

*APRIL 1, 2020 TO
MARCH 31, 2021*



Annual Report



SHUBENACADIE CANAL COMMISSION

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Background



The Shubenacadie Canal Waterway

The Shubenacadie Canal Waterway is a world-class destination for recreation, historical interpretation, and cultural heritage that connects the Atlantic Ocean to the Bay of Fundy. Completed in 1861, the canal system includes nine locks, two marine railways, eight lakes, several natural and artificial channels, and the Shubenacadie River. It begins at Halifax Harbour in Dartmouth and ends at the Bay of Fundy in Maitland.

Today, the Shubenacadie Canal Waterway includes a diverse range of resources. The Fairbanks Centre in Dartmouth serves as the main interpretive hub for the system, including a small museum and a working model of a set of canal locks. Lock 5 in Wellington is fully restored, and three more locks in Dartmouth have been mostly restored. The waterway also includes the Shubenacadie Canal Marine Railway in Dartmouth, reconstructed in 2018 and opened to the public the following summer. The system is dotted throughout its length with mixed-use trails and parks, docks for small watercraft, and interpretive panels explaining the history of key sites.

The Shubenacadie Canal Commission

The Shubenacadie Canal Commission (SCC) was established through an Act of the Nova Scotia Legislature in 1986. Its mission is to restore, protect, and promote the historical, cultural, and natural

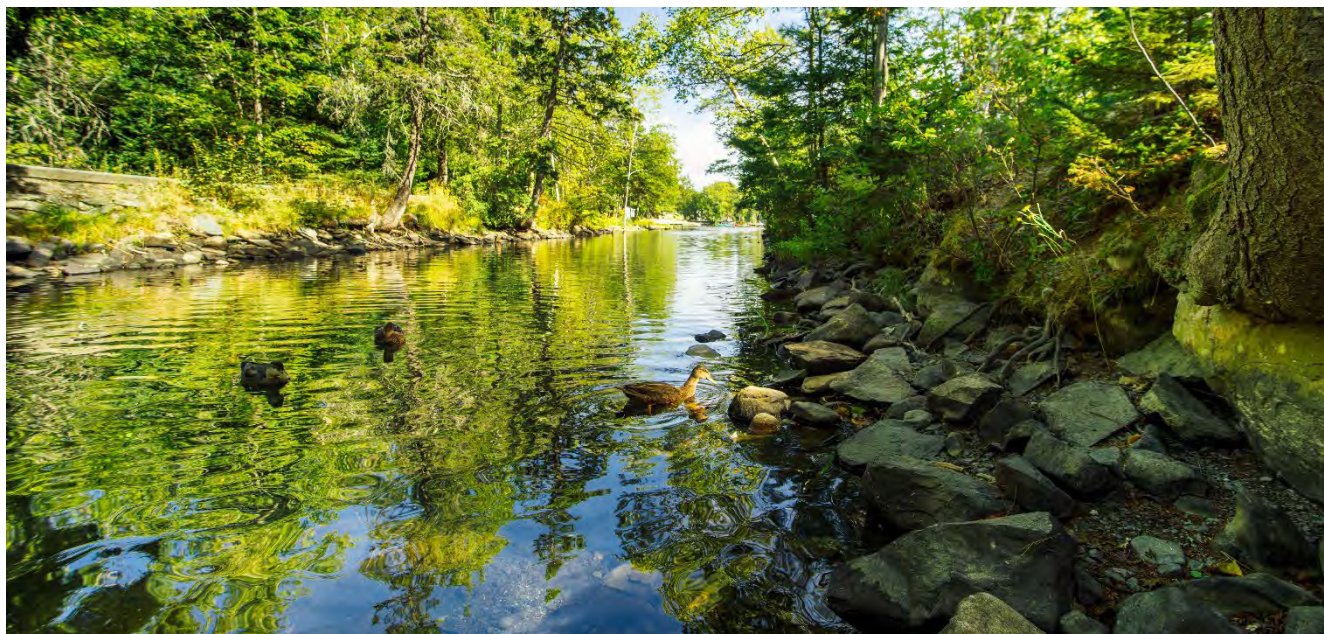
heritage of the Shubenacadie Canal Waterway for all Nova Scotians, visitors, and future generations. The SCC operates and maintains several parcels of land in conjunction with provincial and municipal governments. It is headquartered at the Fairbanks Centre in Dartmouth, which it also operates.

The SCC is a registered charity with a board composed of 15 volunteer commissioners. As of 2020, it has two permanent staff positions, with additional staff often hired during peak tourist periods.

Mission Statement

The mission of the Shubenacadie Canal Commission is to preserve the historic features of the Shubenacadie Canal and to provide access to the waterway for the education and the enjoyment of the public. In order to achieve its mission, the Commission will pursue the following objectives:

- To carry out stabilization, preservation, and restoration work to the locks and associated features including the dams, head ponds and channels.
- To provide for the maximum practical use of the waterway by shallow draft watercraft.
- To provide for the interpretation of sites for visitors.
- To provide park-like settings for residents and tourists.



Reports

Chair's Report: Bill McIntyre

The 2020-21 operating year for the Shubenacadie Canal Commission (SCC) presented unique challenges with the onset of the COVID-19 pandemic. It profoundly curtailed operations. From time-to-time during the year, parks and museums were closed to the public or available on a limited use basis or under health protocols, including social distancing measures and mandatory face mask wearing. Fairbanks Centre was closed to the public for several months as well as some of our parks, including Shubie, Lock 5, and Lock 6. The SCC followed the protocols put into place by Nova Scotia's health authorities and frequently used virtual options to keep the business of the SCC moving along, including the pervasive ZOOM calls which continue. Staff, volunteers, and Commissioners are all to be recognized and applauded for their commitment in stepping up to ensure progress on various projects and initiatives in the face of these challenges. Because of this, considerable progress was made across various files led by committees and the management team.

