

ANNUAL REPORT

April 1, 2019 – March 31, 2020

Approved by AGM – June 29, 2020

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, which was 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

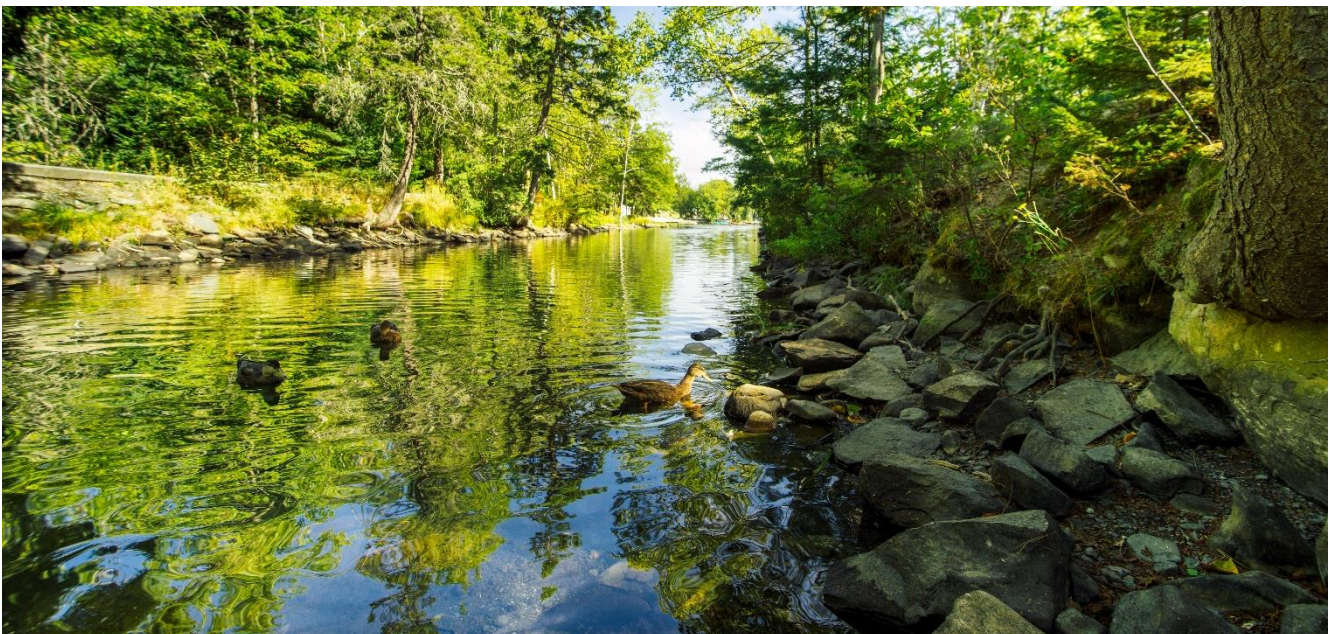
The Shubenacadie Canal Commission (SCC) was established through an Act of the Nova Scotia Legislature in 1986. Its mission is to restore, protect, and promote the historical, cultural, and natural heritage of the Shubenacadie Canal Waterway for all Nova Scotians, visitors, and future generations. The 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 2019-20 operating year for the Shubenacadie Canal Commission was one of resetting our direction, broadening our financial sources, organizational development, and planning forward. This was the first full year of operations under our new Executive Director, Claire Halpern, whose skills and dedication were aptly demonstrated throughout. The year was also highlighted by further advancement of the Transitions initiative aimed at increasing engagement with communities and stakeholders along the Shubenacadie Waterway. Also, it additionally saw the SCC engaged in consideration of a proposed utility corridor through Shubie Park. The Executive Director's Report on the SCC's activities over the past year details the busy and productive year that it was. I want to particularly thank Claire for her effective and dedicated leadership in the advances made throughout the year.

I want to thank Paula Wheaton, Officer Manager, for her dedication to ensuring that office operations at the Fairbanks Centre continue smoothly, especially accounting, conference and meeting coordination, public relations and communications, and providing outstanding visitor services. Her professional and positive approach to the management of the office operations is remarkable and very reassuring. Thank you, again, Paula!

The SCC continued with its four-year funding arrangement with the Nova Scotia Department of Lands and Forestry. This arrangement was confirmed by the Minister, the Honourable Iain Rankin, last year. This is important because it enables the SCC Board, staff, and volunteers to plan projects that further the mission of the SCC over a longer time horizon. The SCC will continue its efforts to generate own-source revenues through commercial ventures, product sales, and meeting facility rentals to further the fiscal stability of the organization. We appreciate the ongoing support and advice of Matt Parker, Director of Parks at Lands and Forestry and departmental representative on the Commission. 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 alike. This was clearly indicated to us at a meeting with Deputy Minister Julie Towers and senior staff in January of this year. It was good to hear that base funding will remain in place going forward and that consideration would be given to increasing funding to align with needs as resources allow.

