



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 15.3.2
Halifax Regional Council
September 23, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

FROM: Councillor Cathy Deagle Gammon, Chair, Audit and Finance Standing Committee

DATE: September 17, 2025

SUBJECT: Orenda Canoe Club Request for HRM Funding

ORIGIN

September 17, 2025 meeting of Audit and Finance Standing Committee, Item 13.1.2.

RECOMMENDATION

The Audit and Finance Standing Committee recommends that Halifax Regional Council:

1. Decline the funding request from Orenda Canoe Club; and
2. Refer the Orenda Canoe Club to the HRM Community Grants program for consideration in fiscal 2026/27 for a capital grant valued up to \$25,000.

BACKGROUND

Audit and Finance Standing Committee received a staff recommendation report dated July 24, 2025 to consider the \$250,000 funding request from the Orenda Canoe Club to help with the ongoing capital renovations of the facility.

For further information refer to the attached staff report dated July 24, 2025.

DISCUSSION

Audit and Finance Standing Committee considered the staff report dated July 24, 2025 and approved the recommendation to Halifax Regional Council as outlined in this report.

FINANCIAL IMPLICATIONS

Financial implications are outlined in the attached staff report dated July 24, 2025.

RISK CONSIDERATION

Risk consideration is outlined in the attached staff report dated July 24, 2025.

COMMUNITY ENGAGEMENT

Meetings of the Audit and Finance Standing Committee are open to public attendance and members of the public are invited to address the Standing Committee for up to five (5) minutes during the Public Participation portion of the meeting. Meetings are live webcast on Halifax.ca. The agenda, reports, video, and minutes of the Standing Committee are posted on Halifax.ca.

For further information on Community Engagement refer to the attached staff report dated July 24, 2025.

ENVIRONMENTAL IMPLICATIONS

Environmental implications are outlined in the staff report dated July 24, 2025.

ALTERNATIVES

Alternatives are outlined in the attached staff report dated July 24, 2025.

LEGISLATIVE AUTHORITY

Legislative Authority is outlined in the attached staff report dated July 24, 2025.

ATTACHMENTS

Attachment 1 – Staff recommendation report dated July 24, 2025.

Report Prepared by: Dorothy Maponga, Legislative Assistant, Municipal Clerk's Office 902.478.2408

Attachment 1



P.O. Box 1749
Halifax, Nova Scotia
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Item No. 13.1.2
Audit & Finance Standing Committee
September 17, 2025

TO: Chair and Members of Audit & Finance Standing Committee

FROM: Brad Anguish, Commissioner of Operations

DATE: July 24, 2025

SUBJECT: Orenda Canoe Club Request for HRM Funding

ORIGIN

March 24, 2025 Audit and Finance Standing Committee – Orenda Canoe Club gave a Presentation on the Capital Expansion Project.

MOVED Councillor Hendsbee, seconded by Councillor Gillis

THAT the Audit and Finance Standing Committee direct the Chief Administrative Officer to provide a staff report to consider funding the Orenda Canoe Club for renovations.

MOTION PUT AND PASSED.

EXECUTIVE SUMMARY

This report responds to a \$250,000 funding request submitted by the Orenda Canoe Club (OCC) to the Audit and Finance Committee on March 24, 2025. The OCC, a long-standing non-profit paddling organization located on municipally leased land in Lake Echo District Park, is seeking a one-time capital contribution to complete the third phase of its facility expansion. The project aims to finish interior renovations including boat storage, fitness space, banquet hall, landscaping, and accessibility upgrades, with a total remaining cost of \$1.2 million.

While OCC's mission and recreational programming align with Halifax Regional Municipality's (HRM) recreation service objectives, the request does not fall within current municipal grant programs or capital funding priorities. The OCC has received substantial government funding to date and remains eligible for HRM's Community Grants Program. However, the proposed enhancements to a non-HRM owned facility provide limited municipal-wide benefit and are not aligned with immediate infrastructure needs, particularly considering underutilization of nearby facilities.

HRM staff recognize Orenda Canoe Club's community impact but recommend no additional funding at this time, noting that a new framework is being developed to guide future recreational funding requests.

RECOMMENDATION

It is recommended that the Audit and Finance Standing Committee recommend that Regional Council:

1. Decline the funding request from Orenda Canoe Club; and
2. Refer the Orenda Canoe Club to the HRM Community Grants program for consideration in fiscal 2026/27 for a capital grant valued up to \$25,000.

BACKGROUND

This report originates from a \$250,000 funding request that the Orenda Canoe Club (OCC) presented to Audit and Finance on March 24, 2025. The OCC is seeking a one-time contribution to help complete an ongoing capital renovation of their facility.

The Orenda Canoe Club (OCC) is a registered non-profit organization that was founded in 1977. The clubhouse is located on municipally owned land at 3170 Highway No. 7. The OCC has a 20 year Less Than Market Value land lease with the Halifax Regional Municipality (HRM) for a portion of PID 40164345. The lease expires on April 14, 2038, and the OCC receives annual property tax relief.

The OCC has a notable history which includes producing five Olympian Champions. The OCC has 150 members and offers residents the opportunity to participate in a range of recreational and competitive canoe and kayak paddling programs, as well as providing an after-school program. OCC is situated on the shores of Lake Echo within the municipally owned 2.3-acre Lake Echo District Park. The park also contains the Lake Echo Community Centre (LECC), a lifeguarded public beach, a public boat launch.

The development of these lands for recreational use began in 1974 when the former Lake Echo Recreation Association leased the land from the Province of Nova Scotia. OCC's occupancy of a portion of the waterfront began in the late 1970's with the loan of equipment from local paddling clubs and construction of a small boat storage shed on what is now their current location. In the early 1990's, the former Municipality of Halifax County acquired the title from the province for \$1.00 with the conveyance conditional upon the use of the property for recreational purposes.

The OCC's mission is to build a vibrant community of paddlers and provide opportunities for athletes of all skill levels. Initially serving the Lake Echo community, the club has expanded over the years to have members from many different communities.