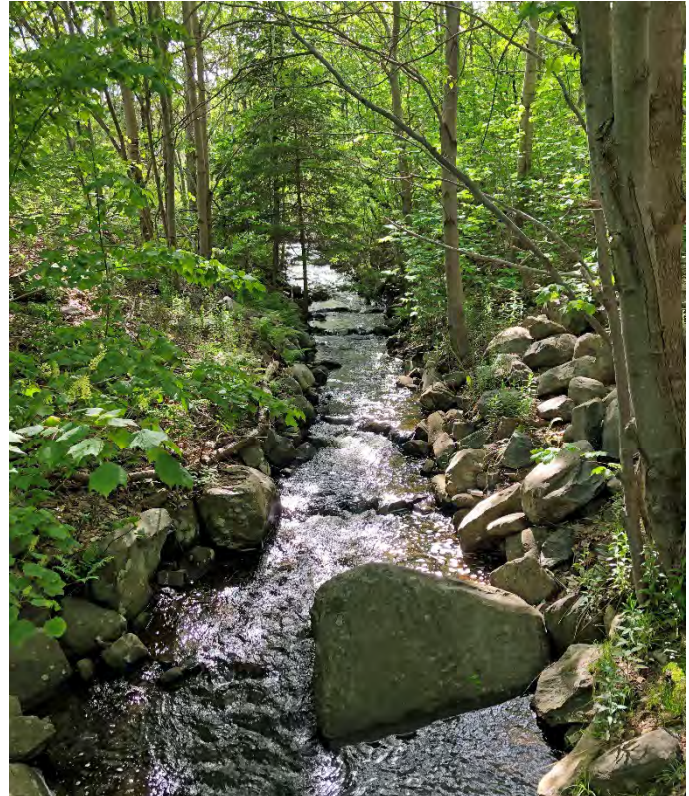
I want to thank our Executive Director, Claire Halpern, for managing her duties through these challenges, most often remotely but always accessible and productive. Claire ensured that the high-profile Transitions Initiative was successfully launched and will advance our objective of increasing engagement with communities and stakeholders along the Shubenacadie Waterway, particularly targeting representative diversity in stories and initiatives. Commissioner Brad Hodgins shared key leadership roles with Claire on this initiative's successful launch, which will continue through the next few years. Claire was also instrumental in keeping our administration running without interruption throughout the year, including financial management and identifying and securing partnerships and financing for various initiatives. Under her management, she also updated our strategic plan, which was completed and put into action this year.



I also want to thank Paula Wheaton, Officer Manager, for her continued dedication to ensuring that office operations at the Fairbanks Centre continued smoothly during the pandemic. Office operations include accounting, conference and meeting coordination, public relations and communications, and outstanding visitor services. Her professional and positive approach to the management of the office operations is commendable and keeps the organization on track.

During the summer months, Keith Lehwald acted as Executive Director in Claire's absence, ensuring final edits of the strategic plan were completed on schedule and that the organization ran uninterrupted and smoothly. Doug Conrad returned in the fall to act as Project Manager on the infrastructure side and supporting the work of the Waterways and Locks Committee until early March to ensure capital improvements along the waterway were followed through successfully. Doug successfully arranged for donor support from the Halifax Foundation to complete the final piece of the Marine Railway. He continues to be an active volunteer, too.

The SCC continued with operational funding from the Nova Scotia Department of Lands and Forestry (DLR). This arrangement was confirmed by the Minister, the Honourable Derek Mombourquette. This funding is critical because it enables the SCC Board, staff, and volunteers to continue to plan and pursue projects that further the mission of the SCC. We appreciate the continued support of Matt Parker, Director of Parks and Outreach at DLR; Matt is also an ex-officio member of the Commission, which enables a direct line to the department—crucial on key projects and initiatives. We appreciate that the Province continues to see the canal assets and parklands as critically important recreational, cultural, and historic assets enjoyed by Nova Scotians and visitors.



I am very thankful to former Commissioners for their continued and valuable engagement in voluntary capacities on the committees of the SCC. These include Deborah Windsor, Mike Hughes, Alden Killen, and Doug Conrad. Their continued volunteerism is very much appreciated.

I want to thank Commissioner Bob Shaw for leading the Governance Committee. During the past year, this Committee was engaged in the important work of developing an up-to-date Governance Policies Manual to clarify the roles of Commissioners, officers, committees, management, governance processes and policies, committee terms of reference, and so forth. The manual was completed and will remain an evergreen document on which to base future policies and processes to guide the work of the SCC. Other work under review by the Committee includes revisiting our by-laws to ensure they are up-to-date for the current time. I want to thank Bob and his Committee comprising Commissioner Sylvain Allaire, Past Chair Debbie Windsor, Commissioner Susan Sliming, and Claire Halpern for their dedication to seeing this important work through to completion. Bob's Governance Committee Chair's Report to follow will highlight the work and achievements of this Committee.

I want to thank Commissioner Barry Hurndall for Chairing and leading the Waterway and Locks Committee. During the past year, this Committee had lots of accomplishments and progress on several projects. These included setting up the final stage of the Marine Railway and Flume House site with the soon to be completed plug installation;



a draft asset management plan to gauge the work required to upgrade the locks network; providing input on the infrastructure design and alignment of the proposed utility corridor at the Deep Cut; assessing the timber and gate structures at Lock 3 to determine required repairs; and so forth. Barry's Committee includes Alden Killen, Mike Hughes, Doug Conrad, Debbie Windsor, Warwick Lambert, David Bligh, Claire Halpern, and new volunteer Nancy Sutherland, P.Eng. Their dedication and expertise devoted to developing the physical assets comprising the waterway and locks system have been so important to making the experience for our parks and waterway users a quality one.