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

The SCC has also been able to attract a new generation of volunteers as well. We are grateful for the ongoing contributions of Jennifer Humphries for her numerous contributions to the SCC including visitor services and at special events including at Shubie Park, Switch Dartmouth, Fairbanks Centre, and so forth. Rachel Kent provides administrative and visitor services support, and also provides ongoing support of our social media. Branden Russell also supports our Instagram profile and has



taken wonderful photos of Shubie Park, the Shubenacadie Canal Waterway, and our merchandise for our website and social media. We also welcomed Cait Dixon as a volunteer on our Revenue Development Committee; her background and skills in not-for-profit fundraising will be valuable assets for the work ahead. Everyone's volunteerism is greatly appreciated, and it is reassuring to know that the work of the SCC continues to attract interest from the youth of our community, too. Thank you!

We welcomed a new Commissioner with the appointment of Rachel Boehm by the province. Rachel's experience in healthcare administration, programming, communications, and public relations will make a valuable contribution to the work ahead. She is an avid outdoors person and loves the Shubenacadie Waterway.

The Waterway and Locks Committee, under the able leadership of Commissioner Barry Hurndall, continued its work to finalize the last elements of the Marine Railway interpretive site in downtown Dartmouth. The committee completed a detailed survey of the canal locks across the waterway route to determine their condition as a pathway toward repairs, maintenance, and further development. As the year came to a close the Committee was tasked by the SCC with reviewing the proposed utility corridor through Shubie Park along the Deep Cut. The Committee's recommendations are anticipated early in the 2020/21 fiscal year. Details of all of the Committee's work are included in Barry's committee report to follow. Along with Barry as Committee Chair, the committee is composed of Alden Killen, Mike Hughes, Doug Conrad, Debbie Windsor, Warwick Lambert, David Bligh, and Claire Halpern. We also welcomed a new volunteer to Barry's team, Barry Yanchyshyn. Barry brings considerable experience in project planning and capital works to the team. Collectively, their expertise, experience, and dedication are very much appreciated.

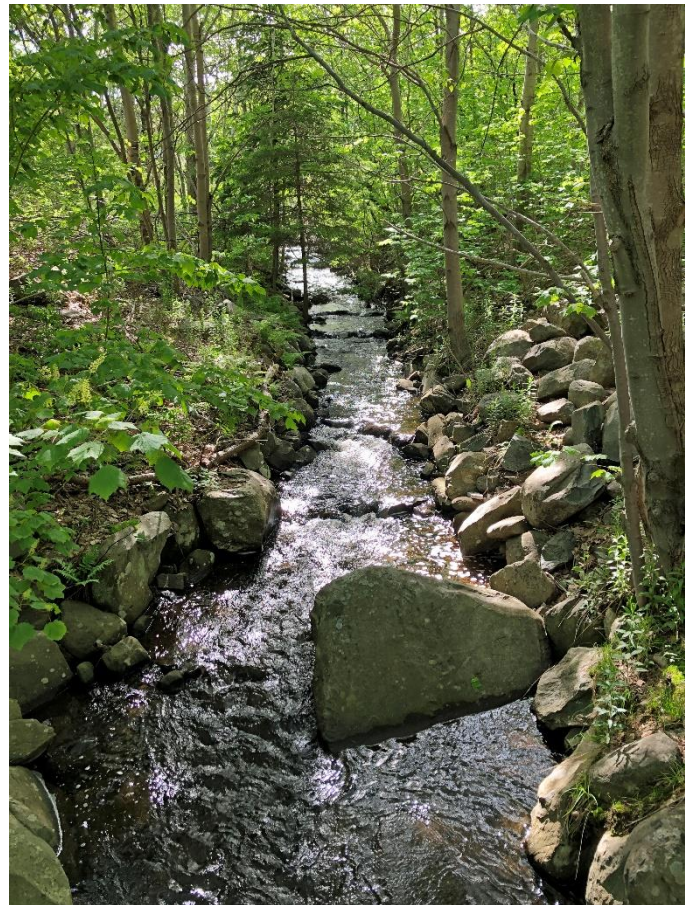
Commissioner Bob Shaw continued to lead the Governance Committee comprising Deborah Windsor, Claire Halpern, Sylvain Allaire, and Sue Sliming. Considerable progress was made toward completion

of the Governance Policies documentation for the SCC in preparation for the Annual Meeting in June of 2020. Committee Chairs and teams from each of three standing committees (Executive, Governance, and Finance) and five specifically purposed committees (Revenue Development, Locks and Waterways, Human Resources, Communications, and Risk Management) provided input in the completion of terms of reference for their respective committees to support this valuable work. Going forward operating policies and procedures for areas of governance will be improved on, amended, and enacted using the architecture developed by the Governance Committee. This will continue to be vital work in support of all operations that further the mandate of the Commission.