In early 2017, the Club received \$608,500 in Provincial funding towards a full-scale expansion and revitalization of the facility. This project began in 2018 and received an additional \$380,000 through grants from all three levels of government in 2021 for phase 2. To date the club has reported utilizing \$950,000 to construct 13,000 sq ft of new space and complete some renovations on the existing building.

In 2024 the OCC received \$25,000 through the HRM Community Grants Program towards installation of HVAC and ductwork for the club.

Currently, the OCC is proposing a third phase of the capital expansion of the club to complete interior work that was not completed because of the significantly increased labour and material costs since the project began in 2018. This includes work on the boat storage bays, office, fitness centre and banquet hall areas as well as new equipment, landscaping and accessible docks. A total of \$1,250,000 is required to complete the project and the OCC is seeking \$250,000 from the HRM. A contribution from HRM may allow the OCC to access existing and future grant funds from the provincial and federal government.

DISCUSSION

HRM values the contributions of non-profit organizations in recreation service delivery and considers partnerships with community groups when assessing the need for facilities and their operation. Proposed projects are evaluated for alignment with HRM mandates, identified needs, community support, capital budget priorities, and operating viability. HRM seeks opportunities to provide the best value to its residents, with better services or reduced costs while allocating resources fairly across HRM.

The OCC's mission and programs align with HRM's recreation service delivery mandate but there was no community engagement data submitted so HRM relies on the Community Facility Mater Plan 2 (CFMP2) guidelines to assess community needs. The CFMP2 encourages evaluations of existing facilities to determine if they meet current and future community requirements and notes the importance of optimizing efficient use of existing facilities. It aims to guide the capital investments made by the HRM through informed decisions on where to allocate resources for upgrades, expansions, or new facility development based on community growth and demand.

Also located in the Lake Echo District Park, is the HRM owned Lake Echo Community Centre (LECC), which plays a vital role in recreation and social gatherings in the area. The LECC is operated through a Facility Operating Agreement between the Lake Echo Recreation Society and the HRM.

In 2019 Regional Council approved the Lake Echo District Plan. The plan recognizes the vital component the OCC is to the park's recreational offerings. The plan was intended to be used as a guiding document for the District Park and aims to enhance the entire site. If future upgrades to the park are considered, it is important they reflect shared priorities and provide benefits to the broader community. When the park plan is advanced through the municipal capital budget process, HRM could engage with OCC to explore incorporating elements from Orenda's proposed initiatives that align with the plan's vision.

According to the Rural Recreation Strategy (Sept. 2023), the Commuter East region of the municipality (which includes Lake Echo) has a population of 27,044 and 1 HRM-operated facility, 4 HRM owned and community-Board operated facilities, 13 community-owned facilities, 7 fire stations with halls, 1 library, and 9 schools for a total of 35 indoor recreation and leisure facilities.

Several existing HRM facilities are underutilized or competing for users with other public infrastructure, so it is difficult for HRM to invest in enhancing additional community banquet hall space. It is understood that the upgrades may increase the viability of the OCC operations and enhance programs, and HRM has the Community Grants Program to allow HRM to support non-profit organizations that provide recreation and leisure activities. The OCC's request for \$250,000 capital contribution to a non owned HRM asset falls outside of that program or any established municipal grant program.

HRM has entertained ad-hoc funding requests from non-profit organizations to enhance a facility to meet a municipal service need, reduce future operating costs, or secure public access to a facility. While this capital project proposal would benefit the OCC and the members, there are limited advantages for the Municipality as a whole with the proposed capital enhancements to a privately owned club. The OCC is eligible to apply to the existing HRM Community Grants program and receive awards of up to \$25,000 if they can identify priorities from the remaining incomplete work.

Due to an increasing number of groups coming forward with requests for significant assistance, staff will be developing a framework to evaluate requests for recreation assets. This will better position community and staff to understand priorities and processes for such requests in advance of making a proposal.

At this time, the provision of enhancing a private canoe club building facility is not a current priority for the municipality and available evidence does not support that HRM requires an additional community rental space in the Lake Echo area.

FINANCIAL IMPLICATIONS

There are no financial implications with the recommendation of this report as the recommendation is to decline OCC's request for \$ 250,000 in funding.

RISK CONSIDERATION

Declining financial support to the non-profit organization may present a reputational risk for HRM. However, the potential impact on public trust is minimal, as the decision was guided by alignment with municipal mandates, assessed needs, and budget priorities.

Furthermore, the OCC is still able to deliver its core programming and can pursue alternative funding opportunities, such as grants and fundraising, to support its phased expansion.

COMMUNITY ENGAGEMENT

No community engagement was required.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVE

The Audit and Finance Committee could choose to recommend that:

1. Regional Council approve the requested funding or a different amount, and choose an alternative funding source if desired, pending confirmation of other levels of government funding and subject to a signed Contribution Agreement. This would require a further staff report.

LEGISLATIVE AUTHORITY

Administrative Order Number One, the Procedures of the Council Administrative Order – Schedule 2, Audit and Finance Standing Committee, Terms of Reference

8. The Audit and Finance Standing Committee shall review and make recommendations on proposals coming to the Council outside of the annual budget or tender process including: (a) (b) (c) (d) (e) (f) new programs or services not yet approved or funded; programs or services that are being substantially altered; proposed changes in any operating or project budget items; the commitment of funds where there is insufficient approved budget; new or increased capital projects not within the approved budget;

Halifax Regional Municipality Charter, S.N.S. 2008, c. 39

7A The purposes of the municipality are to

- (a) provide good government;
- (b) provide services, facilities, and other things that, in the opinion of the Council, are necessary or desirable for all or part of the municipality; and

(c) develop and maintain safe and viable communities

79A (1) Subject to subsections (2) to (4), the municipality may only spend money for municipal purposes if

- (a) the expenditure is included in the municipality's operating budget or capital budget or is otherwise authorized by the municipality;
- (b) the expenditure is in respect of an emergency under the Emergency Management Act; or
- (c) the expenditure is legally required to be paid.