I want to thank Commissioner Carolyn Johnson for chairing the Finance Committee. Under Carolyn's leadership, the financial records of the SCC have been kept up to date and accurate throughout the year. Also, several administrative improvements were completed as the year drew to a close within a suite of procurement, planned giving, and land donation policies. Sue Sliming, CPA, continued as a valued member of the team along with Claire Halpern. Besides keeping track of the status of grants, government remittances, and banking matters, the Committee developed a new monthly financial status report and provided a detailed budget for the coming year; the latter was approved unanimously by the Commission. This was a job well done!

The Risk Management Committee, Chaired by Commissioner Sylvain Allaire, and including Carolyn Johnson and Claire Halpern, thoroughly reviewed the risk-related considerations that the Commission must remember. Several risk factors were considered and examined to determine degree, impact, and required response to raise awareness and lay the groundwork for recommended actions to mitigate them where we can. A key achievement was creating a detailed risk registry shared with the Commission and kept up to date on the organization's One Drive IMS. Thank you to the Committee for completing this work and continuing to keep evergreen documentation of risks going forward.

I want to thank Commissioner George Clarke for Chairing the Human Resources and Nominations Committee this past year along with Carolyn Johnson. George's advice on HR matters is appreciated. Also, his legal advice on matters that came up, especially this past year, was very much welcomed.

The Communications Committee continued under the experienced leadership of Commissioner Colin Mason. Despite the challenges presented by the pandemic, the Committee set out a solid blueprint forward for promotional efforts in developing a communications plan. Some initiatives outlined are already underway, including a much enhanced and more frequent social media presence, especially Instagram, and the engagement of communities along the waterway underscored within the Transitions Initiative. The latter initiative aspires to address broadening the narrative within the historic story of the canal and waterway from a colonial one to a more diverse one, especially through more in-depth telling of the Mi'kmaq place within it. The Committee includes Commissioners Judith Richardson, and Katherine MacLellan and staff members Claire Halpern and Paula Wheaton. Volunteers on this Committee's contributions are also significant. One of our most committed volunteers, Rachel Kent, has provided ongoing development and support of our social media platforms, especially Twitter and Facebook, which ensures increased profile for the SCC. Braden Russell has always been available throughout the year to support our photographic needs to showcase products and sites often featured on social media. Cleah Bunting has also been an active participant highlighted by her concept for the "Walk the Waterway" fundraising initiative. More highlights of the Committee's activities are included in the Communications Committee Report to follow.



I want to thank Rachel Boehm for Chairing the Revenue Development Committee and committee members Commissioners Katherine MacLellan and Carolyn Johnson and volunteer Cait Green for their progress on several fundraising and donor initiatives. During the year, the Committee developed a Planned Giving Brochure and a myriad of options for donors to consider legacy gifts to help the SCC fulfill its mission, including land and securities in addition to cash. The Committee also arranged to have a silent auction during our Explore Shubie Park event in September when parks opened again and other fundraising initiatives, which are outlined in the Committee Report to follow. Thank you to the team!

I want to thank the Executive Committee, too. Their leadership and years of professional experience proved invaluable in supporting me as Chair, especially during this challenging time. This Committee included Deborah Windsor, Past Chair, Robert Shaw as First Vice-Chair, Sylvain Allaire as Second Vice-Chair, Carolyn Johnson as Treasurer, and Brad Hodgins as Secretary. I am honoured to have

continued as Chair and benefited from your sage wisdom and counsel and thank them all for their volunteerism.



Besides the Nova Scotia Department of Lands and Forestry, the SCC enjoys considerable support and project funding from the following government partners: Halifax Regional Municipality (HRM), NS. Department of Communities, Culture, and Heritage (CCH), and Atlantic Canada Opportunities Agency (ACOA). Details are outlined in the Executive Director's Report herein. I would like to particularly acknowledge the advocacy and

support of Councillors Tony Mancini and Sam Austin of HRM, Dartmouth-Cole Harbour M.P. Darren Fisher and Kings-Hants M.P. Kody Blois, and the Honourable Leo Glavine of NS Communities, Culture and Heritage.

We enjoy ongoing support from HRM for park maintenance at Shubie Park and their support of related infrastructure projects.

The SCC was pleased to present Colin Mason with the 2020 Henry Findlay Lock Keeper Award. This award is presented annually to friends of the Shubenacadie Canal and Waterway who dedicate their time and effort towards improving this provincial heritage resource and its parklands for the enjoyment of all residents and tourists. For the past number of years, Colin has Chaired the Communications Committee. He has led efforts by the Committee to increase the profile of the SCC and its historic and natural attractions through highly effective social, digital, and print media. He has been central to developing our "Yours to Explore" branding work featured on all signage, advertising, and official logos, including Halifax Transit. He also singularly raised considerable private sector donations toward completing the Marine Railway project in Starr Park, authored media stories promoting the SCC, and encouraged younger volunteers to lend their skills and energy to promoting our attractions. Thank you and congratulations, Colin!

We take pride in saying the Government of Nova Scotia and the Minister of Lands and Forestry can continue to be assured that the funding they provide is leveraged many-fold in terms of funds raised for capital projects, value delivered to Nova Scotians and visitors, volunteer hours, staff commitment, and Commissioner dedication. This continues to be a great partnership!

Executive Director's Report: Claire Halpern

2020-21 brought unprecedented change to the Shubenacadie Canal Commission. Along with the rest of the world, the SCC had to pivot and shift operating activities and protocols due to COVID-19. I am grateful for the hard work of Commissioners, staff, and volunteers who showed adaptability as we adjusted to our new realities. Although the Fairbanks Centre was closed until July 2021, staff worked diligently from home to maintain yearly objectives and goals. I am pleased to report a list of projects completed or started in 2020-21.



Four capital projects were undertaken this year. The first was replacing the main dock at Shubie Park. The old dock was deteriorating and becoming a safety hazard. The dock is used daily for recreational purposes by paddlers, families, park regulars, and visitors. The path to the dock is also accessible, allowing those with mobility issues to partake in recreational activities. The new dock was installed in July 2020 with financial support from Communities, Culture and Heritage – Community Recreation Capital Fund and Halifax Regional Municipality – Community Grants.

