates 79% of its revenue from direct sales related to its activities

(rentals of market space, events and theatre events). The remaining 21% comes from grants and other activities.

Grants represent about 17% of total revenue in the early years. The Covid crisis saw grants increase to 55% of total revenue by fiscal 2021. In the future, grants are expected to return to the 17% level.

Alderney Landing's greatest strategic asset is its location in the centre of downtown Dartmouth and link to the ferry terminal which provides direct access to downtown Halifax. This strategic asset will increase in value overtime. The main economic driver for Alderney Landing is the economic growth of the Halifax Dartmouth region.

Alderney Landing's greatest strength (its location) is also its greatest challenge. Overtime, the increased value of the location may attract a threat of new options for the site based on its commercial potential. The community will likely have to balance the unique community nature of Alderney Landing with commercial potential. This may be viewed not as a challenge but a significant opportunity to blend and balance both options.





## CHAPTER 1 – INTRODUCTION

### 1.1 INTRODUCTION

Alderney Landing Facility Association is a community cultural hub located in downtown Dartmouth. It contains an art gallery, market, events plaza, and theatre facility. Alderney Landing opened in May 1999. The organization is a non-profit governed by a volunteer board and operates under a management agreement with the Halifax Region Municipality.

The theatre hosts many concerts, conventions, and other events and is the home of Eastern Front Theatre, Central Zone Players, The African Nova Scotia Music Awards, Coastal Dance and over a dozen local dance studios.



The market on the lower level of Alderney Landing is home to two weekly community markets plus permanent tenants: the Craig Art Gallery, Evan's Seafood Restaurant, Casaroma Wellness Centre, Meadowbrook Meat Market, Noggin's Corner, Port City Coffee, and an NSLC.

It has a large outdoor multi-use space called the Events Plaza, which are used for outdoor concerts or festivals. There is a large stage built on one side of Alderney Landing facing the events plaza with a permanent roof used for outdoor concerts which can accommodate up to 8,000 people. Alderney Landing hosts various outdoor events each year including a Rib-fest, Multi-Fest, Natal Day Events, Mother Goose Festival, Bluenose Ghosts Festival, Fire & Water Festival, and the Christkindlmarket.

The Alderney Landing strategic plan captures the vision and mission of Alderney Landing:

*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.

## 1.2 REPORT PURPOSE

The purpose of this report is to document the socio-economic importance of Alderney Landing. Canmac uses the triple bottom line approach in its assessment. Alderney Landing's social and economic impact is first examined in terms of its community impact including total income, employment generation, and its social contribution. This is followed by examining the organization's overall viability and sustainability and its environmental impact.

## 1.3 REPORT OUTLINE

The report is organized into four chapters including the present one. Chapter 2 examines the community impact. Chapter 3 presents overall viability and environment sustainability. Chapter 4 provides a summary and conclusions.



## CHAPTER 2 – COMMUNITY ECONOMIC AND SOCIAL IMPACT

### 2.1 INTRODUCTION

The Alderney Landing facility represents an important community asset for Dartmouth and the Halifax region in general. The Strategic Plan 2019 – 2022 concluded:

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.

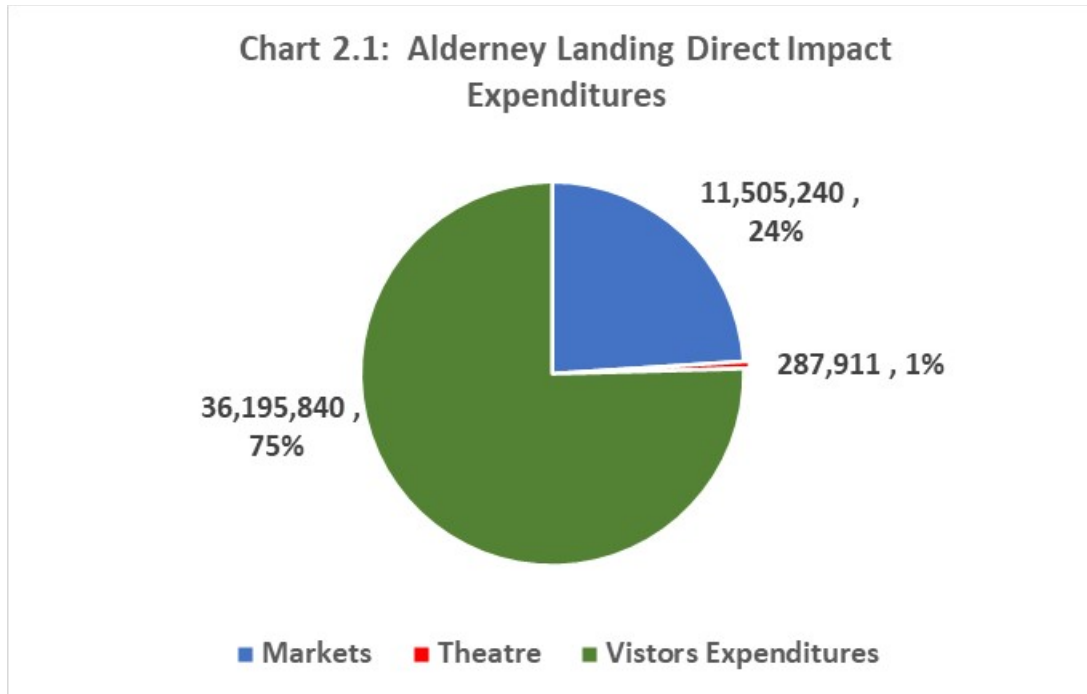
This chapter presents several dimensions of Alderney Landing's community impact. Section 2.2 presents a comprehensive economic impact; Section 2.3 provides various social impacts. In Section 2.4 a more qualitative impact, derived from key informant interviews is presented.

## 2.2 ECONOMIC IMPACT

The economic impact of Alderney Landing is significant in its depth and breadth. The economic impact of Alderney Landing is defined as the Association's contribution to Nova Scotia's economic output, income, and employment. This contribution comes from its direct impact and spinoff impacts.