(2) The Municipality may expend money provided for in an operating budget or capital budget for a purpose other than that set out in the operating budget or capital budget for that fiscal year if the expenditure does not affect the total of the amounts estimated for the operating budget and the capital budget.

ATTACHMENTS

Attachment 1: Orenda Racing Canoe Club Capital Expansion Project/Business Plan

Attachment 2: Orenda Canoe Club Capital Expansion Phase 3

A copy of this report can be obtained online or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Trish Higby, Community Facility Partnership Coordinator 902.456.7062



Orenda Racing Canoe Club

Capital Expansion Project / Business Plan





Executive Summary

Orenda Racing Canoe Club (Orenda) is a non-profit, volunteer-run organization with about 150 members. Located 15 km east of Dartmouth, Nova Scotia, in Lake Echo, the club employs one full-time coach and additional summer coaches. Founded in 1977, Orenda has a notable history, including producing five Olympic champions. The club is currently undergoing significant renovations and is asking for \$1,000,000 from the Province of Nova Scotia and \$250,000 from Halifax Regional Municipality to complete its proposed expansion.

Initially serving the Lake Echo community, the club has expanded to include participants from Preston, Lawrencetown, Porters Lake, Oyster Pond, and Dartmouth. Our mission is to offer a facility where members can reach their personal best in a supportive, challenging environment that emphasizes mutual support, companionship, enjoyment and fair play.

In 2017 Orenda received a \$608,000 grant toward a full-scale expansion and modernization of the facility. This project began in 2018 and was further supported by a \$380,000 grant in 2021. These grants allowed the dedicated team of volunteers to construct 13,000 square feet of new space and begin renovation work on the existing building. There is \$150,000 in funding remaining available from this grant, which is inaccessible as outlined below. Acceptance of this proposal will provide the capital influx needed for project completion and unlock access to the remainder of this grant. With the building envelope in place and an eager board of volunteers in place, Orenda is poised for growth.

As a valuable contributor to the community, Orenda promotes physical activity, social engagement, and local pride. Program offerings are inclusive, relying on volunteers and providing work opportunities to young adults. Orenda is a recognizable part of the community with a presence at local events and regattas, contributing to a connection to the region.



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Orenda's Mission

Our mission is to inspire and empower young people through the sport of paddling by providing a safe, supportive, and inclusive environment. We are committed to fostering personal growth, teamwork, and leadership, helping youth build confidence and resilience both on and off the water. Through year-round training and competition, we aim to cultivate excellence, preparing athletes to succeed at local, provincial, national, and international levels. Our goal is to create a strong community where individuals can thrive and reach their full potential.

Our suburban paddling club is dedicated to building a vibrant community of paddlers united by a passion for competition, camaraderie, and the water. We offer opportunities for athletes of all skill levels to challenge themselves, achieve their goals, and form lasting friendships through team spirit and mutual support. We aim to inspire competitive excellence, foster teamwork, and promote a love for paddling, while serving as a hub for connection, growth, and community engagement both on and off the water.



Mission Statement

- Our suburban paddling club is committed to building a vibrant community of paddlers who share a passion for competition, camaraderie and the water. We strive to provide opportunities for athletes of all skill levels to challenge themselves and achieve their goals.

Vision Statement

- To be a thriving hub for competitive paddling and community connection, where athletes achieve their highest potential, families and neighbors come together, and a shared love for the water inspires excellence, inclusivity and lifelong friendships

Value Proposition

Orenda provides a welcoming space for outdoor enthusiasts and water lovers to experience the joys of paddling, foster meaningful connections, and nurture a healthy lifestyle. We offer:

- **Adventure for All:** Access to serene Lake Echo for kayaking and canoeing, whether you're a beginner or an experienced paddler.
- **Community Connections:** A vibrant hub where families, friends, and individuals come together to share their passion for outdoor activities.
- **Skill Development:** Expert-led classes and workshops that help paddlers of all ages and abilities build confidence and competence on the water.
- **Healthy Lifestyles:** Opportunities to embrace nature, improve fitness, and reduce stress through fun and engaging water-based activities.
- **Local Engagement:** A hub that promotes conservation, celebrates local waterways, and partners with businesses and organizations to enhance the greater community.



Project Description

Orenda Canoe Club has embarked on an exciting expansion project designed to enhance access to recreational paddling opportunities, foster community engagement, and promote outdoor activity for individuals of all ages and skill levels. This project will allow us to attract kids and youth into our community while engaging participants of all ages.

The expansion project aims to:

1. Broaden Facilities:

- Construct additional storage for canoes, kayaks, and paddleboards to accommodate growing membership and equipment demands.
- Upgrade dock facilities to improve accessibility and inclusivity for all members.
- Add a banquet hall and meeting space for workshops, social events, and community gatherings.

2. Enhance Programming:

- Expand paddling programs, including beginner lessons, advanced training, and youth camps.
- Introduce new activities such as community events, business and personal gatherings, craft fairs, local markets, group paddles, and fitness classes on the water.
- Provide safety training and environmental stewardship workshops to encourage responsible paddling practices.

3. Strengthen Community Impact:

- Collaborate with local schools, businesses, and environmental organizations to create meaningful partnerships.
- Host events like paddling races, cleanup initiatives, and cultural celebrations to connect with the broader community.
- Promote conservation efforts to protect and celebrate the local waterways that form the heart of our club.

4. Sustain Growth:

- Invest in sustainable practices such as eco-friendly construction and energy efficiency.
- Offer membership tiers and rental options to make paddling accessible and affordable for all.
- Leverage grants, sponsorships, and fundraising campaigns to ensure financial stability and long-term success.



This expansion will transform our facility into a principal paddling destination and community hub, enriching the lives of our members while fostering a stronger connection to local sport. By expanding our reach and services, we aim to inspire a lifelong love of paddling and outdoor adventure in current and future generations.

Project Cost

In 2021 Orenda received a combination of grants including \$200,000 from the province. Due to COVID-19 this grant was extended but is largely inaccessible due to the requirement for upgrades to be paid in advance. Operating a rural community based NPO presents financial constraints that have limited capital to access to the approved funds. If accepted, this proposal would provide capital to help unlock funds from this additional grant which is set to expire March 31, 2025.