The second capital undertaking was fixing the Mitre Gate at Lock 3 at Shubie Park. Due to weather and debris, the gate was damaged in 2019 and needed repair. Grant funding for repairs can be difficult to receive, and thus the SCC is appreciative that Councillor Mancini's District Capital Fund helped cover the cost of the repairs.

The third capital project was completed at Lock 6 park, in Horne's Settlement, or Jioqjimusikek in Mi'kmaq. A viewing platform along the boardwalk was installed, as well as two interpretive panels and a new toe rail along the boardwalk. Wildlife viewing platforms provide a refuge for those wanting to enjoy the view and help connect people with their local environments. We hope that the viewing platform will encourage the residents of East Hants to get involved in outdoor recreation opportunities and enjoy the natural and cultural beauty of the park. Funding for this project was provided by East Hants – District Recreational Fund.

The final capital project that got underway was a three-year project called Transitions. In fall 2020, the Shubenacadie Canal Commission officially announced Transitions—a three-year research and planning project to increase awareness, access, and usage of the Shubenacadie Canal Waterway as a natural and cultural resource.

Transitions is focused on two priorities:

1. Work with stakeholders to raise awareness, conduct research, and create pilot projects (for which funding is available) that highlight the rural river section of the waterway, including its unique natural and cultural histories, the world's highest tides, fishing, mining, dairy farming, and rapidly changing rural communities.



2. Substantially rework and augment the exhibit space at the Fairbanks Centre in Dartmouth to include these research findings and promote cultural awareness of the contributions of underrepresented people, notably women and families, Mi'kmaq, Acadians, Gaels, African Nova Scotians, and immigrants.

Funding has been received by Communities, Culture and Heritage and Atlantic Canada Opportunities Agency. The SCC is currently working on phase one, which includes consultation, engagement, and the formation of an Advisory Committee.

The SCC office had another busy year, although most activities were virtual. The office sold an unprecedented number of benches and memorial plaques. Due to Covid-19, Avery Room rentals have decreased, and room capacity has also been reduced to adhere to public health guidelines. A large part of the SCC's revenue is from Avery Room rentals. Thus, to supplement our operating revenue, the SCC applied for the Federal Government's Emergency Wage Subsidy (CEWS). Without accessing CEWS, the SCC would have ended the year in a deficit.

The final major project for this year involved the Shubenacadie Canal Commission approving the new Strategic Plan. The Commissioners embarked on a new vision and mission for the organization, to recognize the Shubenacadie Canal Waterway as a unique natural, cultural, and heritage resource. As expressed in the strategic planning process, the SCC's vision for the waterway is a "world-class destination". Its identified mission is to restore, protect, and promote this resource, which derives directly from the SCC's founding legislation.

From this mission and vision, the main identified strategic priority was to market the waterway "as a unique heritage experience and an exceptional recreation destination." The two identified secondary priorities involve strengthening both our partnerships with other organizations and promoting greater community involvement.

The SCC's strategies for achieving these goals are outlined as three broad strategic actions:

1. Explore and initiate new opportunities that support each of the stated priorities
2. Develop joint projects with strategic partners for synergistic outcomes
3. Supplement staff capability and capacity with active board members and committee work plans.

As the SCC continues to adjust and adapt to the COVID-19 pandemic, it has become apparent how important and relevant the organization is to the people of Nova Scotia. Our park spaces have never been busier, and our outreach (mostly virtual) is consistently attracting new and larger audiences. As we expand the historical stories we tell to be more inclusive, we look forward to a bright future that will have all visitors and Nova Scotians enjoying the Shubenacadie Canal Waterway and making it truly "yours to explore".

Maintenance Report

Under a License Agreement with the Province of Nova Scotia, the Commission has responsibility for the maintenance of provincial lands, buildings, and assets along specific areas of the Shubenacadie Canal. In 2020-21, the Commission carried out regular maintenance on these lands.

Lock 1

Lock 1 is maintained with a SCC contract with Clintar Landscape Management. There were no other maintenance projects at the site this year.

Shubie Park

The SCC has an agreement with HRM for park maintenance, and the fantastic park staff keep the well-used park in excellent condition. SCC maintenance projects for Shubie Park included fixing the fence at the park entrance, replacing interpretive panels, adding gravel to the accessible dock pathway, and repainting the memorial benches.



Portobello

Portobello is maintained with a SCC contract with Clintar Landscape Management. There were no other maintenance projects at the site this year.

Lock 4

Lock 4 is maintained with a SCC contract with Clintar Landscape Management. An ongoing challenge at the site is litter. Garbage cans filled up in the off-season, and the SCC received many complaints. We were able to work out an agreement with HRM for them to empty the garbage cans during the off-season. We hope to continue this agreement in the coming years.

Lock 5

Lock 5 is also maintained with a SCC contract with Clintar Landscape Management. This included completing repairs to the viewing platform dock. Security problems are still a concern at Lock 5, and Securitas was hired to manage nighttime patrols. They did find night activity at the park during their first few patrols. However, by the end of their contract, the activity had stopped. The SCC had no vandalism at the site this year.

Lock 6

A local resident maintains lock 6 Park, and we are thankful for this partnership. There were no other maintenance projects at Lock 6 in 2020/21. However, directional signage was added to the trail to encourage social distancing on the narrow board walk and trails.



Finance Committee Report: Carolyn Johnson

The Shubenacadie Canal Commission Finance Committee was formed in 2020, with the first meeting in October 2020. Meetings occur monthly, and committee membership includes a chartered accountant representative and members who sit at other SCC sub-committees (e.g., Revenue Development; Risk; Governance; Executive), which allows for liaising across committees.