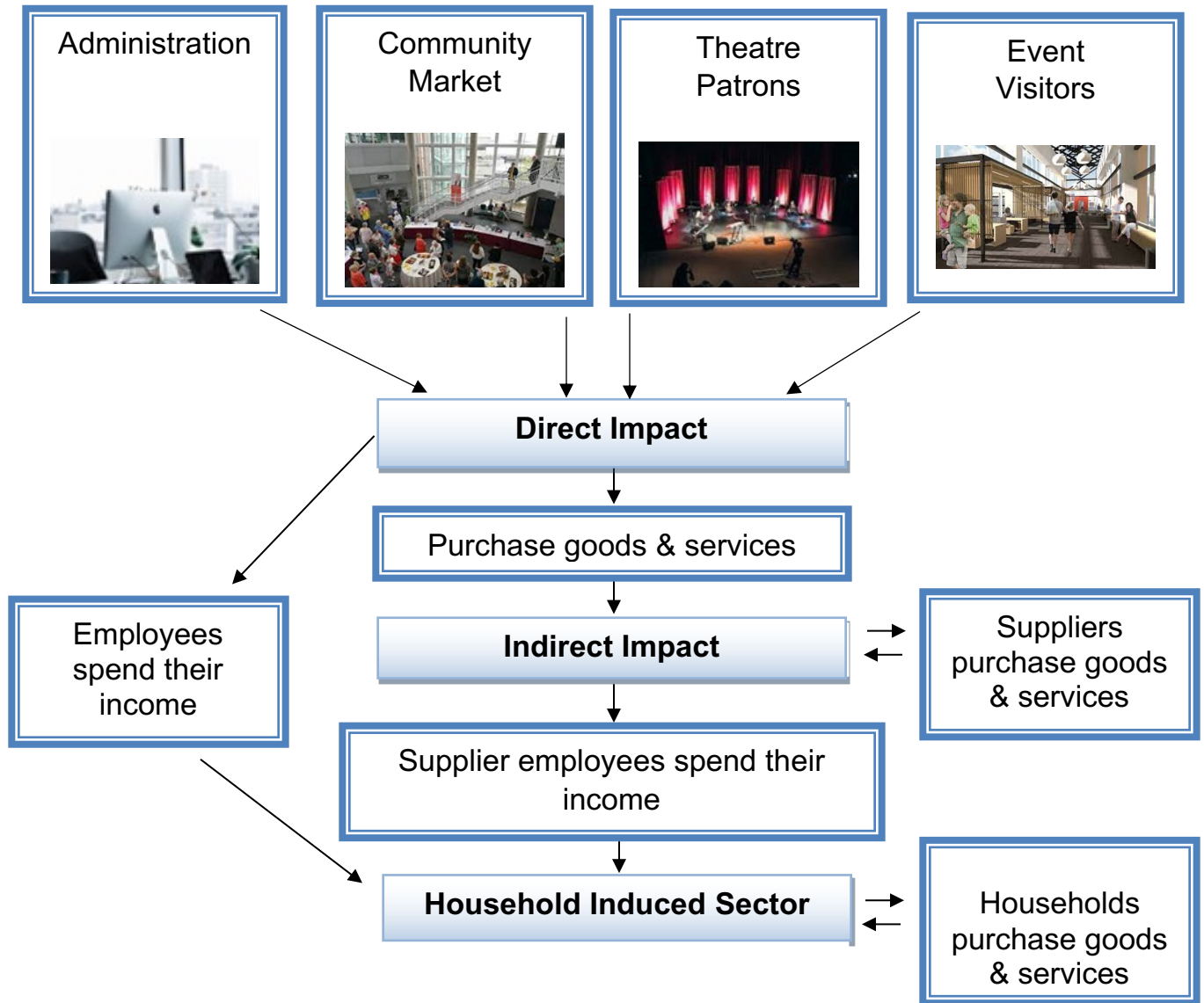
The direct economic output of Alderney Landing for an average of the latest three years is as follows:

- Alderney Landing's economic output as measured by its operational expenditures averaged \$1,385,744 over the last three years.
- The community market which is comprised of permanent establishments, a Saturday market and a Sunday market has estimated annual sales of \$11,505,240.
- Theatre sales totalled \$287,911.
- Expenditures by visitors to various events totalled \$36,195,840.



The total economic contribution of Alderney Landing is assessed using simulations of the Nova Scotia economic impact model. The economic impact model takes the direct expenditures and estimates the spinoffs created in the broader economy as shown in Figure 2.1. Purchases by visitors to the community market, events and theatre, plus expenditures on goods and services by the administration create additional gross domestic product, income and employment as successive rounds of suppliers provide their goods and services. In addition, employees create further impacts as they spend their wages in the local economy.

**FIGURE 2.1**  
**ALDERNEY LANDING ASSOCIATION**  
**ECONOMIC IMPACT CHANNELS**



The total economic impact is shown in Table 2.1. The activities associated with Alderney Landing create the following contributions:

- a direct increase in provincial output (GDP) of \$20.4 million and a total increase of \$36.4 million.
- A direct increase in labour income of \$16.2 million and a total increase of \$24.6 million.
- A direct increase of employment (FTE) of 519 and a total increase of 715.

**Table 2.1**  
**Alderney Landing Economic Impact**

	Total Output (\$)	GDP at Basic Prices (\$)	Labour Income (\$)	FTE
<b>Direct Impact</b>	\$46,508,925	\$20,373,746	\$16,229,072	519
<b>Spinoff Impact</b>	\$28,231,174	\$16,055,718	\$8,368,619	196
<b>Total Impact</b>	\$74,740,099	\$36,429,464	\$24,597,691	715

Source: Canmac Economics Limited

Note 1: FTE is defined as 35 hours work week times 50 weeks.

Note 2: Impact results have been adjusted to eliminate double counting.

## 2.3 ALDERNEY LANDING SOCIAL IMPACT

The Alderney Landing organization, at its heart, is a vital community support hub. Its social impact is manifested in various ways including 1) volunteer commitments, and 2) community outreach.



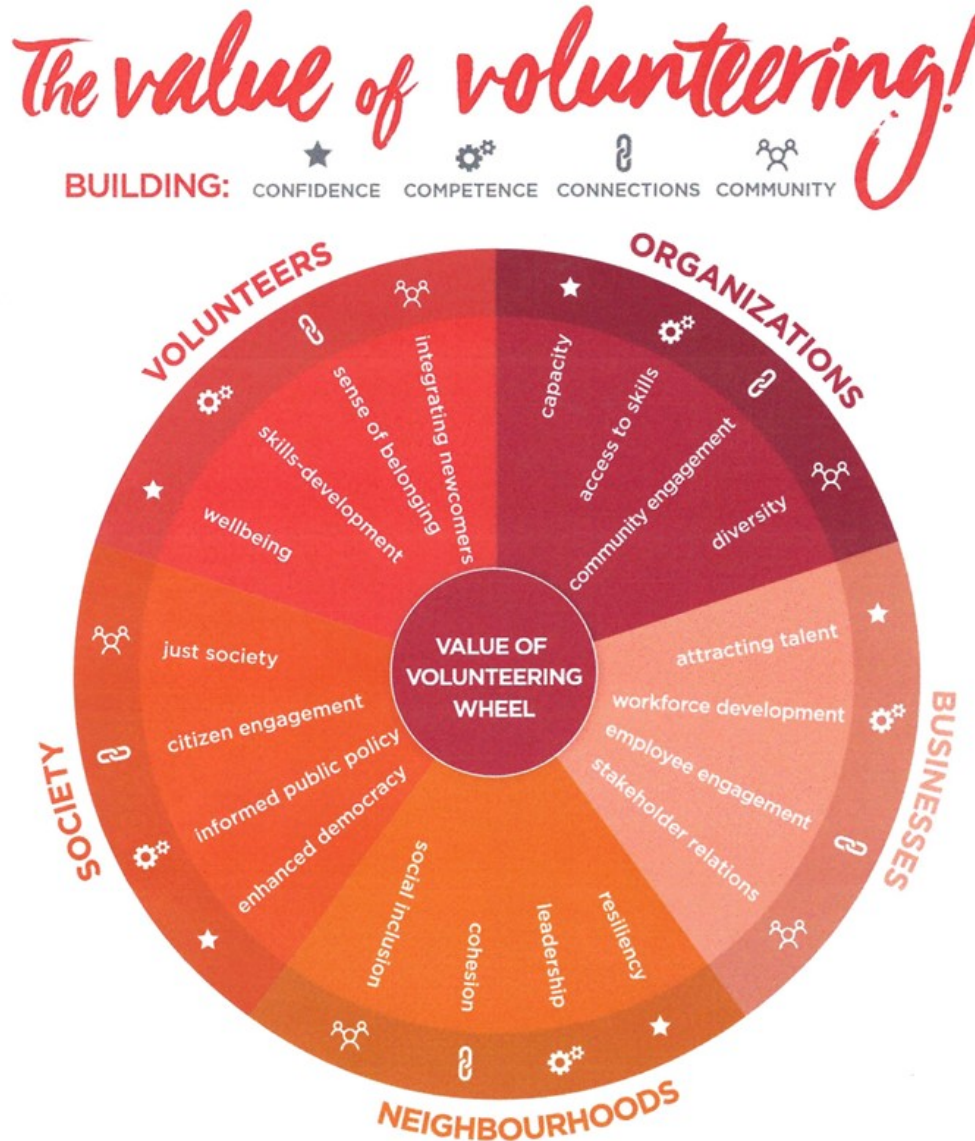
## Volunteers

The Alderney Landing Association is blessed with a significant level of volunteers which reflects the value the community places on the organization. In a typical year, there are 1,119 volunteers providing 11,644 hours of volunteer time.