	Total Building Area (SF)		15,394
→	Total Proposed Project Cost		\$1,250,000
	Total Project Cost/ SF		\$81
	Project Cost To Date		\$950,000
	Total Cost To Date / SF		\$62
	Total Project Cost		\$2,200,000
	Total Cost / SF		\$143

Project Scope



In Scope

- Boat storage bays and repair area
- Renovated office area
- Banquet and rental hall equipment
- Fitness room and equipment
- Accessible docks
- Landscaping

Out of Scope

- Work completed to date
- Building envelope addition
- Marketing and advertising
- Operating and maintenance costs

Costs are based on vendor quotes and construction estimates. Project costs are projected to be well below industry averages. *A detailed cost breakdown is shown in Appendix A.*

*For the completed future Orenda building layout see Appendix C.
Project Team Structure is also included in Appendix E.*

Project Benefits

- Community Engagement – Inclusive opportunities, social connections, and event hosting
- Community Access to Recreation – Affordable, organized, and structured outdoor learning
- Long Term Sustainability – Resilient operations reducing reliance on grants to provide services

Site Details

Orenda is centrally located on a waterfront property with 250 feet of Lake Echo shoreline, adjacent to the Lake Echo Community Center. Due to the proximity of these properties they will become a hub for activity in the East Preston, North Preston, Lake Echo, and Porters Lake communities.

Aerial Site View:



Building Dimensions:

Buidling Size (ft)	L	W	A
Upstairs Banquet Hall	70	90	6,220
Upstairs Offices Existing	40	30	1,200
Downstairs Boat Bays addition	70	90	6,220
Downstairs Existing Boat Bays	40	30	1,200
Boat Repair Room	40	14	553
Total Building Area (SF)			15,394

Implementation Plan

The timeline for this project is to begin work in March 2025 with the first milestone being a rentable hall space in July 2025 with an estimated completion of all work in March 2026. For this timeline to proceed, approval would need to be granted by the end of February. Acceptance beyond February would not change the duration but move the timeline forward proportionately.

Materials that are not stocked can take up to 12 weeks to arrive. Orenda has reached out to suppliers to make them aware of potential upcoming orders and validated their lead times.



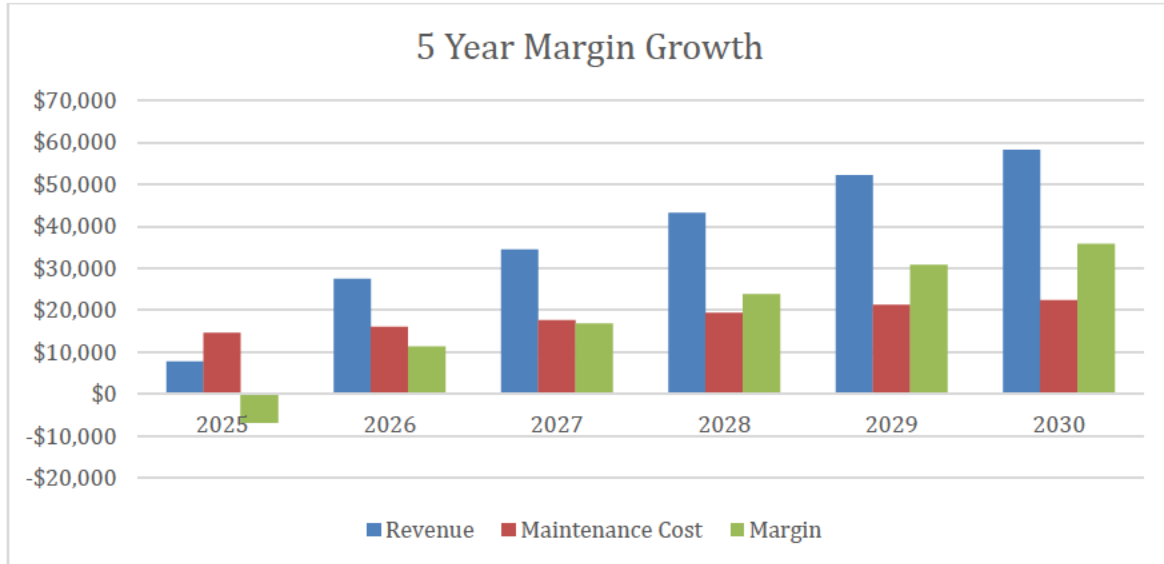
Project Schedule														
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Upper Level														
Order Mat'l and Schedule	█	█												
Upstairs Utilities			█											
Floors & Trims				█										
Bathrooms					█									
Touch Ups & Finishes									█					
Furniture						█								
Commercial Kitchen & Bar									█					
Outdoors														
Order Mat'l and Schedule		█	█	█										
Infrastructure				█	█	█								
Landscaping						█	█	█						
Touch Ups & Finishes								█						
Lower Level & Offices														
Order Mat'l and Schedule						█	█	█						
Utilities									█					
Bathrooms										█				
Epoxy											█			
Fitness Room												█	█	
Touch Ups & Finishes														█

Important to note is that all work will take place while the club remains active. No closures will be required.

Financial Projections

These projections are based on the growth of new business opportunities related to the rental space. Additional opportunities for revenue will come in the form of equipment rentals and value-added services. Club camps are expected to grow with the business with the aim of reducing ongoing dependence on public grants.

5-year Stats



Rental Rates:

Year 1 Daily	\$750	Year 1 Hourly	\$100
Year 2 Daily	\$1,000	Year 2 Hourly	\$125

5 - year Cumulative Stats:

Revenue	\$215,750
Maintenance	\$111,547
Margin	\$104,203

Risk Assessment

The following risks to this project plan have been identified:

1. Talent – A recruitment plan will need to be considered to ensure delivery of programs. All board positions have vital roles and will need to provide oversight and guidance.
2. Market response – Marketing will need to begin during project implementation. Income projects are conservative, but growth will be necessary to offset incremental operating costs.