The Committee worked on numerous projects this year. Below is a highlight of completed work.

Committee Start Up

Committee terms of reference were completed, and the Committee began utilizing a standard reporting template to report to the SCC Executive Committee and the Commission.

The Finance Report to the Commission occurs quarterly at a minimum (as per board meeting schedule) and includes reporting related to:

- Items highlighted from the Executive Director's report and any sub-committee with a potential for a fiscal impact on the SCC
- Payroll remittance status
- Donations and grant status
- Progress on any financial policies
- Monthly financials review
- CUA accounts information

Committee members also worked to set up the online CUA banking portal to approve funds deposits, withdrawals, and transfers. The Executive Director's (ED) securement of grants to enhance operations was reviewed, as they positively impact budget discussions and decision-making at the committee level.

October 2020 Highlights

First Finance Committee meeting:

- Review of ACOA and CCH agreements
- Drafted and approved Finance Committee Terms of Reference for Governance
- Review of provincial resources related to travel expenses for a SCC Travel policy
- Plan to look at Private Sector funding sources

January and February 2021 Highlights

Upon feedback and review, SCC's Travel policy is retitled to Expense policy for both Commissioners and Employees

March 2021 Highlights

- Special Budget meeting
- Presented the 2021-2022 Budget to the Commission
- Board approval of the 2021-2022 Budget
- Presented and approved the SCC Expense policy by the Commission
- Revised and updated categories in the financial ledger

Many thanks to the hard-working members of the Finance Committee: Susan Sliming, Bill McIntyre, Claire Halperin, and Paula Wheaton.

Governance Committee Report: Robert C. Shaw

The Governance Committee continued their work on forming committees, updating SCC policies and By-laws. The highlights from this year are as follows:

1. The majority of our Commissioners engaged in committee work this past year as leaders and participants guided by the coordination of the Governance Committee.
2. All eight committees (3 Standing, 5 Operational) developed and filed approved Terms of Reference to steer their activities throughout the fiscal year.
3. The work of the Standing and Operational Committees has enabled the Commission to reduce its Board meetings and focus the depth of work at the Committee level.
4. Analysis and editing have resulted in an updated Policy Manual that better enables the efficient work of Commissioners, Staff and Volunteers.
5. Thorough review and editing of the Organization's By-laws have been conducted, recommended, and presented to the Commissioners for their approval at the 2021 AGM.

2020-21 Standing Committees:

- Executive Committee (Chair, Bill McIntyre)
- Governance Committee (Chair, Bob Shaw)
- Finance Committee (Chair, Carolyn Johnson)

2020-21 Operational Committees:

- Revenue Development Committee (Chair, Rachael Boehm)
- Locks, Waterways & Trails Committee (Chair, Barry Hurndall)
- Human Resources & Nominations Committee (Chair, George Clarke)
- Communications Committee (Chair, Colin Mason)
- Risk Management Committee (Chair, Sylvain Allaire)

Thank you to the hard-working committee members: Bill McIntyre, Sylvain Allaire, Deborah Windsor, and Claire Halpern.



Waterway and Locks Committee Report: Barry Hurndall

The Committee welcomed a new member this year – Nancy Sutherland, P.Eng. The Committee worked on numerous projects this year. Below is a highlight of completed work.

Marine Railway

Outstanding work on the Flume House remaining is the completion of the flume plug valve, along with some additional signage to be installed. A request for funding from the Halifax Foundation to construct and install this component was approved. This work will be completed in 2021.

Asset Management Plan

Work was started on a draft asset management plan for the locks and canal infrastructure. This will provide an ongoing assessment of the assets and lay out a long-term plan for further condition surveys and infrastructure improvements. In addition, it will help identify future capital works required to maintain the condition of the locks and canal and develop improvements.

Proposed Utility Crossing

Ongoing discussions continue with HRM and their consultants on the proposed utility crossing related to the Port Wallace development. The utility corridor crosses provincially owned land within Shubie Park and is the subject of an easement application from Halifax Water. The Committee has received a copy of the application and has reviewed the proposed bridge crossing of the Deep Cut.

Concerns were raised regarding the proposed crossing location and the design and look of the bridge. After further revisions, the location and bridge design were essentially acceptable to the Committee. Further discussion is underway. The public consultation process has not yet started.

Lock 3

Repair work to the Lock 3 mitre gate was completed. This involved working in the water as the contractor decided that a sandbag cofferdam was not needed. All the cracked and damaged timbers in the gate were replaced.

The upstream gate/wall at Lock 3 was inspected several times during the year, and deterioration of some of the main timbers documented. A consultant was hired to assess the gate structure with work completed recently. The report recommended that parts of the structure be replaced, and other repairs made. Lands and Forestry were informed of the SCC concerns over the structure and the report has been forwarded to them for further consideration.

A feasibility study is proposed for Lock 3 to see if it can be made fully operational as part of the 2026, 200-year anniversary of the canal. This would allow the lock to be navigable for small boats, canoes, etc., and will provide a valuable learning experience for park visitors. A funding request has been made to fund this work, and a decision is awaited.

Portobello

SCC, SWEPS, and the Province jointly fund a bridge that will cross the canal at Portobello as part of the trail being constructed by SWEPS. The SCC contribution amounts to \$16,666. Contributions, HRM, and SCC funds have funded this. Funding was approved in the 2020-21 budget, and work is to be completed in 2021.

Many thanks for the hard work and perseverance of the Waterways and Locks Committee: Alden Killen, Mike Hughes, Bill McIntyre, Doug Conrad, Warwick Lambert, Dave Bligh, Nancy Sutherland, Barry Hurndall and Claire Halpern.



Communications Committee Report: Colin Mason

The communications committee met four times in 2020-21, and much of the discussion focused on changing the narrative of the SCC to be more inclusive. There were especially important discussions focused on moving stories on social media and our website from a colonial narrative to a diverse storytelling narrative. This work is ongoing.