The volunteers active at Alderney Landing generate value for organizations, neighborhoods, society and for themselves. To capture the many benefits of volunteering, Volunteer Canada has produced The Value of Volunteering Wheel (Figure 2.2).

One metric often used to measure the value of volunteers from an accounting perspective is the number of hours times the median hourly rate. For Nova Scotia this gives Alderney Landing's accounting value of \$256,168.

Figure 2.2



The Value of Volunteering Wheel illustrates the many benefits of volunteering to building confidence, competence, connections, and community. It also serves as a portal to research that examines the social and economic value to organizations, neighbourhoods, businesses, society-at-large and to volunteers themselves.

By clicking on the words in the diagram, you can explore this field from many angles.

Please share any additional studies with us so that we can keep the wheels turning!  
[info@volunteer.ca](mailto:info@volunteer.ca)



## Community Outreach

Alderney Landing has an extensive community outreach program. The community outreach strengthens the cultural hub character of the facility and creates an inclusive environment. Community outreach is an important component for each of Alderney Landing's major facilities.

The Craig Gallery provides various community outreach activities that in a typical year provides an estimated \$125,000 in community benefits. The specific activities include:

- 1) Donations each year to Canadian Mental Health for their annual fundraiser. Sponsorship is generated and 100% of the sale of tiles is donated to Canadian Mental Health. Average year is \$60,000.
- 2) Each year the gallery sponsors two shows for Dartmouth visual artists with 100% of the sales being donated to the Association with an approximate value of \$5,000 annually.
- 3) Free Art Cart Programming is provided to the public two times a week, with approximately 50 participants each week, at a value of \$20 per person, for materials equipment and instruction. (50 weeks equals \$50,000.)
- 4) Nocturne Programming, a free public interactive programming with value to artists, artisans, materials, supplies, equipment, and space \$10,000.

Alderney Landing's community markets are also active in providing community outreach activities that in a typical year total \$269,400. Specific activities include:

### **1) Farmers Market Donations**

Each week Alderney Landing gives two community tables at the market. These include the Boys & Girls Club, INIB, Cancer Society, food banks, sports teams, dance teams, nature associations, Kiwanis, Dartmouth heritage Museum, The Rotary Clubs, Airport Chaplin, Genealogical Association, Support for Ukraine, North grove community garden, High school Junior achievement, NS Wildlife Carvers. Extra donations collected each week range from \$300 to \$1,000 averaging \$700 times 51 weeks. \$35,700 times two is \$71,400 annually at the community fundraising tables.

### **2) Community awareness and profile building for associations**

The market also makes provisions for an information booth at the market, usually one a week. Participants include nature associations, Department of Forestry, Black Life's Matter, Jazz Fest, Wetlands Protection, HRM Center Plan, Senior's programming, Running clubs, cultural associations, ISANS, Halifax Hospice, Big Brothers & Sisters extra. The cost of the table is \$50 that is waived. Value of profile \$200 a week for 50 weeks equals \$10,000.

Also, the market profiles a downtown Business at the Market, every second week. (26 times, that sell products and promote average sales of \$500 to \$13,000.

The market also provides weekly free programming in the Market area. Activities include 1) Mental Health Community singing every Friday. (50 weeks of programming. Donation, including equipment, tables chairs, stage, and sound. \$500 a week \$25,000) and 2) local foster care home, community Garden annual sales, attend through the week at harvest season (\$5,000).

During Covid, Community Market dollars were provided and will continue to be provided - \$10,000 annually to people in need in Market dollars in partnership with Farmers Market Association and Margaret's House.

### **SUNDAY CULTURAL DAYS**

Fifty Sundays a year the organization contributes \$200 and the market space to cultural associations to host musicians, dancers, crafters representing a specific culture each Sunday. Activities include Brazilian, Cuban, Mexican Associations, and the fourth week new associations such as the East Indian Association and Chinese Associations, among others. Approximate donation cash \$200 in-kind use of space each week for water, power, equipment, supplies, staff and use of space \$2,200 total \$2,400 each Sunday. (\$120,000 approximately on an annual basis.)

Alderney Landing also provides a 100% donation to the Back to the Sea Society. The activity involves a catch, hold, and release touch tank building that builds awareness for sea life conservation. Alderney Landing donates the building, a small 15ft by 17ft building, the electrical, power, assistance with small repairs,

provide trucking of water from BIO and marketing. Total annual donation of in-kind services provided by the facility and staff, open May to October. (\$2,500 per month for six months \$15,000).

## 2.4 QUALITATIVE IMPACT AND IMPACT DRIVERS

### OVERVIEW

Some impacts are challenging to measure but no less critical to a community. These qualitative impacts are a consequence of an industrial or commercial activity that affects other parties without this being reflected in the quantitative economic implications. These qualitative impacts were assessed using key informant interviews. One example of this impact is the new businesses incubated by the Alderney Landing Farmers Market. Another example would be the value of public consultation by HRM Planning enabled by the Alderney Landing's role as a community meeting place. Both have value to the community but are not measured by the formal economic impact analysis.

Alderney Landing drives a variety of qualitative Impacts. People who attend events and gatherings at Alderney Landing also tend to spend money on food and beverages in nearby establishments, public transportation usage is enhanced, and even establishments on the Halifax side of the harbour benefit from convenient parking and the ferry link.

Volunteers enrich their lives, improve job prospects, and build the social fabric of their community by contributing their time, energy and intellect to Alderney Landing.

People attending the market and events or tapping into the cultural capacity of the theatre, the events venue, and gallery may travel to Alderney Landing for these things or access them because they are travelling through the Alderney Landing transportation hub or visiting HRM's waterfront. Impacts and the drivers of those impacts are many and varied at Alderney Landing.

## **QUALITATIVE IMPACT**

### **COMMUNITY AND PEOPLE IMPACT**

Alderney Landing brings people together to shop, learn, celebrate and relax. Its clients come from a broad demographic (all ages and genders), income levels, races and cultures. Several stakeholders shared that Alderney Landing's role in breaking down systemic racism is significant.

Easy pedestrian access by downtown residents, transit access, the ferry service, parking availability, and an adjacent library and office structure also magnify the impact of Alderney Landing as a community gathering place.

Great cities have their reputations because of great waterfronts. Waterfronts become a place where local identity and local culture is showcased.



Visitors to Alderney Landing find the African Nova Scotia community, First Nation communities, immigrant communities, arts and culture, farmers and craftspeople, and people of all ages and economic backgrounds. “Alderney Landing presents the best of us”, one stakeholder said.



Alderney Landing’s theatre has premiered several plays by African Nova Scotia Playwrights and has become the new permanent home of the ANS Music Awards. Stakeholders have suggested that the whole facility was welcoming and accommodating to diversity. This begins with staff but extends to patrons of the facility as well. In this sense, the facility's location and management helped build and maintain a diverse community of vendors, artists, and visitors from the district and tourists.

Volunteer opportunities provide a pathway for people to give back to their community. Younger volunteers build teamwork and other job skills. Retired volunteers find meaning and camaraderie. All find purpose and belonging.