3. Safety – For construction to proceed on site during operations, a detailed construction safety plan will be required. This should consider separation of work areas from operating areas.
4. Clear Reporting Structure – Progress must be reported monthly through key metrics on all deliverables.

Orenda's team feels there is talent and oversight to properly mitigate and manage these risks.

Summary

The proposed expansion of Orenda Canoe Club seeks to transform the club into a vibrant hub for outdoor recreation, community engagement, and social stewardship. Through the enhancement of facilities, the expansion of programming, and the cultivation of strategic partnerships, this project will create new opportunities for residents and visitors to connect with nature, build meaningful relationships, and enjoy healthy, sustainable outdoor activities.

\$1,250,000 is required to complete the project which began in 2021 and has a project to date spend of \$950,000. Due to the ever-increasing cost of labour and materials the previously scoped/ proposed work has not been completed or fully completed. We are seeking your support, Provincial and Municipal, to complete the project outlined above.



Appendix A – Costs

Description	Supply & Install Budget	
	New Request - Phase 3	Previous Scope/Proposed Cost - Phase 2(ICIP)
Upper Level / Banquet Hall		
HVAC & Controls for Hall Only		\$ 169,000
Commercial Kitchen		\$ 160,000
Furniture	\$ 45,000	
Electrical		\$ 25,000
Kitchen & Dining Full Fit-Up		\$ 22,000
Bar & Equipment		\$ 20,000
Plumbing		\$ 17,500
Flooring		\$ 15,000
Bathroom Fixtures		\$ 15,000
A/V Equipment	\$ 15,000	
Stairs and railing		\$ 14,000
Bathroom Partitions		\$ 12,000
Trim & Mouldings		\$ 10,000
Window Covers	\$ 10,000	
Fire Alarm		\$ 10,000
Bathroom & Kitchen Flooring		\$ 8,000
Door Hardware		\$ 8,000
Painting	\$ 5,000	
Elevator		\$ 5,000
Gas Fitting		\$ 4,000
Lower Level / Boat Bays		
Fitness Room Equipment	\$ 59,000	
Lower-Level HVAC	\$ 30,000	
Epoxy Concrete	\$ 25,000	
Fitness Room Reno	\$ 20,000	
Bathroom Partitions		\$ 15,000
Bathroom Fixtures		\$ 12,000
Lockers	\$ 12,000	



Plumbing		\$	10,000
Electrical		\$	7,500
Gas Fitting	\$	4,000	
Painting	\$	2,500	
Existing Office Area / Board Room			
Furniture	\$	20,000	
Flooring			\$ 10,000
Stairs	\$	10,000	
Trim			\$ 5,000
Paint			\$ 5,000
Electrical			\$ 4,000
Lighting			\$ 2,000
Outdoors			
Dock Replacement	\$	67,000	
Sports Equipment & Safety	\$	50,000	
Extension of stone wall	\$	35,000	
Gravel driveway expansion	\$	35,000	
Landscaping	\$	30,000	
Rubberized concrete coating	\$	12,000	
BBQ Area	\$	12,000	
Lighting	\$	9,000	
Sandpit Relocation (safety)	\$	7,000	
Eavestrough			\$ 6,000
Awning under deck	\$	5,000	
Signage	\$	5,000	
Outside stair railing			\$ 2,500
Website Rework	\$	20,000	
Contingency (10%)	\$	65,600	\$ 59,300
Subtotal	\$	656,500	\$ 593,500
Total		\$ 1,250,000	