Much appreciation goes to Commissioner and Treasurer Susan Sliming for her work on the financial duties this year as well as Chairing the Finance Committee which includes Carolyn Johnson and Claire Halpern. Susan's background as a CPA were certainly evident in the excellent work on keeping the financial processes of the organization in good shape.

Thank you to Commissioners George Clarke and Sylvain Allaire for chairing the Human Resources and Nominations and Risk Management Committees respectively. Commissioner Carolyn Johnson is also on the latter committee. Both Committees were formed late in the fiscal year and will have considerable work in the new year in support of the developing governance initiatives going forward. Risk issues will figure prominently in the new year and, as we enter the last full year of many of the Commissioner appointments, so too will nominations and recruitment for committees and special initiatives.

We continue to appreciate the significant support of Halifax Regional Municipality (HRM) in assisting the Commission to fulfill its mandate with this and other projects, including the important park maintenance work in Shubie Park and surrounding area. We



We also thank HRM Councillors Sam Austin and Tony Mancini for their invaluable assistance in our work and our mandate. We also continue to appreciate the support of Dartmouth-Cole Harbour M.P. Darren Fisher, for his support of SCC projects including the funding support of the accessible dock at Shubie Park in partnership with the Province of Nova Scotia and HRM.

We wish to thank the Honourable Margaret Miller, MLA for Hants East, for her considerable interest in and support of the Transitions project. We are very appreciative of the confirmation from the Honorable Leo Glavine, Minister for Communities, Culture, and Heritage, that his department will be providing considerable financial support toward this project. The Transitions initiative aims to engage communities along the Shubenacadie Waterway through consulting with stakeholders and coordinating projects that promote the historic, natural, and recreational elements of the Shubenacadie Waterway. I particularly want to thank Commissioner Brad Hodgins and Claire Halpern for taking a leadership role in this endeavour.



We were pleased to award Warwick Lambert with the 2019 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. Warwick has volunteered considerable time and effort to the production of animated digital videos of how the incredible 19th century technology of the

Canal worked, particularly the Dartmouth Marine Railway. These videos serve as important interpretive and promotional media for the SCC at the Fairbanks Centre as well as our website, social media, and YouTube. Warwick continues to be an active volunteer at the SCC, contributing his creative talents and overall enthusiasm to our mission.

The Communications Committee continued under the experienced leadership of Commissioner Colin Mason. The committee includes Commissioners Sylvain Allaire, Judith Richardson, and Katherine MacLellan along with volunteer Braden Russell and staff members Claire Halpern and Paula Wheaton. Highlights of the committee's activities are included in the Communications Committee Report to follow. Quick highlights include the excellent guided tours of the Marine Railway interpretive site provided by summer staff Keith Lehwald, broad promotional coverage through the Halifax Transit ads, and the incredible profile provided through a variety of social media thanks to Paula, Katherine, Rachel, Keith, and Paula on our website, Twitter, Instagram, and Facebook. Thanks to everyone!

The Commission continues to benefit from the from the considerable experience and skills of our dedicated Commissioners and volunteers. Commission board members bring a wide range of professional background to the work of the Commission. As Chair, it is an honour to serve on the

executive committee with Deborah Windsor, Past Chair, Robert Shaw, Vice-Chair, Susan Sliming, Treasurer, and Brad Hodgins as Secretary.

As the year came to a close, Commission operations were impacted considerably by the COVID-19 pandemic. On March 17th, the SCC temporarily closed the Fairbanks Centre, Shubie Park, the green spaces adjacent to the locks, and all other parks along the Waterway were also temporarily closed to the public until further notice as a public safety measure while the province manages this health emergency going forward. Although clearly necessary, the Commission remained concerned how the conditions imposed by these measures will impact the ongoing operations and initiatives of the SCC. Online virtual meetings have been arranged for board and committee meetings until social distancing requirements are lifted.

The Government of Nova Scotia and the Minister of Lands and Forestry can remain confident that the investment they provide is multiplied many-fold in terms of funds raised for capital projects, volunteer hours, and Commissioner dedication. We appreciate that the Government of Nova Scotia recognizes the value that the Shubenacadie Canal Commission delivers to the Province and its citizens and the dedication of knowledgeable staff. As always, we enjoy and value this continuing partnership.



Executive Director's Report: Claire Halpern

2019-2020 brought change and new opportunities to the Shubenacadie Canal Commission. This year, much of the focus was on the soft skills of the organization, streamlining administrative processes, developing policy, diversifying revenue, and building a new strategic plan. I am very humbled by the hard work of Commissioners, staff, and volunteers on achieving our yearly objectives.

Two capital projects were undertaken this year. The first was the accessible dock at Shubie Park. The new EZ Dock was installed in June 2019 and is ADA-compliant. It allows paddlers to lock their boats in place on the dock before entering or exiting the water. The dock features additional stability and supports for people with limited mobility. This project was made possible with support from Employment and Social Development Canada through the Enabling Accessibility Fund, as well as the Province of Nova Scotia and Councillor Tony Mancini.