As one stakeholder put it, “Alderney is more than buildings; it is also open space, fresh air, and dancing on the grass.” Free outdoor events add to the community-building impact. Alderney Landing has a multi-dimensional appeal. It attracts multiple generational communities, far more than sports complexes or cultural venues with more narrow appeal. The mix of facilities means a mix of people. In all its richness, the whole community is attracted to Alderney Landing.

The African Nova Scotia community has been engaged for some time through the efforts of staff. There is a culture of connecting with underrepresented groups at Alderney Landing. Farmers' markets and other Alderney Landing events have captured the community's imagination.

There are positive impacts on young people through various programs that provide physical, creative and social opportunities in a safe and supervised environment. This includes newcomers to the community and recent immigrants who are introduced to their community through Alderney Landing programming. All this helps create the acute sense of belonging that makes for a high-functioning community.

Various societal pressures are contributing, in part, to more people struggling with homelessness. Violence and criminality are becoming more of a problem in most urban centres. Central location and accessibility are a double-edged sword. Alderney has become a safe place for a lot of homeless people. But regular community users also want a safe place. Most mornings, people are lined up at

the library to sit at computers. Mixing classes and mixed ages is a real thing. However, generally, people still feel safe. This is essential to keep people coming and impacts growing.

Alderney Landing directly impacts the quality of life in Downtown Dartmouth by providing food security and many of the essential ingredients for healthy living. Downtown Dartmouth would be a food desert without Alderney Landing. Social issues such as homelessness are addressed in thoughtful ways by Alderney Landing. For example, if Margaret's House (MH) clients could not access the farmers market, there would be nothing nearby to serve MH clients.

#### **CULTURAL IMPACT: CREATIVITY, CULTURE AND IDEAS**

HRM planners often use information exchange and the spaces at Alderney Landing to introduce new concepts and gauge public reaction. Almost every new civic plan gets its first exposure to HRM residents at Alderney Landing.

Alderney landing also contributes to a vibrant art and cultural ecosystem. In this respect, it is a vital driver of the province's and the region's creative economy. Without the facilities, programs and events of Alderney Landing, the whole arts and culture community in Halifax and Nova Scotia becomes less sustainable.



Efforts of Alderney Landing related to arts, culture and crafts mesh well with support programs such as Nova Scotia's Creative Industries Fund and Nova Scotia's Culture Action Plan.

This plan points out that

almost 14,000 Nova Scotians work in the billion-dollar culture sector in the province. Alderney Landing's activities align with the provincial action plan's buy-local theme and the plan's mandate to assist culture in connecting people.

One stakeholder points out that Alderney Landing is a true “melting pot”. Ideas, businesses and culture that begin at Alderney Landing spread to the community.

### **REJUVENATION OF DOWNTOWN DARTMOUTH AND ENHANCING ECONOMIC IMPACT**

Once a thriving and vital area with many grocery stores, department stores and small retail, Downtown Dartmouth was hollowed out by the growth of big-box stores and suburban shopping malls. The downtown withered, and many stores gave way to less savory business ventures. Now, small businesses are returning, and new growth is happening, and much of this growth can be attributed to Alderney Landing. Alderney Landing, combined with residential development and waterfront access, is giving families a reason to come downtown again.



As an anchor and destination, Alderney Landing has brought many new ventures to downtown Dartmouth. These arrivals are helping to provide a renaissance of downtown Dartmouth, bringing back people to shop, play, visit and live.

Alderney Landing is an incubator for ideas and new things. There are many examples of retail incubation at the market, but the facility also incubates visual art, music, theatre and other cultural industries.

Alderney Landing has attracted more and more tourism. It is only a short ferry ride from the Halifax waterfront, where most tourists in Nova Scotia find themselves during their visit to the province. The ferry is an essential impact element. People from around the world have been finding their way to Alderney Landing and the area's rich history.

Alderney Landing has a symbiotic economic connection with surrounding development. Development supports Alderney Landing, and the Landing supports development. The area has significant potential economic developments, including COVE and various planned and under-construction residential

developments. Residential development is vital to the future impact in the area and is supported by Alderney Landing and helps drive the Landing's impact.

Alderney Landing helps enhance the business climate of Downtown Dartmouth. Its market has incubated several companies like [Humble Pie Kitchen](#), [Two If By Sea](#), [Brightwood Brewery](#) and others. [Made With Local](#) food products which started at the Alderney Landing Market are now found in 1,000 grocery stores across Canada. The Alderney Landing Market offers new business space where hopeful start-ups can access buyers, the ideas and best practices of fellow vendors.

## **IMPACT DRIVERS**

### **ALDERNEY LANDING STRUCTURES**

In some urban centres, high-rise towers, waterfront highways, stadiums, and other structures tend to separate people from their waterfronts. In contrast, the richness of Alderney Landing's built structure and the diversity of its uses enhances access and impact. Alderney's structures, varied services and broad appeal keep downtown Dartmouth and the waterfront vibrant while helping to create and sustain a sense of community.

Planning literature suggests that impactful waterfronts are not dominated by residential and office development but are places that host festivals, markets, concerts and community celebrations. This describes Alderney Landing well.

Alderney Landing's impact on the community is affected by its year-round and indoor/outdoor capability. Community events become all-weather events, which is vital for a city like Halifax. Alderney Landing has places to come and get warm if it is cold outside during a winter event. If there is rain during an outdoor event, Alderney Landing can bring people inside to dry off.

At Alderney Landing, it's not just the stores, the stalls, the gallery, and the theatre, it is also the in-between spaces where people meet and socialize. Sometimes, it's the in-between spaces that best connect the community. One stakeholder suggested that the redesign of the upper corridor serves this role. This significant change helped make the whole of Alderney Landing more welcoming.

Another stakeholder suggested, "I always feel better coming out than when I went in. This has to do with the people that run it and the people that come here." In some ways, this sentiment best summarizes the impact Alderney Landing has on people and the community.

## **IMPACTS OF A WATERFRONT LOCATION**

Good planning and excellent management are essential to successful waterfronts. Impact does not happen by accident. Bad management and bad planning can leave nothing except a view across a harbour from boardrooms and balconies and a community without a meeting place or a centrepiece. Alderney Landing has built and served a community by activating a multi-dimensional, multi-generational gathering place next to an active and accessible waterfront.



The waterfront location is critical in generating Alderney Landing's impact. The transportation aspect is vital, but access to the ocean, views of Halifax and ocean shipping activity is part of the charm of Alderney Landing and contributes directly to its impact. One stakeholder put it succinctly, "The water connection is relaxing. It is good for the mind. It is a direct connection with nature".



Ferry access makes Alderney a hub for people going to Halifax from the Eastern shore. While close to the vibrance of downtown Halifax, Alderney Landing has a different feel; call it rural, call it a time shift, call it a tighter community. Some stakeholders maintain that Alderney Landing has the same vibe of a Toronto

Island, Brooklyn from Manhattan, or Waiheke Island from Auckland.

The waterfront impact is considerable. It magnifies the impact of festivals. While hard to explain, stakeholders felt that access to the water is a unifying element for people. People like to come together by the water.

Alderney Landing's role as a transportation hub is significant. People going to Halifax from outside the city use Alderney as their base to access Downtown Halifax.

The gallery venue at Alderney Landing gets significant walk-in traffic related to the transportation hub. Indeed, Alderney Landing is more accessible than other locations in HRM for the arts.

The flow of traffic is essential to the success of Alderney Landing. It is also a stopping place for people looking at the harbour. Its location next to the harbour is important. It is successful at affirming Dartmouth as a destination and a community.

Alderney draws people for many things. One stakeholder suggested that “the Landing is Downtown Dartmouth's Metro Centre, but more accessible.” Parking is free on weekends. Many patrons of Alderney Landing have mobility issues, so parking is an essential element for generating impact.