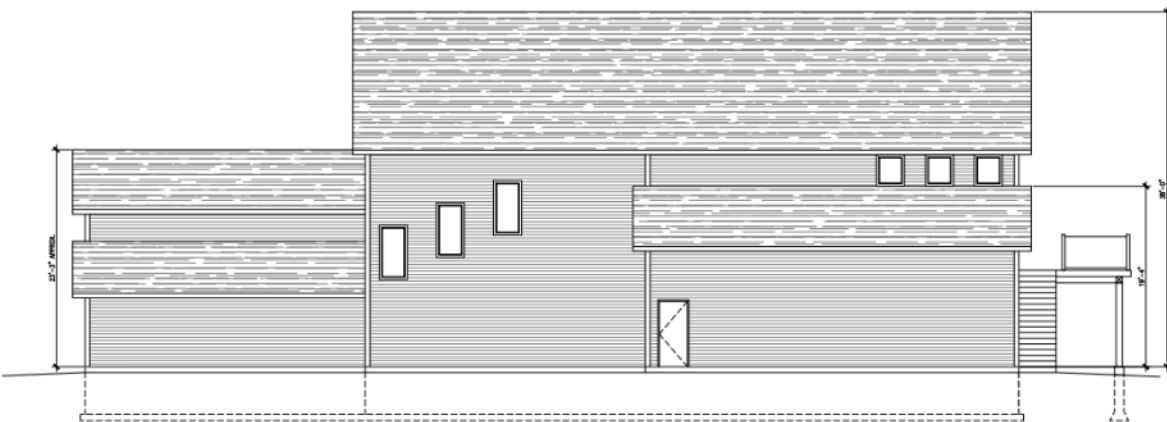


Appendix B – Layout

Fig 1: Sample from Construction Plans, Elevations A-202



3 REAR ELEVATION
3/16"=1'-0"



4 FRONT ELEVATION
3/16"=1'-0"



Fig 1: Sample from Construction Plans, Main Floor Plan A-102

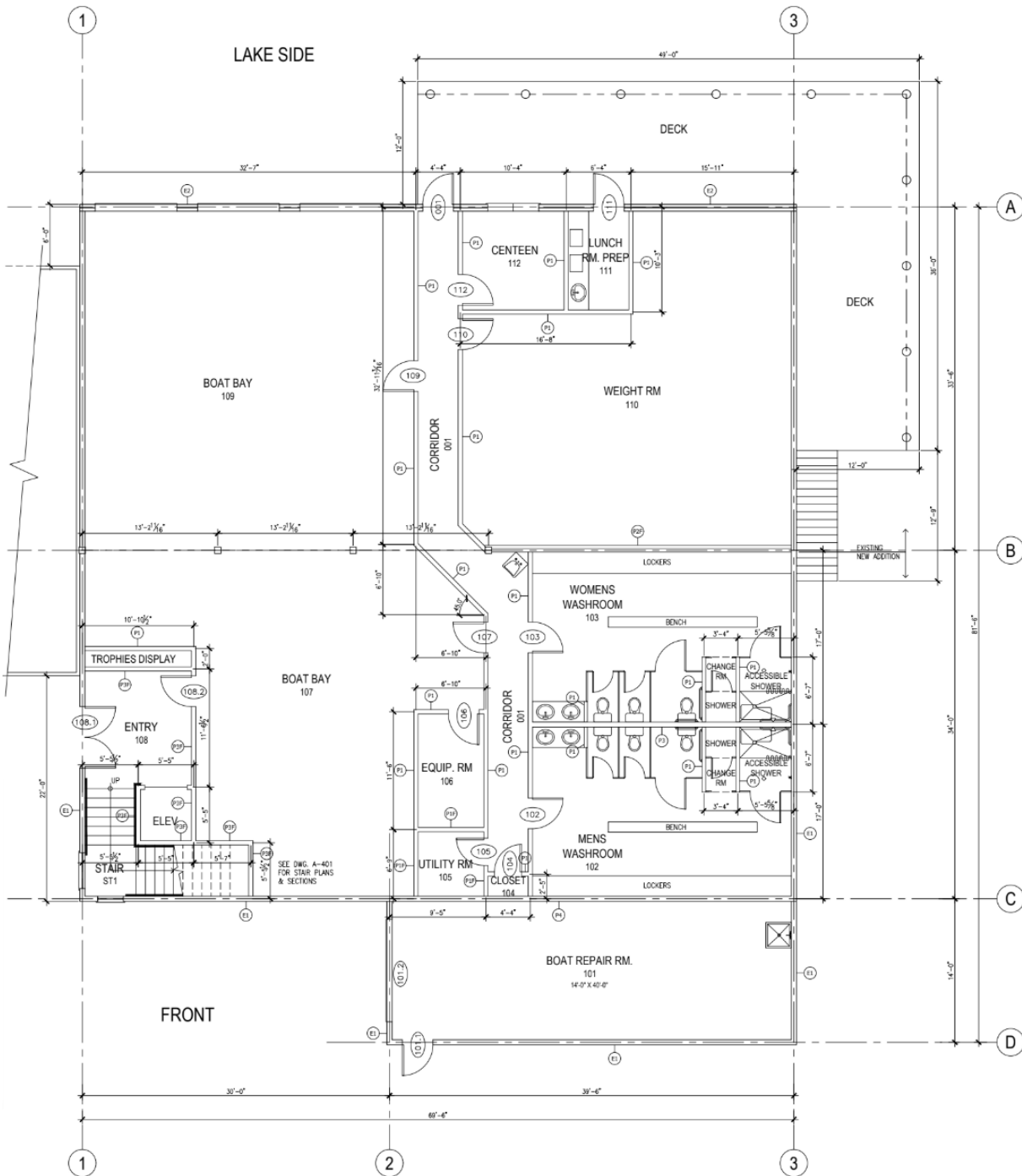
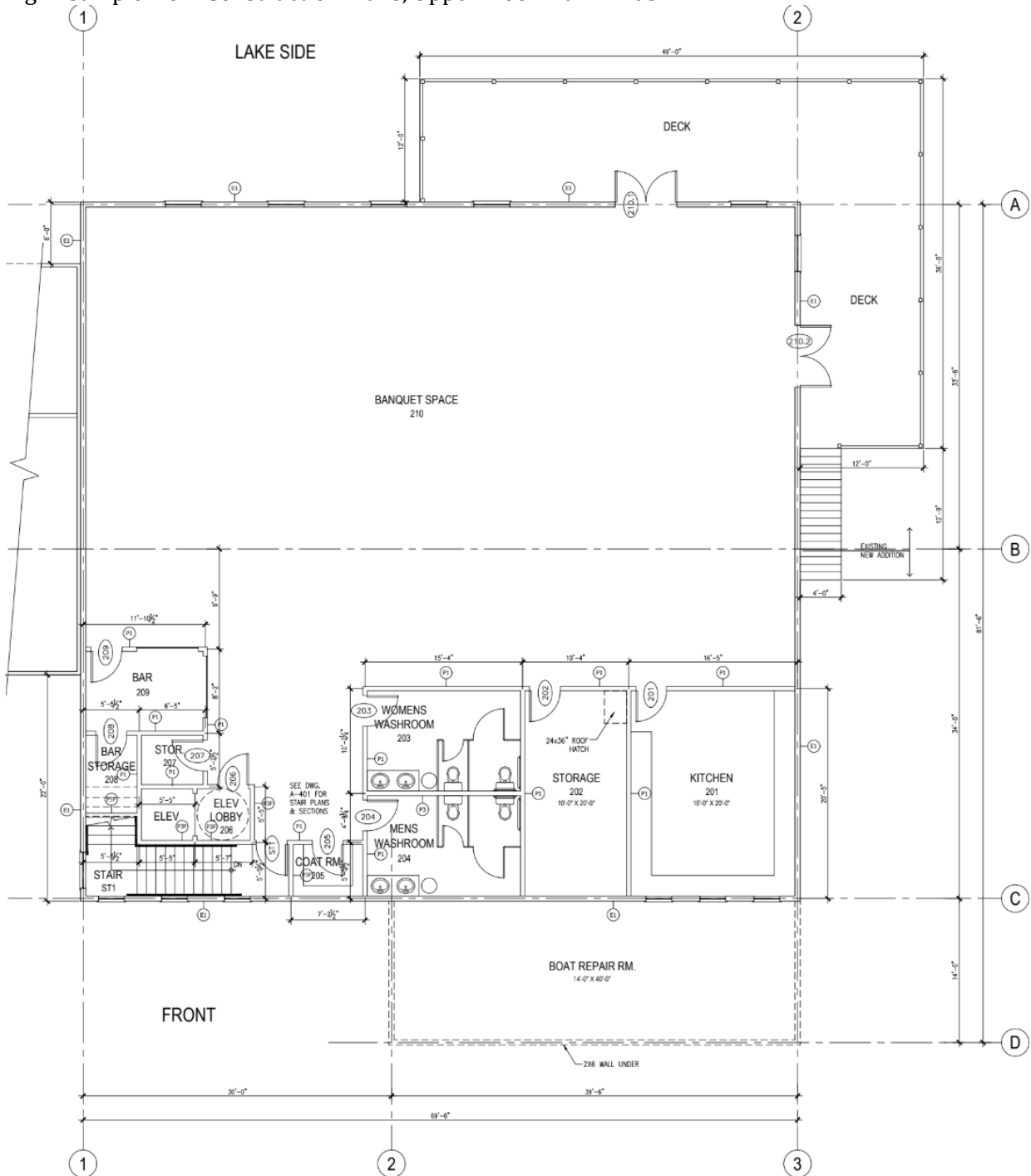