The second capital undertaking was a three-year project called Transitions. Transitions is about getting to know and appreciate the natural and cultural histories of the Shubenacadie Canal Waterway, which runs 114 km between Halifax Harbour and Cobequid Bay on the Bay of Fundy. Through research and pilot projects, Transitions makes history relevant to today's circumstances and teaches visitors how to use the Shubenacadie Canal Waterway as a guide for active living and sustainable development. Within a whole revitalized waterway context, Transitions shines a light on the shared contributions of underrepresented people in the evolving canal waterway and highlights legacies and stories from the 72 km rural river section of the waterway. The project focuses on such features as the area's unique flora and fauna, the presence of the world's highest tides, and the mining, forestry, and agriculture in the area. It also highlights the rapid changes affecting rural communities.

The SCC has done much of the groundwork for the project, including holding two public consultation meetings and making a presentation to the governing Nova Scotia Liberal Caucus. I am pleased to report that the Nova Scotia Government, through the Department of Communities, Culture and

Heritage, has approved funding for the project. We thank them for their support and look forward to working on Transitions in 2020 and 2021.



Another focus of this year was connecting with the community and enhancing our community outreach. One of the ways this was achieved was through a new interpretive program at the Marine Railway in Dartmouth. During the summer, the SCC hosted weekly tours of the new facility. The tours were well attended. We look forward to extending the tours in future years. The SCC also partnered with Councilor Tony Mancini for the annual

Christmas Tree Lighting at Shubie Park. We took over the promotion for the event and I am happy to report that there was high attendance and strong community support.

The SCC office had another busy year. Avery Room rentals are up and generated the most revenue to date. Paula Wheaton, our Office Manager, does an outstanding job of keeping the room organized and delivering exceptional customer service to our clients. Other office initiatives included recruitment of new volunteers. We have new faces in the office, including volunteers who come in weekly to help with administrative tasks.

The SCC is always working on our social media presence and our website to provide accurate historical and recreational information to the public. Our summer staff member, Keith Lehwald, revamped our website this year. He edited the text and re-organized the pages. His work has made the website an excellent resource for everything the public needs to know about the history and the recreational opportunities of the waterway. We have also recruited volunteers to run our Facebook, Twitter, and Instagram accounts. Their efforts have made our sites a dynamic space offering a wealth of information. Another youth volunteer is helping with photography and working behind the scenes to take photos of the parks and merchandise.

There have been some changes this year with regard to the Alderney Centre. In 1996, HRM acquired the land and building from the Province of Nova Scotia. The SCC had operated with the understanding that the building could be used as one of its properties and specifically as a revenue generator. During the year, HRM advised the SCC that various zoning and regulatory restrictions would not allow that to continue without a formalized rent arrangement and within zoning requirements for parklands. The SCC worked with HRM Councillors and staff for months to find a suitable arrangement for the SCC to continue to use the Alderney Centre as a revenue generator. However, after careful consideration of the lease agreement and financial business case, it became evident that leasing the Alderney Centre was no longer a viable option for the SCC. Therefore, we have said goodbye to the building and hope that the future tenants continue to engage with the history of the location.

The SCC has also spent a considerable amount of time this year meeting with the proponents of a proposed utility corridor through Shubie Park. The proponents have made a formal request to the province for a right of way through the land managed by the SCC. While this is ongoing, the SCC continues to be engaged with the primary interest of ensuring minimal impact to the historic and recreational features of the land.



The final major project for this year involved working on a new Strategic Plan. The Commissioners embarked on a new vision and mission for the organization. In this fiscal year, we held two facilitated sessions that led to great discussion and the development of action items for the organization. I believe this new plan will help the SCC move forward and keep pace with an evolving and changing Nova Scotia.

The SCC ended the fiscal year in a very different world than what could ever have been predicted. COVID-19, the worldwide coronavirus pandemic, has created social distancing procedures that have shut down the Fairbanks Centre and all SCC parks. As the SCC adjusts and adapts to these new realities, we are currently planning for a bright future that will have all visitors and Nova Scotians enjoying the 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 maintenance of provincial lands, buildings, and assets along specific areas of the Shubenacadie Canal. In 2019-20, the Commission carried out regular maintenance on these lands.

Shubie Park

The SCC has an agreement with HRM for park maintenance and the wonderful park staff keep the well-used park in excellent condition. SCC maintenance projects for Shubie Park included fixing the fence around Lock 3, adding gravel to the accessible dock pathway, and repainting the memorial benches.

Lock 4

Lock 4 is maintained with a SCC contract with Clintar Landscape Management. However, an ongoing challenge at the site is litter. The SCC installed new garbage cans at both entrances this year in the hope that this will mitigate some of the garbage issues. The dock was also vandalised this year and repairs were done by Clintar.