Alderney Landing has drawn the interest of cruise line operators and the Port of Halifax as the foundation of a potential Dartmouth-side terminal. Such a development would increase the impact of the cruise business in HRM and extend impacts to areas of the province currently unavailable for day excursions from the current south end Halifax terminal.

## **OTHER ASPECTS OF IMPACT**

### **QUALITY OF MANAGEMENT AND GOVERNANCE**

One stakeholder pointed out “that Alderney Landing is led and staffed by ethical, community-minded, innovative, forward-thinking team with a governing Board with

similar traits and who are strategic in their business planning for Alderney Landing growth."

Alderney Landing provides many access points to the broader community, and enlightened management amplifies the impact of the various facilities.

Alderney Landing Management has taken ideas from advisors and the community and acted on them. A stakeholder pointed out that "Alderney Landing benefits from the wisdom of the crowd" in decision-making. Wrong decisions can be avoided by listening to stakeholders.

Stakeholders also point out that Alderney Landing is one of the last best open and green spaces in HRM. Years from now, it will be revered like Central Park in Manhattan or Stanley Park in Vancouver if it can be preserved and enhanced.

Stakeholders feel that: "Management of Alderney Landing jumps on things. They listen, they have their ear to the ground."

Stakeholders point out that the market and everything else needs to be people driven. "People know what they want and value." "They vote with their feet and their attendance." "There is a soul here." "Think about taking history into the future." "If the people go there, the tourists will go there too. "

## ENHANCING IMPACT

During discussions with stakeholders, several people had ideas on strengthening impacts. These are captured here to benefit future planning and are reflective of stakeholder's current vision of Alderney Landing.:

- Sustaining and enhancing social and community impact means that Alderney Landing will need to continue to be viewed as a safe space across the whole social spectrum. Patrons expect secure, clean spaces with social distancing, good lighting, open spaces, friendly to people with mobility challenges, and gender neutral.
- Managing connecting spaces is essential. It is always interesting to see what is happening in the areas between venues.
- Impact could be enhanced if the front of the building is more inviting. It needs to reach out and communicate what is going on inside.
- Many stakeholders maintain that the broader view that Alderney Landing is just a Dartmouth thing... holds back potential impact. It is not seen as a regional facility but, in reality, it serves all of HRM. This overall impact is not often reflected in region-wide development, culture, and business planning. Changing this perception could magnify the impact.
- Each portion of the harbour waterfront is being developed or redesigned in isolation. Create some long-term strategic planning for the entire waterfront.

- Send out a survey to see what people want to see on the waterfront and what attracts them to downtown Dartmouth to live, work and visit.
- Install a year-round Ferris wheel similar to the London Eye.
- Is the Peace Pavilion still relevant? Perhaps that point of land could be revitalized.
- Create HRM stimulus programming/funding to bring additional businesses downtown.

### **WHAT MAKES ALDERNEY LANDING A GREAT PLACE? STAFF COMMENTS**

"I love the people I work with! Also, our wide range of programming truly offers something for everyone; it is one of the unique things Alderney Landing brings to the community." Laura Crouse

It is the diversity of businesses, people and community groups that walk through our doors that makes Alderney Landing such a great place!" Lynn Foley

"Alderney Landing is a wonderful place because it holistically supports the development and growth of local artists, artisans, entrepreneurs and farmers in building a stronger economy for the region as a whole." Bea MacGregor

### **SUMMARY OBSERVATIONS**

Alderney Landing has moved from an empty shell of a building about 25 years ago to an active community hub with a significant economic, social and environmental impact. Over that time, downtown Dartmouth became a more family and

community-minded place for people and business. It attracts downtown residents and families. Many new residents want to discard long commutes and the related negative environmental impact by living in a central, serviced and safe neighbourhood.

As an active hub and community partner, Alderney Landing has proved that business can thrive in downtown Dartmouth. It is helping to revitalize the downtown Dartmouth business community.

Alderney Landing has made the most of its waterfront location, providing access to the waterfront for those using the Landing's facilities, including new residents, tourists and commuters. It has retained community ownership and benefits for residents of Downtown Dartmouth and all of HRM instead of handing it off to the balconies and boardrooms of tall buildings.

The quantifiable impacts of Alderney Landing are impressive and attest to the significant effect of the positive transformation that Alderney Landing has created for Downtown Dartmouth and all of HRM. Most importantly, all evidence points to these benefits continuing as long as the magic mix of market, cultural and performance venues activates a waterfront. In the words of one stakeholder, “Alderney Landing is a treasure and a gem.”



## CHAPTER 3 - SUSTAINABILITY

### 3.1 INTRODUCTION

This chapter examines the overall sustainability of Alderney Landing. First, we examine its financial sustainability. This is followed by a review of its contribution to environmental sustainability.

### 3.2 FINANCIAL SUSTAINABILITY

Alderney Landing's current financial status is on sound financial footing. The organization's revenue comes from a combination of direct sales and support grants. The support grants enable the organization to contribute to its community outreach activities as described in Chapter 2.

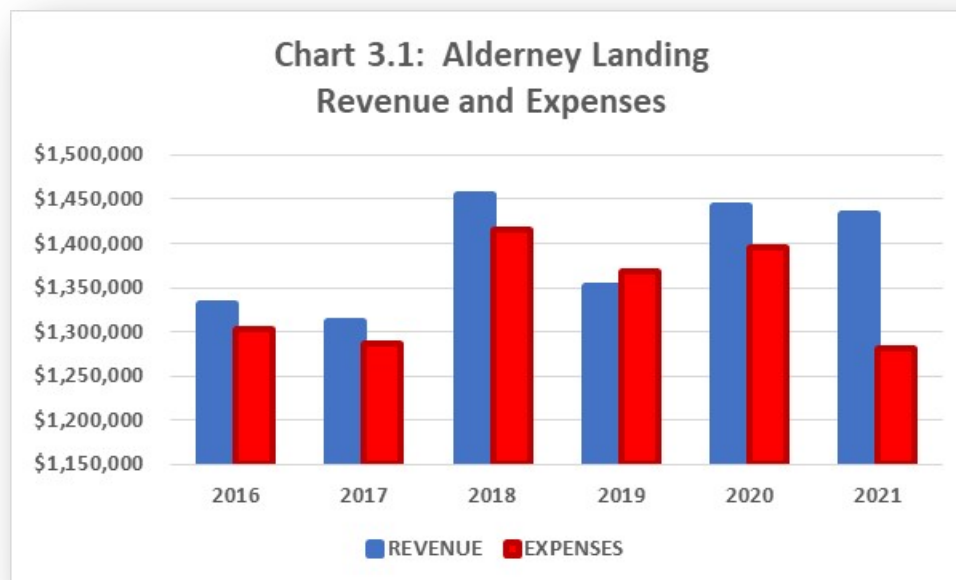


Alderney Landing's major revenue generating activities are:

- Retail market space including a farmers' market.
- An events plaza and parking lot.
- A community theatre.