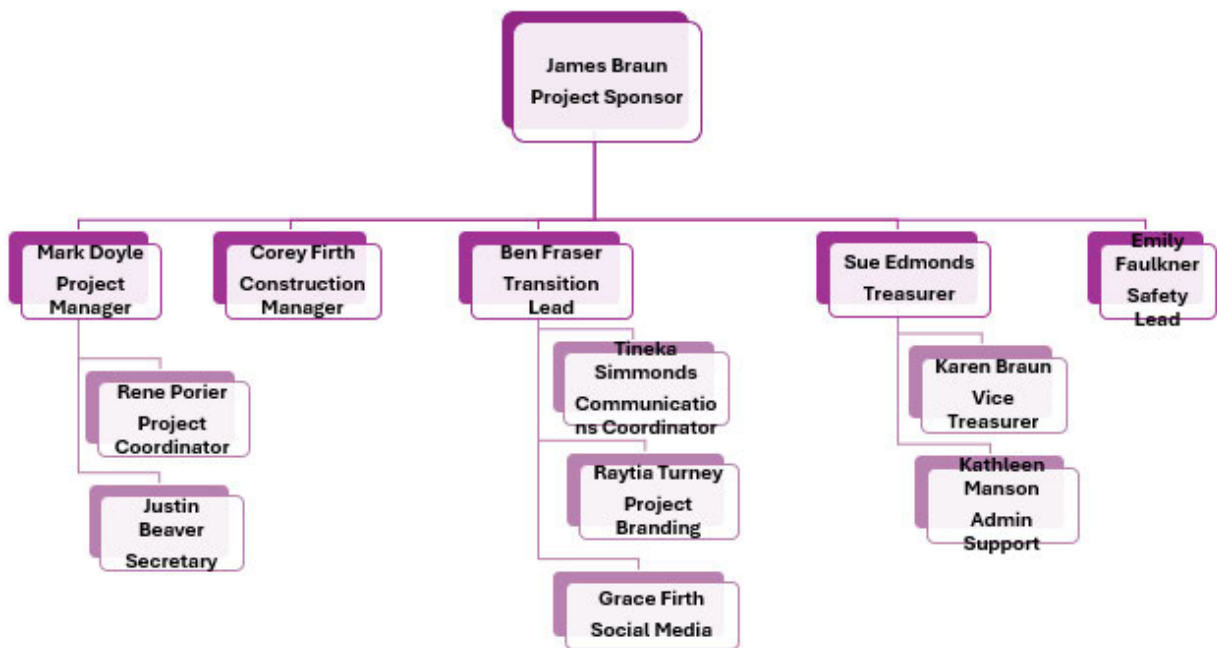


Fig 1: Sample from Construction Plans, Upper Floor Plan A-103





Appendix C – Project Team Structure





Appendix D – Organization Structure

Name	Position	Phone No.	Email
James Braun	Commodore	[REDACTED]	[REDACTED]
Ben Fraser	Vice Commodore	[REDACTED]	[REDACTED]
Corey Firth	Head Coach	[REDACTED]	[REDACTED]
Emily Faulkner	Grants	[REDACTED]	[REDACTED]
Kathleen Manson	Registrar	[REDACTED]	[REDACTED]
Sue Edmunds	Treasurer	[REDACTED]	[REDACTED]
Karen Braun	Vice Treasurer	[REDACTED]	[REDACTED]
Tineka Simmons	Paddling Chair	[REDACTED]	[REDACTED]
Rene Poirier	Fundraising	[REDACTED]	[REDACTED]
Mark Doyle	Grounds and Facilities	[REDACTED]	[REDACTED]
Justin Beaver	Secretary	[REDACTED]	[REDACTED]
Grace Firth	Public Relations and Social Media	[REDACTED]	[REDACTED]
Raytia Turney	Alumni & Community Outreach	[REDACTED]	[REDACTED]



Appendix E – Revenue Projection Detail

Revenue Projection - Banquet Hall							
Y1 Daily	750		Y1 Hourly	100			
Y2 Daily	1000		Y2 Hourly	125			
2025	Daily	Total	Hourly	Total	Monthly Total	Half Year Total	Annual Total
July	2	1500	4	400	1900		
August	2	1500	4	400	1900		
Sept	1	750	4	400	1150		
Oct	1	750	2	200	950		
Nov	1	750	2	200	950		
Dec	1	750	2	200	950	\$7,800	\$7,800
2026							
Jan	1	1000	2	250	1250		
Feb	1	1000	2	250	1250		
Mar	1	1000	2	250	1250		
Apr	1	1000	6	750	1750		
May	2	2000	6	750	2750		
Jun	2	2000	8	1000	3000	\$11,250	
Jul	3	3000	8	1000	4000		
Aug	3	3000	8	1000	4000		
Sep	2	2000	6	750	2750		
Oct	1	1000	4	500	1500		
Nov	1	1000	4	500	1500		
Dec	2	2000	4	500	2500	\$16,250	\$27,500
2027							
Jan	0	0	4	500	500		
Feb	1	1000	4	500	1500		
Mar	1	1000	4	500	1500		
Apr	1	1000	8	1000	2000		
May	2	2000	8	1000	3000		