Lock 5

Lock 5 is also maintained with a SCC contract with Clintar Landscape Management. There has been unprecedented vandalism at Lock 5 park this year. The restored lock was graffitied this winter. The community rallied behind the SCC and raised funds to have it cleaned. HRM also came on board and sent their graffiti team to clean up the lock. The graffiti is now gone; however, about a month later, Lock 5 park's onsite building was broken into. The wood panels that cover the building's window were ripped open and the inside of the building was accessed. We have since boarded up the windows and will look for a more permanent solution this year. These acts of vandalism are upsetting to a small organization on a limited budget and we are looking into measures to reduce park damage.

Lock 6

Lock 6 Park saw increased usership with the addition of the boardwalk. The park is maintained by a local resident and we are thankful for this partnership. Additional maintenance included the addition of gravel to mitigate flood damage.



Waterway and Locks Committee Report: Barry Hurndall

The Committee welcomed two new members this year, Dave Bligh and Barry Yanchyshyn. Work continued on several items including the Flume House and Marine Railway. This work is essentially complete, with only some additional signage to be installed and completion of the plug valve at the Flume House outstanding.

SCC volunteers completed work on the internal mechanical parts of the Flume House. The flume plug valve is the last of the components to be finished and is still under discussion by the Committee. It is likely that this item will be completed when funds become available.

Successful tours of the building and area were held during the year and will continue in the future.

Work was completed on an initial condition survey of the locks and canal infrastructure. This will provide a starting point for future condition surveys to monitor the ongoing state of the infrastructure. In addition, it will help identify future capital works required to maintain the condition of the locks and canal and to develop improvements.

Ongoing discussions are underway with HRM on the proposed utility corridor 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. The Committee plans to provide recommendations to the board in the coming months.

Planning was carried out for the proposed capital works for 2020. This included obtaining quotes for the work and meetings with the preferred contractor for the replacement of the Fairbanks Centre dock and the repair to the mitre gate at Lock 3. Additional work is also scheduled for the viewing platform at Lock 6.

The repair to the Lock 3 mitre gate involves construction of a small sand-bag cofferdam to allow work to be completed in the dry and replacement of cracked and damaged timbers in the gate. Work on the mitre gate, dock and walkway are scheduled for construction in 2020.

Many thanks for the hard work and perseverance of the Waterway and Locks Committee: Bernie Hart, Alden Killen, Mike Hughes, Bill McIntyre, Doug Conrad, Debbie Windsor, Warwick Lambert, Dave Bligh, Barry Yanchyshyn, Barry Hurndall, and Claire Halpern.

Governance Committee Report: Robert C. Shaw



This past year, the Commission approved the planning required to enable a governance initiative with the following objectives:

- To enhance the efficiency of the Commission’s work;
- Through better governance, to facilitate greater support by volunteers of the work conducted by staff; and
- To achieve increased productivity and efficiency of the Commission’s governance activities.

The chronology of recommendations for Governance Committee in 2019/20 was as follows:

1. Constitute a Governance Committee conditional upon the approval of a Terms of Reference template by the majority of Commissioners of the SCC;
2. Appoint a Chair to the Governance Committee and empower him/her to recruit the committee members;
3. Populate the Governance Committee with Commissioners, staff and/or qualified volunteers consistent with the Governance Committee terms of reference;
4. Governance Committee shall recommend a committee structure to SCC that reflects standing and operational committees;
5. Recommend foundational Terms of Reference template to be completed by each committee once Chairs are resolved and committees populated.

Once the Governance Committee was formed, the said structure was reviewed, resolved, and implemented. The following committees have been struck and populated, Chairs appointed, and Terms of Reference either resolved or drafted for approval.

- Standing Committees as of June, 2020:
 - Executive Committee (Chair: Bill McIntyre)
 - Governance Committee (Chair: Robert Shaw)
 - Finance Committee (Chair: Susan Slimming)
- 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)

The development of an initial Policy Manual was undertaken and the work completed under the leadership and contributions of Sylvain Allaire, resulting in a foundational document that enable our organization to further advance its work and to exercise good governance.

This manual has been provided for the Commissioners to peruse in advance and to accept once motioned for their approval accordingly.



Communications Committee Report: Colin Mason

2019 was a transitional year for the Communications Committee, working with the new Executive Director and adapting to a year of significant changes in Board membership. The Committee added a couple of Board members to its own ranks, and also accommodated an enthusiastic volunteer high school student into our activities.

It was a year in which we also lost to retirement the volunteer services of our walking history archive, Bernie Hart. Bernie was always a reliable source of information and verification of facts within our documents and promotional material. His wit and wisdom will also be missed by the thousands of students who he guided through the Park during his long tenure at the Fairbanks Centre.

In the early months of 2020, the COVID-19 pandemic made its global impact on all things. March and April meetings were cancelled. The hiatus from face-to-face meetings prompted the Committee to focus on the 2020-2023 strategic plan and associated communication strategy.