### Alderney Landing

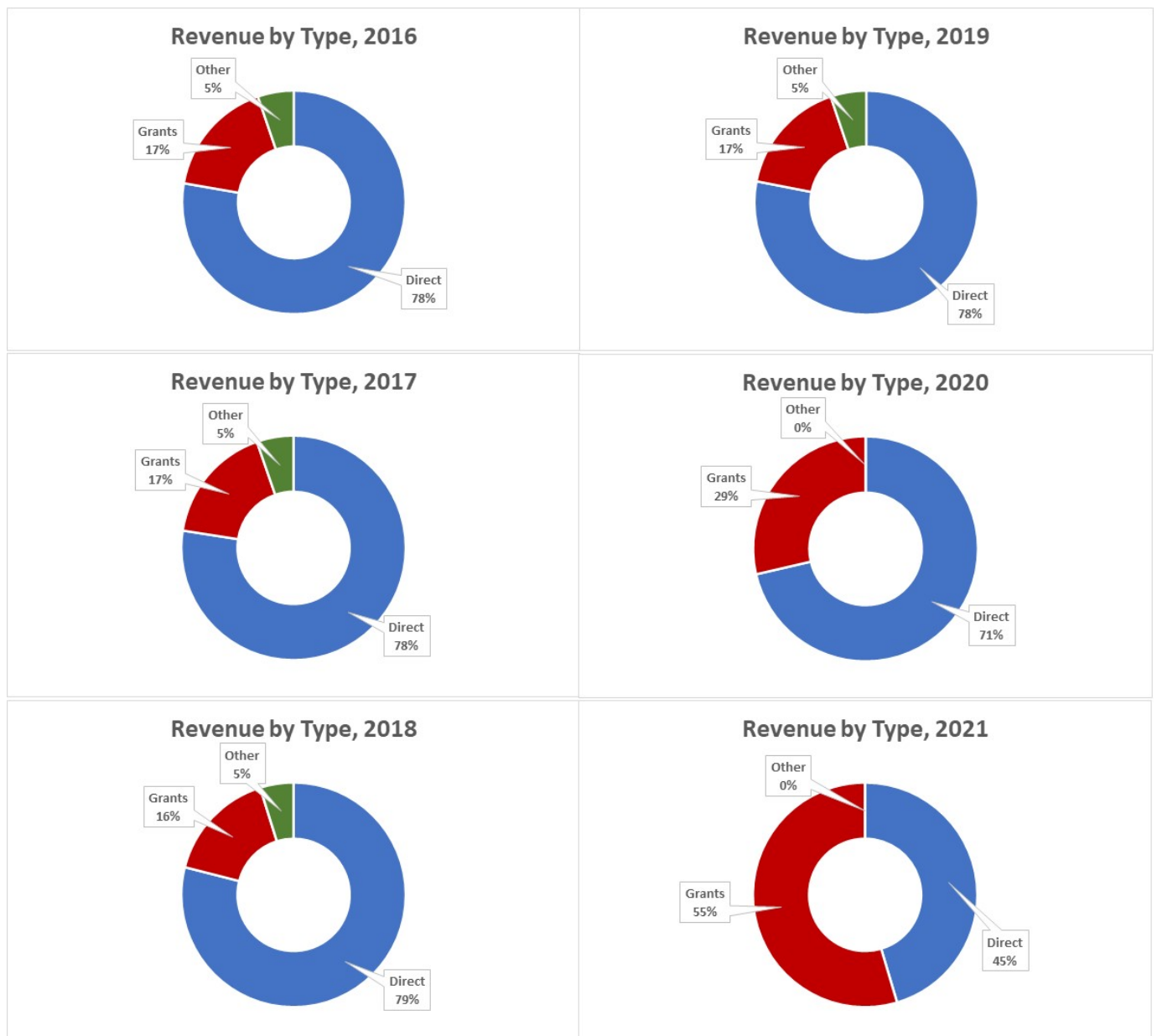
The Alderney Landing facility has exhibited sound financial management over the fiscal 2016 to fiscal 2021 period. Revenues have exceeded expenditures for five of the six years. Unlike many of its peers, the facility's revenues exceed expenditures in 2020 and 2021 under the Covid-19 health crisis. Alderney Landing currently generates 79% of its revenue from direct sales related to its activities (rentals of market space, events, and theatre events). The remaining 21% comes from grants and special activities.



Source: Alderney Landing Financial Statements

Chart 3.2 shows the contribution of grants, direct sales, and other from 2016 to 2021. Grants represent about 17% of total revenue in the early years. The Covid crisis saw grants increase to 55% of total revenue by fiscal 2021. In 2023 grants are expected to be 25% of the total revenue. In the future, grants are expected to return to pre-covid levels.

**Chart 3.2**



## MOVING FORWARD

Alderney Landing's greatest strategic asset is its location in the centre of downtown Dartmouth and linked to the ferry terminal which provides direct access to downtown Halifax. This strategic asset will increase in value overtime. The main economic driver for Alderney Landing is the economic growth of the Halifax Dartmouth region.

The Halifax Dartmouth region is a regional centre for the Atlantic region and as such it has seen significant economic and demographic growth. This growth is expected to continue into the future.

Year to date data reveals the HRM's economy is continuing its robust recovery with a July 2022 unemployment rate at 4.9% compared to a July 2021 unemployment rate of 8.6%. The labour force grew at 1.25% while employment grew by 4.87% from June 2021 to June 2022. We project that 2022 will see an unemployment rate of 4.9%. Thereafter, with a slowing economy we expect the employment demand to level off while labour force growth continues. Canmac projects the macro outlook for the Halifax region as follows:

**Table 3.1 – Halifax Region Macro Outlook**

	<b>% 2022</b>	<b>Average % 2022 - 2026</b>
<b>Gross Domestic Product</b>	2.12%	2.51%
<b>Labour Force</b>	1.25%	1.44%
<b>Employment</b>	4.05%	1.69%
<b>Unemployment Rate %</b>	4.90%	5.76%
<b>Consumer Price Index</b>	8.73%	5.14%
<i>Source: Canmac Economics Limited</i>		

Canmac's latest demographic outlook projects the region will growth from 460,232 in 2021 to 696,099 in 2051.

Alderney Landing's greatest strength (its location) is also its greatest weakness. Overtime, the increased value of the location may attract a threat of new options for the site based on its commercial potential. The community will likely have to balance the unique community nature of Alderney Landing with commercial potential. This can be viewed not as a challenge but a significant opportunity to blend and balance both options.

### 3.3 ENVIRONMENTAL

The Alderney Landing facility has taken a proactive approach to creating a facility that contributes to a sustainable environment. In the original building design, the project used sea water for cooling purposes. The original project was a demonstration project and is currently being expanded. The revised project decouples the sea water colling and utilizes the existing boreholes along with heat pumps in a more traditional geothermal heating arrangement.

The updated Alderney project is expected to achieve about \$150,000 in energy savings per year. Table 3.2 provides a summary of environmental projects completed to date. Environmental projects included a lighting project throughout the entire Alderney Campus that led to \$45,000 savings and a recommissioning project that saved the tower about \$20,000.

**TABLE 3.2 - ALDERNEY FIVE RETROFIT PROJECT**

TABLE 3.2 - ALDERNEY FIVE RETROFIT PROJECT					
Item	Measures Investigated	Energy Savings (KJ)	Electrical Energy Savings (KWH)	Energy Savings (Litres)	GHG Savings (Tonnes)
Included in Capital Lease					
CENTRAL HEATING PLANT					
1	Boiler Conversion				
	From oil to natural gas. Installation of two new high efficiency condensing boilers.	10,959	Not Applicable	286,380	229
2	District Heating				
	Install piping between Alderney Gate, HRM School Board, Alderney Landing, and the Dartmouth Ferry Terminal.	Savings for district heating are included in boiler conversion.			
3	Lighting Retrofit				
	Install upgraded lighting systems in Alderney Gate, HRM School Board, Alderney Landing, and the Dartmouth Ferry Terminal.	1,832	508,790	Not Applicable	475
5	Efficiency Observations				
	Install energy management and control systems upgrades.		Not Applicable		
9A	Detailed Engineering		Not Applicable		
9B	Construction Project Management		Not Applicable		
10	Commissioning and Training		Not Applicable		
11	Site Restoration				
	Alderney Landing Parking Lot		Not Applicable		
Included in Capital Construction Work					
COOLING SYSTEM INSTALLATION					
7	UTES - ACES	1,599	444,213	Not Applicable	414
8	Seawater Cooling System	Sea Water Cooling Benefits are Included with Aces			
	TOTALS	14,390	953,003	286,380	1,118



## CHAPTER 4 – SUMMARY AND CONCLUSIONS

Alderney Landing is a vital cultural and community gathering place that brings together the public with local artists, performers, farmers, and vendors. The impact of Alderney Landing is significant in its depth and breadth.