It was a year of planning and retrenchment as the Commission developed a new five-year strategic plan. The Communications team developed a long-term communications plan in parallel with the Commission deliberations. The final document was submitted to the Commission in August.

The Committee developed the five-year Communications plan over the early months of the calendar year. The main thrust of the plan targets the following strategic initiatives.

- Communicate with users of our facilities to clarify park and site usage associated with the pandemic restrictions and the recovery phases.
- Research and develop more historical narratives as content development for media and online usage.
- Provide accompanying messaging to support SCC fundraising initiatives.
- Supplement and enhance media and public relations strategies to continue growing public awareness.
- Promote the Waterway as a tourism destination targeted to domestic and regional audiences.
- Broaden and deploy traditional marketing methods and Social Media to reach a wider base of visitors and followers.

In 2020-2021, further highlights and initiatives undertaken by the Communications Committee were:

- Social media activity was expanded over the year with refinements to Instagram postings and adding an active LinkedIn page to the media mix. The Shubenacadie Canal Waterway is now active on four Social Media platforms, all referencing and driving traffic to the main website.
- The topic of park visitation and traffic metrics continued to be debated, and the purchase or lease of a traffic counter was considered. This was put aside until meaningful visitor counts could be better aligned with Commission goals and objectives.

- The Committee explored the potential of producing an internal newsletter for distribution to the growing list of e-mail contacts provided by visitors and online contacts. A pilot version was produced and distributed in the Fall of 2020.
- Publicity for the newly installed accessible dock was generated in July of 2020. A televised announcement by the SCC and the local MP was broadcast, a radio interview with the interim executive director and several print articles were generated around this topic.

The SCC Communications Committee continues to meet in 2021 via Zoom online and provides a written outline of its activities, plus a social media summary, to the Commission Board.

Consistent with the objectives set in the previous year, the Governance Committee has continued to affect the enhancement and efficiency of the Commission's work through good governance and to facilitate greater support by volunteers of the work conducted by staff. While the work is ongoing, we can see good engagement through the committee work by the Commissioners and volunteers.

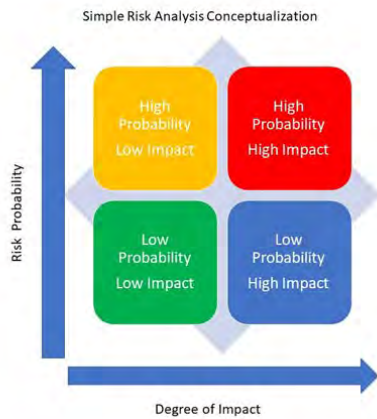
Thank you to the hardworking committee members: Bill McIntyre, Braden Russell, Katherine MacLellan, Keith Lehwald, Paula Wheaton, Katelin Flick, and Judith Richardson.

Risk Management Committee: Sylvain Allaire

Through the ongoing process of modernizing its governance structure, the Shubenacadie Canal Commission formally created the Risk Management Committee as a permanent committee of the Commission in 2020.

Consequently, the Committee's activities, in this first year of operations, were focused on developing a framework that included a policy statement, a process for the identification and evaluation of risks to the Commission, and a Risk Registry. The Committee met monthly via virtual means and provided a regular report to the Commission. The Commission adopted the Risk Management Policy at its November 2020 meeting.





Committee members were: Claire Halpern (Executive Director), Carolyn Johnson (Commissioner), Bill McIntyre (Chair of the Commission), and Sylvain Allaire (Vice-chair of the Commission) as the chair of the committee. The work of the committee is ongoing.

Revenue Development Committee: Rachel Boehm

This year's biggest project was the development of a Planned Giving Program for the Shubenacadie Canal Commission. Geoff Graham, a planned giving expert, provided advice and templates to help us get started. Katherine MacLellan developed a brochure and related web content that explains our various planned giving options. Claire Halpern has been working on policy development. We plan to launch our new planned giving program in the coming months.

Our Committee is developing annual fundraising campaigns to build loyalty and awareness in the coming years. Our goal is to have two annual fundraisers each year and establish a reliable source of revenue for projects and recreational enhancements for the Commission. In 2021, we are testing a 50-50 draw in the summer, and plan to have a kayak raffle early in 2022, leading to the spring/summer season.

We continue to promote our various products and initiatives through an active Social Media presence, and our Social Media presence and following will be foundational as we work to establish signature fundraisers over the coming years.

Other projects on our to-do list include a pet memorial wall and a potential targeted direct mail campaign to the area surrounding Shubie Park to encourage legacy and planned gifts.

Thank you to the hard-working committee members: Katherine MacLellan, Bill McIntyre, Cait Green and Claire Halpern.

A Place to Meet and Explore



The Fairbanks Centre

The Fairbanks Centre has been host to many looking for interpretation of the Shubenacadie Canal. This museum features a working lock replica that helps to show young and old a glimpse of how watercraft made their way through the canal. The facility is available year-round and can be booked for receptions or other special events. The site is shared with Canal Locks 2 and 3, making it one of the most historic settings in Dartmouth.

The Avery Room

The Avery Room space can be transformed for many different events, from meetings to receptions. This destination location has made the Avery Room a very favourable venue for repeat bookings.



Guided Tours

Guided tours are provided at Shubie Park and the Dartmouth Marine Railway on a seasonal basis and by request. Due to Covid-19, no tours of the Dartmouth Marine Railway were offered in the summer of 2020. Limited tours at Shubie Park were provided by visitor information officer Kaitlin Flick. Off-season tours have been provided by available volunteers, including Mike Hughes, Alden Killen, and Richard MacMichael.