In 2019-2020, some of the highlights and key initiatives undertaken by the Communications Committee were:

- In addition to the Shubie Park tour program, additional guided tours of the new Flume House were scheduled and conducted each Saturday by the new summer intern. Reception was quite enthusiastic, with an average of 40-50 visitors at the site each day. Promotion for the events was done online via the website and social media.
- The new summer intern, with Bernie's mentorship, showed great facility with the SCC archives and was tasked with reviewing the history of the *Avery*, with the potential outcome of uncovering plans and diagrams of the vessel. A possible reconstruction is the long-term goal of this research.
- The Committee responded to an offer by HRM and our district Councillor to develop a Canal Waterway banner to be posted along Braemar Drive. This initiative was seen as an opportunity to enhance our wayfinding presence to potential new visitors. The promotional program has been delayed until spring 2020.
- The Executive Director and Board Chair met with Tom Forrestall to clarify the agreement that the artist has with the SCC to market and merchandise his watercolour paintings. Mr. Forrestall, who has been a lifelong fan of Shubie Park and the Waterway, also agreed to offer instruction at the Fairbanks Centre to any interested group assembled by the SCC.

- The Committee continues to explore the many ways to use social media to enhance the SCC's presence online. Our active online social media include Instagram, Facebook, and Twitter. A new member of the Committee and Board member, Katherine MacLellan, maintains the Instagram page in coordination with Paula and volunteer Rachel Kent, who both post to Facebook and Twitter.
- The Committee Chair provided a Terms of Reference (TOR) document to the newly-formed Governance Committee as part of the Board's efforts to formalize its policy and governance disciplines.
- The Committee fulfilled a campaign donation from Halifax Transit by running two separate panels in the interior of Halifax Transit buses during the months of May and June. The advertising posting was valued at \$8,000. The artwork was provided complimentary by the Committee Chair and printed by Halifax Transit.



- The Committee redesigned and updated the fundraising brochure for use by the newly formed Revenue Development Committee. Such collaboration between the two Committees is anticipated to be a regular occurrence.
- In September, the Committee arranged and met with Erin Hume, a Tourism Development Advisor from Tourism Nova Scotia, to explore the mutual opportunities offered by the Province to tourism venues. After a very productive session, the advisor provided an extensive list of events and programs that would benefit the Waterway. Involvement in these is being explored by staff.
- The Committee is tackling the issue of metrics for visitation at our parks. There are currently no formal methods for recording visitors to Shubie Park and other sites along the Waterway. The Committee is looking into the use of HRM traffic counters to record the numbers of vehicles entering Shubie Park over a given period.
- This year promotion via social media ensured the biggest turnout for the Shubie Park Tree Lighting yet. The original date was adjusted to not interfere with the Dartmouth Tree lighting. This event was completely funded by our sponsors.

- The Committee initiated the planning process for the 2020 Communications Plan. A consensus of key issues was generated from discussions and an in-house survey from Committee members. These issues and the sudden influence of the COVID-19 pandemic will be key influences in the final plan.

The SCC Communications Committee continues to meet on the first week of each month, most recently via Zoom, and provides its monthly written report of activities, plus a social media summary, to the Board.

Revenue Development Committee

A new committee, chaired by Rachel Boehm, was formed in the third quarter of the year to diversify revenue streams for the organization. The committee worked on two new initiatives, the Adopt-a-Lock Program and a winter raffle.

The Adopt-a-Lock program allows anyone to symbolically adopt a piece of Nova Scotia history. There are currently three locations to be adopted: The Marine Railway in Downtown Dartmouth, Lock 3 at Shubie Park and Lock 6 at Horne’s Settlement in Enfield. The winter raffle was very successful. The SCC is very thankful for all the businesses that supported our raffle, we were overwhelmed with generous donations from the local business community. Both programs did very well for their first year and we are excited to make them part of a yearly fundraising campaign.

Thank you to the hard-working members of the Revenue Development Committee: Rachel Boehm, Cait Dixon, Carolyn Johnson, Katherine MacLellan, and Bill McIntyre.



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. In summer 2019, tours at both sites were provided by visitor information officer Keith Lehwald. 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. In 2019, this tour was particularly popular with schools, community groups, and summer camp programs.

Tours at the Dartmouth Marine Railway

Tours at the Dartmouth Marine Railway were offered for the first time in 2019. This new tour focuses on the specific history of that site and the extraordinary technology that allowed it to operate. It begins with a brief overview of the genesis of the Shubenacadie Canal, including the creation of nearby Sullivan's Pond. Visitors are then invited to take a closer look at the boat cradle and imagine it carrying vessels overland from the harbour to the pond. The tour concludes with an opportunity to enter the flume house. Inside, visitors learn about the unique water-powered mechanisms that made the system run, the reasons why it was dismantled in 1871, the subsequent use of the site by Starr Manufacturing Company, and the modern reconstruction project. This tour was developed in a collaborative effort between Keith Lehwald, Alden Killen, and Mike Hughes.