In a typical year Alderney Landing has expenditures of \$46.1 million as a result of its administrative operations, theatre sales, community market, vendor sales, and visitor event expenditures. Visitor event expenditures include money spend at the event and spending in the local area while at the event. The economic impact generated from these expenditures are as follows:

- a direct increase in provincial output (GDP) of \$20.4 million and a total increase of \$36.4 million.

- A direct increase in labour income of \$16.2 million and a total increase of \$24.6 million.
- A direct increase of employment (FTE) of 519 and a total increase of 715.

Alderney Landing also provides social impacts that include:

- 3) Volunteers to the organization providing 11,644 hours of volunteer time for an accounting value of \$256,168.
- 4) Community outreach that includes:
  - Craig Gallery contribution - \$125,000 annually.
  - Farmers market activity - \$269,400 annually.

The richness of the impact of Alderney Landing cannot be described by numbers alone. Consultants reached out to stakeholders to get their impressions of the impact of the facility on them, fellow residents, Downtown Dartmouth, and the Halifax Regional Municipality (HRM) more broadly. Occasionally, certain statements are attributed to these stakeholders, but individuals are not identified in this document. (A stakeholder briefing note and questions are included in Appendix D).

Since Alderney Landing opened its doors almost a quarter century ago, it has profoundly impacted the Dartmouth Waterfront thanks to steady waves of cultural, social, recreational and entrepreneurial activities. Quality of life has been enhanced for Downtown residents and people from across HRM.



One stakeholder suggested that "Alderney Landing provides a destination for community... both those who live here, work at Alderney Gate or downtown and people who come to events, markets, and the gallery. It is much more than just a place to walk through after getting off the ferry."

Alderney Landing also appeals to a broad demographic thanks to events oriented to children, young adults, millennials and baby boomers that attract close to 200,000 people in a typical year. Few facilities have a range of impacts that includes the whole population.

The theatre and gallery have introduced artists and playwrights to the world. The market has met residents' food and other basic needs for local products at an affordable price while sustaining and incubating small businesses. But Alderney Landing's impact is much broader than the benefits generated by the facilities.

Since 1999 Alderney Landing's people-oriented facilities have been on the front line of building a better Downtown Dartmouth image and brand. Part of the brand promise of Alderney Landing involves the ownership people feel for the location, which has long been a destination with the adjacent office building, library, and the Halifax-Dartmouth Ferry that has been in continuous service since 1752. Some stakeholders have suggested they moved to the area because of Alderney Landing.



Alderney Landing's impact creates cultural, community, people and economic benefits and is driven by the specific nature of structures and facilities, location, enlightened management and dedicated volunteers. One stakeholder remarked that good governance at the board level and good management had been critical factors in maximizing impact.

The Alderney Landing facility has exhibited sound financial management over the fiscal 2016 to fiscal 2021 period. Revenues have exceeded expenditures for five of the six years. Unlike many of its peers, the facility's revenues exceed expenditures in 2020 and 2021 under the Covid-19 health crisis. Alderney Landing currently generates 79% of its revenue from direct sales related to its activities (rentals of market space, events and theatre events). The remaining 21% comes from grants and other activities.

Grants represent about 17% of total revenue in the early years. The Covid crisis saw grants increase to 55% of total revenue by fiscal 2021. In 2023 grants are expected to be 25% of the total revenue. In the future, grants are expected to return to the pre-covid levels.

Alderney Landing's greatest strategic asset is its location in the centre of downtown Dartmouth and link to the ferry terminal which provides direct access to downtown Halifax. This strategic asset will increase in value overtime. The main economic

driver for Alderney Landing is the economic growth of the Halifax Dartmouth region.

Alderney Landing's greatest strength (its location) is also its greatest weakness. Overtime, the increased value of the location may attract a threat of new options for the site based on its commercial potential. The community will likely have to balance the unique community nature of Alderney Landing with commercial potential. This may be viewed not as a challenge but a significant opportunity to blend and balance both options.

Alderney Landings community market is also active in providing community outreach activities that in a typical year total \$269,400.

## APPENDIX A - GLOSSARY OF TERMS

## Glossary of Terms

### **Direct Impact**

All 'first round' economic activities which contribute to GDP, employment, household income. These can vary from investment in a new or expanded facility to wages paid to employees directly involved in production of the operation for which an impact statement is required.

### **Gross Domestic Product (GDP)**

The measure of economic activity in an economy, in this case the Nova Scotia economy. GDP measured on an expenditure basis is expressed as:

$$\text{GDP} = C + G + I + X - M$$

where:

- C = Personal consumption (expenditure) of goods and services.
- G = Government expenditures on goods and services.
- I = Investment in capital, machinery equipment and inventories.
- X = Exports of goods and services.
- M = Imports of goods and services.

GDP is also measured on an income basis and consists of:

- labour income
- corporate profits before taxes
- interest and investment income

- net farm income
- unincorporated business income
- inventory valuation adjustment
- indirect taxes less subsidies
- capital consumption allowance

Gross domestic product of an industry is the value added by labour and capital in transforming inputs purchased from other producers into outputs.

### **Indirect Impact**

All 'subsequent rounds' of economic activities which contribute to GDP, employment, household income. These activities are not directly associated with the production activity but are a result of direct production activities. These indirect contributions also include 'induced contributions' which measure the economic activity associated with the respending of wages paid in the direct, indirect, and to a lesser extent earlier rounds of induced activity.

### **Input-Output (I-O)**

The input-output model measures the wide economic impact of a direct economic event by the known inter-industry dependency in the given economy. Different sectors of an economy depend on other sectors of the economy to supply its inputs or purchase its output to varying degrees. The imbalance in this supply/demand relationship is made up by imports (supply) and exports (demand).

The input-output model measures total economic activity defined as direct + indirect + induced activities. For an explanation on direct, indirect and induced activity see preceding GDP definition.

### **Input-Output Multipliers**

Relate the indirect and induced impact by industry to the direct increase or reduction of the output of a given industry. The sum of all industries indirect and induced impacts plus the direct industry impact equals the total impact.

Multipliers are produced for output, income, GDP, and employment.

## APPENDIX B – LIMITATIONS TO I-O MODELS

## **MODEL LIMITATIONS**

An input-output model, like any model, is an approximation to reality. It is built on assumptions that are never fully realized in the real world. While most analysts are well aware of the limitations of any I-O model it may be helpful to the general reader to review these limitations.

### **INPUT-OUTPUT LACKS AN EXPLICIT TIME DIMENSION**

An input-output system provides a snapshot of an economy for a period of time (usually a one-year period). If the economy is in disequilibrium, all future uses of the tables and the related impact models will reflect the structural implications of the atypical year.

Multiplier effects do occur over time. However, the impact models associated with input-output systems imply that the multiplier effects are virtually instantaneous. There is some evidence to show that the multiplier effects take from two or three years to move through an economy.

### **SENSITIVITY TO RELATIVE PRICE CHANGES**

Relative prices between commodities will change from the base year of model construction to the period in which the model is used. Therefore, the analysis of projects via input-output analysis in the future will reflect one set of relative prices, while the direct requirements coefficients in the tables reflect the relative prices of



the base year. If the relative price changes are not accounted for, future data supplied to the impact model will produce “incorrect” impact results.