Tours at Shubie Park

At Shubie Park, tours include a walk along the trails, visiting Lock 2 and Lock 3 as well as the numerous archaeological remains in the area. It is intended to provide a comprehensive overview of the history of the Waterway, including its geological history, its historical use by the Mi'kmaw and early European settlers, its development in the 1800s, and its modern roles. The tour also brings attention to prominent local flora and fauna. It ends inside the Fairbanks Centre with an interactive demonstration of the canal lock model.

Product Sales & Special Programs

Shubenacadie Canal Waterway Merchandise

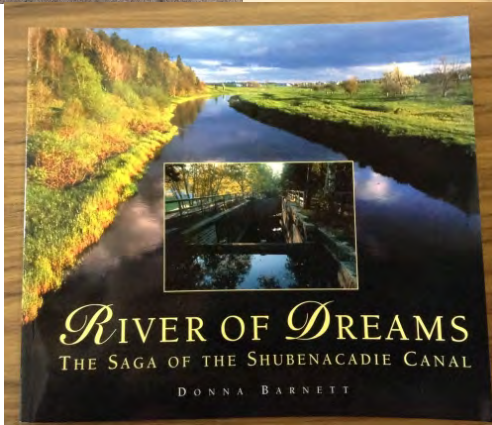
Our merchandise features the Yours to Explore Logo and the original Shubenacadie Seal. These items include water bottles, t-shirts, hoodies, sweatshirts, toques, and ball caps.

Besides branded items, we also offer other items for sale related to the Shubenacadie Canal Waterway. Three books are available: *River of Dreams: The Saga of the Shubenacadie Canal* by Donna Barnett, *Ribbon of Water: The Shubenacadie Waterway from the Air* by Andrew Younger with Allan Billard, and *Banook Canoe Club: Voices from Our Past* by Allan Billard. There are maps of the waterway available for purchase as well.

Furthermore, the SCC has continued its partnership with noted artist Tom Forrestall to offer original paintings and prints of canal scenes for sale. Various prints are available for purchase.

These items are available for sale at the Fairbanks Centre and online at

www.shubenacadiecanal.ca/shop.



Memorial Bench Program

The Shubenacadie Canal Commission's Memorial Bench Program provided individuals and organizations the opportunity to commemorate a person, place, or event while enhancing the Shubenacadie Canal Waterway for all. Currently, all benches are being placed at the beautiful Shubie Park, which is the location of the Deep Cut and Locks 2 and 3.



Memorial Plaque Program

The Shubenacadie Canal Commission's Memorial Plaque Program provided individuals and organizations the opportunity to commemorate a person, place, or event along the historic Shubenacadie Canal. Currently, the program is available in Shubie Park, Dartmouth. Plaques are installed on boards at Hart Bridge, located at the entrance to the Deep Cut.

Adopt-a-Lock Program

In 2019, the Shubenacadie Canal Commission began the Adopt-a-Lock Program. For a tax-receipt donation of \$25 or \$50, an individual may symbolically "adopt" a lock or other significant site along the canal. Each \$25 donation comes with an adoption certificate and an eight-page booklet about the site. For \$50, adopters receive the same package as the \$25 tier, plus their choice of a stuffed animal inspired by local fauna or a framed photo of the site.

The first three sites highlighted in the Adopt-a-Lock Program are the Dartmouth Marine Railway, Lock 3 at Shubie Park, and Lock 6.



Special Events

Explore Shubie Park

In September 2020, we hosted a fun event called Explore Shubie Park. This event celebrated the beginning of fall and was a chance for all to learn about the park's dynamic natural and cultural history. This event was held with COVID mindful practices and social distancing.

There were fun activities for all family members. Visitors had the chance to learn about the Canal's history, paint a rock, see a lock demonstration, and kids had the chance to get free caricatures.

This event was also a fundraiser for the Shubenacadie Canal Commission. All funds raised go to improvements along the waterway, making it truly yours to explore.



TD Virtual Park Cleanup



This virtual clean up event took place during the time frame of June 15 to 21, 2020. Adjustments were made to our original 'one site cleanup day' to make a more realistic event that adhered to Public Health guidelines in place at the time in Nova Scotia. While parks and beaches were open, the Nova Scotia government had advised people to remain in their own communities as much as possible. Luckily, the Shubenacadie Canal Waterway stretches over 114 km across Nova Scotia,

so there were plenty of opportunities to visit a site while still respecting public health directives. This was a chance to discover the Shubenacadie Canal in your own neighbourhood! This event was sponsored through the generous support of the TD Park People Grants Program.

Running Events and Outdoor Activities

Due to COVID-19, all running events were cancelled. We hope to see the return of these initiatives in 2022.

HRM Recreation

HRM Recreation once again offered summer camps during the months of July and August. The Adventure Earth Centre offers a set schedule of programs during the year at the Fairbanks Centre. Many young campers eagerly took in the unique natural experiences that Shubie Park offers, and some also participated in guided tours.

Commercial Partnerships

As part of its efforts to generate additional revenues to support its operations, the SCC has implemented a few commercial initiatives besides the rental of its board rooms.

Wildwood Water Sports

Due to the sudden passing of Jason Moser, Flex Water Sports Inc. closed before the start of the 2020 season. The company was sold to Wildwood Water Sports, who offered canoe and kayak rentals for recreational paddling from June to October. The service enables hundreds of locals and tourists to experience the Shubenacadie Canal the way its builders intended: from the water.



WILDWOOD
water sports
KAYAK, CANOE &
PADDLE BOARD
RENTALS

Lockside Canteen by Lemon Dogs

The Lockside Canteen is located adjacent to the Fairbanks Centre on the Patio in Shubie Park. Lemon Dogs currently operate it. They offer various items, including their uniquely flavoured lemonade, handmade ice pops, Mexican-style tacos, and other snacks.



The Henry Findlay Lock Keeper Award

This award is presented to friends of the Shubenacadie Canal and Waterway who dedicate their time and effort towards improving this provincial heritage resource and its parklands for the enjoyment of all residents and tourists.