Throughout July, the SCC also hired musicians to attract passersby and help create a more celebratory atmosphere. Special thanks to the Aucoin Duo, Riley and Chloe, Brian Hiltz, and Up with Gaelic! for lending us their talents. The SCC would also like to thank the Charitable Irish Society of Halifax and Councillor Sam Austin for providing the funding used to hire these musicians.

These tours were heavily promoted throughout the summer through social media and other channels. Initially scheduled only for Saturdays in July, the tours were extended by popular demand through August as well. Between July 6 and August 17, a total of 307 people attended tours, with a daily average of 44 visitors. An even larger number attended tours during Switch Dartmouth 2019, which was held on August 25.

Plant of the Week and Animal of the Week

This year, the Commission continued with the Plant of the Week and Animal of the Week educational series in Shubie Park. Both programs ran from June to August and were promoted on social media. Special thanks to volunteer Rachel Kent for her commitment to this program.



SHUBENACADIE CANAL'S
ANIMAL OF THE WEEK

Blue Jay
Cyanocitta cristata



Tag @ShubieCanal on Twitter, Facebook and Instagram with your pictures of our Animal of the Week!

Product Sales & Special Programs

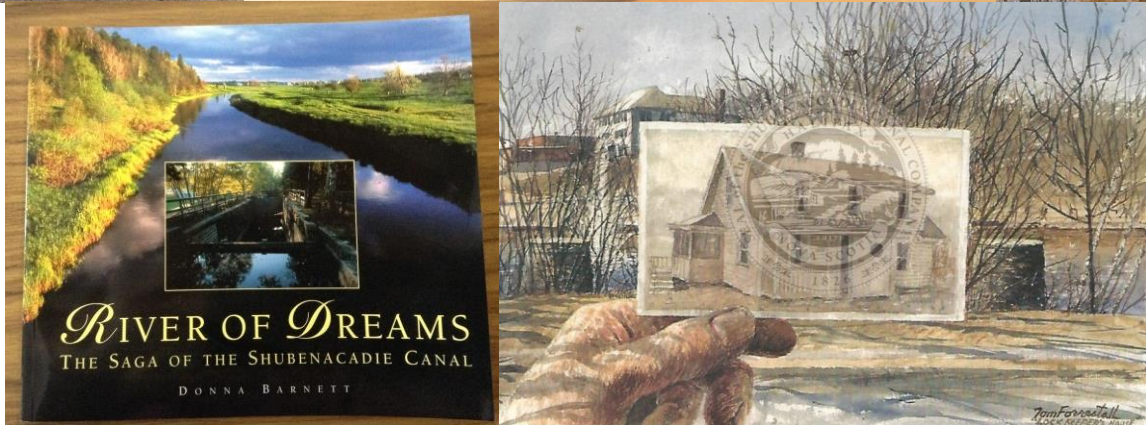
Shubenacadie Canal Waterway Merchandise

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

In addition to branded items, we also offer other items for sale that are 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. A wide range of prints are available for purchase.

All of 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 was created to provide individuals and organizations the opportunity to commemorate a person, place, or event, while at the same time 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 was created to provide 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-receiptable 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 to be highlighted in the Adopt-a-Lock Program are the Dartmouth Marine Railway, Lock 3 at Shubie Park, and Lock 6.



Special Events

Switch Dartmouth 2019

On August 25, members of the Shubenacadie Canal Commission participated in Switch Dartmouth for the second consecutive year. Organized by the Downtown Dartmouth Business Commission, Switch Dartmouth is an annual event where portions of Prince Albert Road and Portland Street are closed to vehicle traffic. Local businesses and non-profits then host special events and merchandise sales along the newly pedestrian-only streets. At this event, volunteers offered abridged tours of the Dartmouth Marine Railway and answered general questions about the site.

Canoe to the Sea 2019

On June 16, 45 paddlers descended upon the Shubenacadie Canal to celebrate the 31st annual Canoe to the Sea event. Participants piloted their canoes and kayaks 20 kilometres along the canal from the Gordon R. Snow Community Centre in Fall River to the Lions Beach in Dartmouth, passing several locks and other prominent historic sites in the process. Once again, the SCC was proud to provide logistical and promotional support to the event's organizers.

The 2019 event was intentionally a smaller affair than the 2018 event, which featured 142 paddlers. With fewer volunteers available this year, the organizers of Canoe to the Sea consciously chose to aim for a high-quality, lower-key event. However, there was certainly no lack of enthusiasm among those who took part, and the future of the event continues to look as bright as the sun reflecting off the water.