For example, say, in 1984 an industry required \$100 of lumber for every \$1,000 of output (i.e., 10 percent of inputs). If an analysis of the same industry were conducted in 2011, prices for the same volume of lumber may have increased to \$150 while inflation on all other inputs was only 10 percent. Therefore, the total output value (for the same amount of production) is now \$1,140, of which lumber is 13.2 percent of inputs. The relative price change in lumber has caused an increase in the size of its technical coefficient. Using unadjusted data in the 2011 model would produce incorrect impact results to the extent that relative prices change.

## **CONSTANT TECHNOLOGY**

As mentioned earlier, the input-output system is a static model. However, times change and so do the technologies used. To mitigate this limitation, most input-output systems are updated on a periodic basis. The Nova Scotia Input-Output system has been updated on an annual basis. Such an update picks up any technology changes in the economy. Between updates no changes in technology are assumed.

## **CONSTANT RETURNS TO SCALE**

Input-output systems assume constant returns to scale; that is, all inputs change in the same proportion as any change in an industry's output. This assumption implies that even for one dollar increase in sales, the model will show impacts on wages, salaries and employment associated with the multiplier effects. However, common sense tells us that this is not true. Such a small increase would not necessarily cause, especially in the short run, generation of a commensurate increase in wages or employment. However, in the long run, it can be assumed that even a small increase in final demand will produce the multiplier effects estimated by an input-output system.

In the short run, industries can draw on inventories, use their labor more efficiently, etc. to increase output with limited impact effects. However, if the new level of final demand is maintained, then firms in the long run will move back to their historical steady-state level of the utilization of factors of production. In the long run, increases in, say, household income due to increases in final demand will reflect the technical coefficients' relationship between income and output modeled in the input-output system.

## **NO SUPPLY CONSTRAINTS**

Input-output systems assume that whatever is demanded by industries as inputs can be supplied. They assume no productive capability constraints. This problem is not significant when there is excess capacity in an economy. However, when

economies are operating at or near capacity, this limitation is important. The multipliers for an economy near capacity will be underestimated. This is because increased final demand will require new capital investment whose own direct and multiplier effects are not captured within the standard input-output system.

## **FIXED CONSUMPTION PATTERNS**

The consumption patterns that result in household re-spending multipliers are assumed to be fixed and linear. As Canadians become “better off” they redirect real growth in income to savings and luxury consumption. Because the input-output system is static, it does not model the effect of non-linear patterns in household consumption (as real incomes increase) within its multiplier estimates. This problem is partially overcome by regularly updating input-output systems.

## **CONCLUSION**

Although the list of limitations may appear long, a similar or longer list is associated with almost any form of economic analysis. The limitations occur in different areas in other analytical tools. No one economic model is expected to provide the comprehensive “answer”. Economic analysis techniques should be used in a complementary fashion to appreciate the full scope of a problem. In a very real sense, then, quantitative economic models should be used to examine the structural implications of changes in an economy and should not be treated as providing “the” answer.

## APPENDIX C – ALDERNEY LANDING VISITOR EXPENDITURE SURVEY

Alderney Landing Facility Association staff conducted an online survey during October 2022 for several events. The survey (attached) asked patrons their average expenditures. The level of confidence associated with the average event expenditure at the 90 percent level of confidence is  $\pm 7.8$ .

## Event feedback

Thank you for participating in our event. We hope you had as much fun attending as we did organizing it.

We want to hear your feedback to keep improving our logistics and content. Please fill out this quick survey and let us know your thoughts.

By completing this survey, you will participate in a drawing for a \$100 Charm Diamonds certificate, a \$50 Charm Diamonds certificate or a \$25 Celtic Corner certificate.

 **mike.e.foster@gmail.com** (not shared) [Switch account](#)



\* Required

Including yourself, how many people were in your group? \*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ Other:



Where are you from? \*

- ☐ HRM
- ☐ Rest of Nova Scotia
- ☐ Rest of Canada
- ☐ Rest of the world

Are you making day trips or staying overnight away from home? \*

- ☐ No
- ☐ Same day
- ☐ Overnight

In total, how many nights did you spend away from home? \*

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ Other:



How much did you or your party spend in total for the **event on-site food/beverage/other?** \*

- ☐ Between \$1 and \$200
- ☐ Between \$201 and \$400
- ☐ Between \$401 and \$600
- ☐ Between \$601 and \$800
- ☐ Between \$801 and \$1000
- ☐ Other:

How much did you or your party spend in total for **off-site restaurant/pub?** \*

- ☐ Between \$1 and \$200
- ☐ Between \$201 and \$400
- ☐ Between \$401 and \$600
- ☐ Between \$601 and \$800
- ☐ Between \$801 and \$1000
- ☐ Other:





How much did you or your party spend in total for **other expenses**? \*

- ☐ Between \$1 and \$200
- ☐ Between \$201 and \$400
- ☐ Between \$401 and \$600
- ☐ Between \$601 and \$800
- ☐ Between \$801 and \$1000
- ☐ Other:

How did you hear about the event? \*

- ☐ Web page
- ☐ Facebook
- ☐ Instagram
- ☐ Twitter
- ☐ Radio
- ☐ Press
- ☐ Tv
- ☐ Other:

First name and last name (optional if you want to participate in the draw)

Your answer



Email (optional if you want to participate in the draw)

Your answer

Submit

Page 1 of 1

Clear form

Never submit passwords through Google Forms.

This form was created inside of Alderney Landing Association. [Report Abuse](#)

Google Forms



## APPENDIX D – ALDERNEY LANDING ECONOMIC AND SOCIAL IMPACT REPORT – KEY INFORMANT INTERVIEW GUIDELINE

Since Alderney Landing opened its doors almost a quarter century ago, it has profoundly impacted the Dartmouth Waterfront thanks to the steady waves of cultural, social, recreational and entrepreneurial activities it has helped generate. ALFA has commissioned Canmac Economics to help understand the scope of this impact.

Since 1999 Alderney Landing's people-oriented facilities have been on the front line of building a better Downtown Dartmouth. Part of the brand promise of Alderney Landing involves the ownership people feel for the location, which has long been a destination with the adjacent office building, library and the Halifax-Dartmouth Ferry that has been in continuous service since 1752.

### **Direct and Indirect Impact**

Alderney Landing and its various facilities contribute \$34.2 million in Gross Domestic Product to the Nova Scotia and HRM economy in a typical year. In addition, the facility, directly and indirectly, employs just over 700 people earning more than \$23 million.

### **Social Impact**

Social impact is magnified by the 11,644 volunteer hours contributed to various elements of the Alderney Landing facility. Volunteers generate over a quarter of a million dollars in value for HRM through their efforts at Alderney Landing.

## **Sustainability Environmental Impact**

Alderney Landing has proved extraordinarily sensitive to the environment and has undertaken environmental projects that have saved thousands of dollars in operating costs. The facility has also proven financially sustainable, even throughout the Covid crisis.

The final step in this process is interviewing critical stakeholders in Alderney Landing's success. With your help, these discussions will flesh out the broader social impact and bring greater depth to the above quantitative results.

**In preparation for our one-on-one discussion, please consider the following questions.**

What benefits do you see from the Alderney Landing facilities being located on the Dartmouth Waterfront?

Is there an element of Alderney Landing to which you are most connected? How has this element benefited the community?

How does Alderney Landing contribute to the quality of life and economic growth in Downtown Dartmouth and the broader community?

How has Alderney Landing helped rejuvenate Downtown Dartmouth?

What is the main thing you want people to know about the impact of Alderney Landing?

**Thank you for being so helpful with this important analysis and for your continued support for Alderney Landing.**