This year's recipient was Colin Mason. For the past number of years Colin has Chaired the Communications Committee and has led efforts by the committee to increase the profile of the SCC and its historic and natural attractions through highly effective social, digital, and print media. He has been central to the development of our "Yours to Explore" branding work featured on all signage, advertising, and official logos including on Halifax Transit. He also raised considerable private sector donations toward the completion of the Marine Railway project in Starr Park, authored media stories promoting the SCC, and encouraged younger volunteers to lend their skills and energy to promoting our attractions. Thank you and congratulations, Colin!



Earlier recipients of the Lock Keeper award are:

- 2001: Peter Connor, long-term planning
- 2003: Scott MacKnight, environmental design
- 2005: Ian Bailey, Portobello inclined plane archaeology
- 2007: Joe MacDonald, parkland maintenance
- 2008: Bob MacDonald, trail development
- 2009: Frank Horne, heritage preservation

- 2011: John O’Connor, fundraising
- 2012: Alden Killen, marine railway model and design
- 2014: Bernie Hart, longtime volunteer and canal historian
- 2015: Mike Hughes, longtime promotion, maintenance, and development
- 2016: Darren Fisher, development and ongoing promotion of the Shubenacadie Canal System
- 2017: Suzanne Roy, leadership and extraordinary volunteer commitment
- 2018: Deborah Windsor, leadership, strategic planning, and advocacy
- 2019: Warwick Lambert, digital promotion of the marine railway

Special Thanks: 2020-2021 Donors

Listed below are all individuals and organizations who donated at least \$25 to the SCC between April 1, 2020, and March 31, 2021. Thank you all for your generosity! Your support of the of the Shubenacadie Canal Commission allows us to continue with historical restoration and reconstruction work as well as the development of new sites and recreational opportunities along the canal.

Individual Donors

\$25 – \$100

- | | |
|----------------------------------|---------------------|
| ➤ Katrina Killen Sharon Peterson | ➤ Bronwyn Wallworth |
| ➤ Marilyn Fleming | ➤ Kevin Moore |
| ➤ Lynn Saunders | ➤ John MacLeod |
| ➤ Dennis Scott | ➤ Robert Shaw |
| ➤ Bill McIntyre | ➤ Brad Hodgins |

In-Kind or Product Donations

The following organizations gave generously of their time and resources.

- Shubenacadie Watershed Environmental Protection Society
- Clintar Landscape Management

Funding Partners

The following funders supported SCC projects.

- Government of Canada
- Atlantic Canada Opportunities Agencies
- Canada Summer Jobs
- Government of Nova Scotia
- Department of Lands and Forestry
- Nova Scotia Department of Communities, Culture and Heritage
- Halifax Regional Municipality
- Municipality of East Hants
- TD Parks People Grant



Commissioners, Staff, and Volunteers

Executive Committee 2019/2020

Name	Role	Appointed By	Term Expiry
Bill McIntyre	Chair	Province	September 3, 2021
Robert Shaw	Vice-Chair	HRM	November 30, 2021
Sylvain Allaire	2 nd Vice-Chair	Province	September 3, 2021
Carolyn Johnson	Treasurer	Province	September 3, 2021
Brad Hodgins	Secretary	Province	June 4, 2021
Deborah Windsor	Past Chair	Ex Officio	N/A

Commissioners 2019/2020

Name	Role	Appointed By	Term Expiry
Rachel Boehm	Chair, Revenue Development Comm.	HRM	November 30, 2021
George Clarke	Chair, Human Resources and Nominations Comm.	HRM	November 30, 2022
Barry Hurndall	Chair, Waterway and Locks Comm.	Province	September 3, 2021
Colin Mason	Chair, Communications Comm.	HRM	April 15, 2021
Sue Slimming		Province	June 4, 2021
Katherine MacLellan		Province	September 3, 2021
Judith Richardson		Province	September 3, 2021
Sam Austin	HRM Councillor, District 5	Ex Officio	N/A
Tony Mancini	HRM Councillor, District 6	Ex Officio	N/A
Matt Parker	Representative, Dept. of Lands & Forestry	Ex Officio	N/A

Many thanks to the Commissioners and Representatives whose terms ended during this past year. We appreciate your continued support.

Volunteer Secretariat

Mike Hughes
Alden Killen
Deborah Windsor

Staff

Claire Halpern, Executive Director (February 2019 – Present)
Paula Wheaton, Office Manager (September 2014 – Present)

Keith Lehwald, Acting Executive Director (May-August 2020)
Kaitlin Flick, Summer Tour Guide (July-August 2020)
Doug Conrad, Project Manager (September 2020-March 2021)
Jessica Bradford, Transitions Project Manager (January to February 2021)



Current Assets / Land Holdings and Management

Halifax Regional Municipality

Property	Approx. Size	P. I. D.	Registered Owner	2020 Assessment
Lock 1 Lake Banook	0.75 acres	00094474	SCC & HRM	\$265,600
Locks 2 & 3 Shubie Park	55+ acres in 15 parcels	00255505 to 40857898	"The Queen" & DLF	
Portobello Plane	6.3 acres	40128977	DLF	
Lock 4 Lake Fletcher	0.75 acres	00510065	SCC & DLF	\$77,000
	0.06 acres	40645608	DLF	
	0.25 acres	40705501	DLF	
	200 sq. m.	40705519	DLF	
Lock 5 Wellington	14+ acres in 8 parcels	00529727 to 40705063	DLF	
River Access Hwy #2	0.5 acres	40662744	DLF	

Municipality of East Hants

Property	Approx. Size	P. I. D.	Registered Owner	2020 Assessment
Lock 6 Horne's Settlement	7.1 acres	45289477	SCC	\$44,000
	2.2 acres	45218260	DLF	
Lock 7 Enfield	0.5 acres	45077419	SCC	\$10,000
Riverbank in Elmsdale	1.5 acres	45151743	SCC	\$800