Running Events and Outdoor Activities

Throughout the year, the Commission supported running events and outdoor activities. The Commission provided groups with access to space in the Fairbanks Centre for registration, designated

space in the park, and volunteer staff to assist when needed. In 2019, the Commission supported such activities as the annual MEC Halifax Race Series, the Shubie Classic 5K Fun Run, and the annual Holiday Tree Lighting. Other activities supported by the Commission include picnics and fundraisers for local community groups and Canadian Forces training in Shubie Park.

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 took part in guided tours. The Adventure Earth Centre also hosted a number of public events throughout the rest of the year, including Family Winter Fest, which took place on February 29, 2020.

Bernie Hart's Retirement Party

As reported last year, 2019 sadly saw the retirement of longtime volunteer Bernie Hart. However, the SCC could not let such an incredibly dedicated volunteer go without a celebration of equally historic proportions! On June 25, 60 people converged on the Fairbanks Centre to celebrate Bernie's life and commitment, including Halifax Mayor Mike Savage, Dartmouth – Cole Harbour MP Darren Fisher, Dartmouth East MLA Tim Halman, and District 5 Councillor Sam Austin.



The event also featured a live performance of the “Stone Mason’s Song” by Alastair Macdonald, who wrote the song in the 1980s, and his brother Bob Macdonald.



As part of this event, SCC chair Bill McIntyre announced that the bridge in Shubie Park at the entrance to the Deep Cut would be officially renamed Hart Bridge in Bernie's honour.

Commercial Partnerships

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

Flex Water Sports



Flex Water Sports Inc. continues to offer rentals of canoes and kayaks for recreational paddling from May to October. The service enables hundreds of locals and tourists to experience the Shubenacadie Canal the way its builders intended: from the water.

Although it is technically outside the scope of this annual report, the SCC would like to acknowledge here the sudden passing of Jay Moser, co-owner of Flex Water Sports, on May 7, 2020. Jay's quick laugh and easygoing manner will be greatly missed. The SCC is however excited to continue working with Jay's wife, Bridget, and the rest of Flex Water Sports for the 2020 season.

Lockside Canteen by Lemon Dogs

The Lockside Canteen is located adjacent to the Fairbanks Centre on the Patio in Shubie Park. It is currently operated by Lemon Dogs. They offer a variety of items including their uniquely flavoured lemonade, handmade ice pops, authentic 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 Warwick Lambert. Warwick received the award for his many of hours of dedication to the production of digitally animated videos demonstrating the technical workings of the canal, including the Marine Railway in Dartmouth and the various canal locks. These videos demonstrate how each part of the marine railway and canal worked, in a manner that is accessible and informative for viewers both young and old. The SCC uses these videos for interpretive and promotional purposes at the Fairbanks Centre as well as on our website and social media.

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



Special Thanks: 2019-2020 Donors



Listed below are all individuals and organizations who donated at least \$25 to the SCC between April 1, 2019, and March 31, 2020. 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

\$5,000 – \$10,000

- One anonymous donor

\$25 – \$100

- Katrina Killen
- Kevin Moore

-
- John Macleod: *“Love the trails. In honor of the great work of the Commission and the Commissioners.”*
 - Joy and Scott Moore: *In Memory of Margaret Alice Ross*
 - Kathleen McElroy: *In Memory of George F. Leonard, Jr.*
 - Robert Shaw
 - George Douglas Vaisey
 - *Two anonymous donations in Memory of Margaret Ross*
 - *Two other anonymous donors, one of whom said: “We are so happy to have this glorious place to enjoy the nature and the history. Thank you.”*

Corporate and Institutional Donors

\$500 – \$1000

- Stantec

In-Kind or Product Donations

- Nova Scotia Department of Lands and Forestry
- Nova Scotia Department of Communities, Culture and Heritage
- Halifax Regional Municipality
- Municipality of East Hants
- Shubenacadie Watershed Environmental Protection Society
- Nova Scotia Community College
- Clintar Landscape Management
- Conrad Brothers Ltd.

Commissioners, Staff, and Volunteers

Executive Committee 2019/2020

Name	Role	Appointed By	Term Expiry
Bill McIntyre	Chair	Province	September 2021
Robert Shaw	Vice-Chair	HRM	November 30, 2021
Susan Sliming	Treasurer	Province	June 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
Sylvain Allaire	Chair, Risk Management Comm.	Province	September 3, 2021
Rachel Boehm	Chair, Revenue Development Comm.	HRM	November 30, 2021
George Clarke	Chair, Human Resources and Nominations Comm.	HRM	November 30, 2020
Barry Hurndall	Chair, Waterway and Locks Comm.	Province	September 3, 2021
Colin Mason	Chair, Communications Comm.	HRM	November 30, 2020
Vishal Bhardwaj		Province	September 3, 2021
Carolyn Johnson		Province	September 3, 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

Staff

Claire Halpern, Executive Director (February 2019 – Present)

Paula Wheaton, Office Manager (September 2014 – Present)

Keith Lehwald (Summer 2019)



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