Jun	3	3000	10	1250	4250	\$12,750	
Jul	4	4000	10	1250	5250		
Aug	4	4000	10	1250	5250		
Sep	4	4000	8	1000	5000		
Oct	1	1000	6	750	1750		
Nov	1	1000	6	750	1750		
Dec	2	2000	6	750	2750	\$21,750	\$34,500
2028							
Jan	1	1000	8	1000	2000		
Feb	1	1000	8	1000	2000		
Mar	1	1000	8	1000	2000		
Apr	1	1000	12	1500	2500		
May	2	2000	12	1500	3500		
Jun	3	3000	16	2000	5000	\$17,000	
Jul	4	4000	16	2000	6000		
Aug	4	4000	16	2000	6000		
Sep	4	4000	12	1500	5500		
Oct	1	1000	10	1250	2250		
Nov	1	1000	10	1250	2250		
Dec	3	3000	10	1250	4250	\$26,250	\$43,250
2029							
Jan	1	1000	10	1250	2250		
Feb	1	1000	10	1250	2250		
Mar	2	2000	10	1250	3250		
Apr	2	2000	14	1750	3750		
May	2	2000	14	1750	3750		
Jun	3	3000	20	2500	5500	\$20,750	
Jul	6	6000	20	2500	8500		
Aug	6	6000	20	2500	8500		
Sep	4	4000	14	1750	5750		
Oct	1	1000	10	1250	2250		
Nov	1	1000	10	1250	2250		
Dec	3	3000	10	1250	4250	\$31,500	\$52,250
2030							
Jan	1	1000	14	1750	2750		



Feb	1	1000	14	1750	2750		
Mar	2	2000	14	1750	3750		
Apr	2	2000	18	2250	4250		
May	2	2000	18	2250	4250		
Jun	3	3000	24	3000	6000	\$23,750	
Jul	6	6000	24	3000	9000		
Aug	6	6000	24	3000	9000		
Sep	4	4000	18	2250	6250		
Oct	1	1000	14	1750	2750		
Nov	1	1000	14	1750	2750		
Dec	3	3000	14	1750	4750	\$34,500	\$58,250

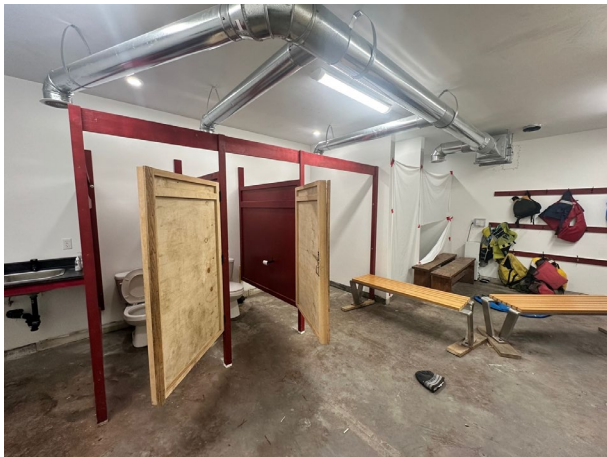
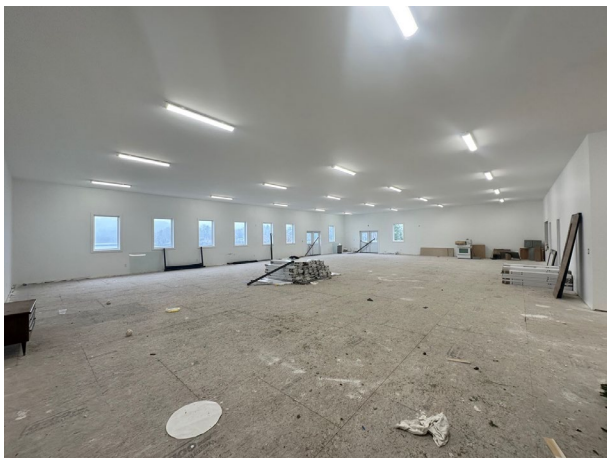
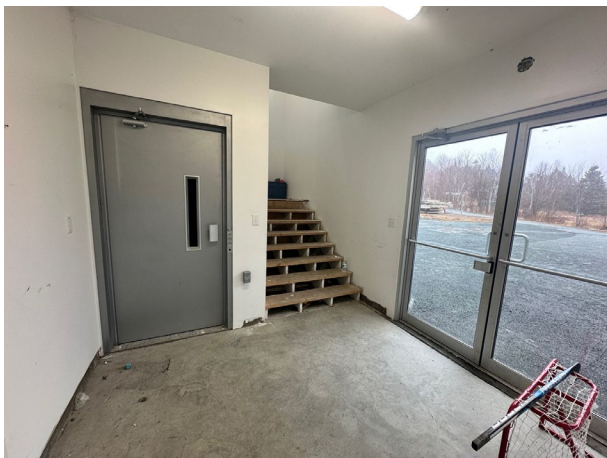
Attachment 2

Orenda Canoe Club

Capital Expansion Project

Phase 3





Project History

FUNDING	PHASE 1 2017/2018	PHASE 2 2021	PHASE 3 2025/2026 <i>*Proposed</i>
HRM		\$20,000	\$250,000
PROVINCIAL	\$600,000	\$200,000	\$950,000
FEDERAL		\$160,000	

Additional funding:

* HRM:

\$11,000 in discretionary funding from David Hendsbee and Trisha Purdy

\$25,000 in HRM Communities Grant

* Club Fundraising

Phase 3 Funding Request

Indoor

Completion of:

- HVAC ductwork
- Commercial kitchen and bar
- Bathrooms
- Flooring
- Fitness Room
- Furnishings

Outdoor

Infrastructure:

- Decks
- Docks to prioritize safety and accessibility

Capital

To access remaining Provincial grant from 2021.

**Orenda is
poised for
growth!**

