



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

Item No. 15.2.2
Halifax Regional Council
December 2, 2025

TO: Mayor Fillmore and Members of Halifax Regional Council

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

DATE: November 25, 2025

SUBJECT: Orenda Canoe Club Request for HRM Funding

ORIGIN

November 25, 2025 meeting of Audit and Finance Standing Committee, Item 13.2.4.

RECOMMENDATION

The Audit and Finance Standing Committee recommends that Halifax Regional Council approve a one-time financial contribution of \$50,000 to the Orenda Canoe Club in fiscal 2025/2026, to be funded from the HRM Opportunity Reserve with such contribution to be contingent upon the Orenda Canoe Club's execution of a Contribution Agreement, consistent with Administrative Order 2019-007-ADM, outlining terms, conditions, and reporting requirements governing the financial contribution.

BACKGROUND

Audit and Finance Standing Committee received a staff recommendation report dated November 5, 2025 to consider the approval of a one-time financial contribution of \$50,000 to the Orenda Canoe Club in fiscal 2025/2026.

For further information refer to the attached staff report dated November 5, 2025.

DISCUSSION

Audit and Finance Standing Committee considered the staff report dated November 5, 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 November 5, 2025.

RISK CONSIDERATION

Risk consideration is outlined in the attached staff report dated November 5, 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 November 5, 2025.

ENVIRONMENTAL IMPLICATIONS

Environmental implications are outlined in the staff report dated November 5, 2025.

ALTERNATIVES

Alternatives are outlined in the attached staff report dated November 5, 2025.

LEGISLATIVE AUTHORITY

Legislative Authority is outlined in the attached staff report dated November 5, 2025.

ATTACHMENTS

Attachment 1 – Staff recommendation report dated November 5, 2025.

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

Attachment 1



P.O. Box 1749
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Item No.13.2.4
Audit and Finance Standing Committee
November 25, 2025

TO: Chair and Members of Audit & Finance Standing Committee
FROM: Brad Anguish, acting Chief Administrative Officer
DATE: November 5, 2025
SUBJECT: Orenda Canoe Club Request for HRM Funding

SUPPLEMENTARY REPORT

ORIGIN

September 23, 2025 Halifax Regional Council MOVED by Councillor Hendsbee, seconded by Councillor Hinch

THAT Halifax Regional Council:

1. Decline the funding request from Orenda Canoe Club;
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; and
3. Direct the CAO to provide a supplemental staff report indicating an alternative funding source for an additional \$50,000 for the Orenda Canoe Club request in 2025-26.

MOTION AS AMENDED PUT AND PASSED UNANIMOUSLY

EXECUTIVE SUMMARY

This supplementary report responds to the September 23, 2025 motion of Halifax Regional Council requesting staff to identify an alternative funding source for a \$50,000 contribution to the Orenda Canoe Club (OCC) in fiscal 2025/2026.

OCC has revised its original funding request from \$250,000 to \$50,000 to support occupancy permitting and access to remaining Investing in Canada Infrastructure Program (ICIP) reimbursements. While this adjustment reflects a scaled back scope and smaller capital request, the proposal continues to fall outside HRM's available granting programs and would affect the Municipality's Options Reserve as set forth in the Financial section of this report.

RECOMMENDATION

It is recommended that Audit and Finance standing committee recommend that Halifax Regional Council approve a one-time financial contribution of \$50,000 to the Orenda Canoe Club in fiscal 2025/2026, to be funded from the HRM Opportunity Reserve with such contribution to be contingent upon the Orenda Canoe Club's execution of a Contribution Agreement, consistent with Administrative Order 2019-007-ADM, outlining terms, conditions, and reporting requirements governing the financial contribution.

BACKGROUND

The Orenda Canoe Club (OCC), located on land leased from HRM, initially submitted a funding proposal to HRM requesting \$250,000 to support capital improvements and program expansion. Regional Council received a report from staff on September 23, 2025 (Attachment 1) recommending the proposal be declined. Staff found no municipal need to justify investment in the non HRM owned OCC. Regional Council amended the motion and directed staff to identify a possible funding source to allow a potential \$50,000 grant to the OCC project.

The OCC scaled back the original project scope to focus on completing the banquet hall space. The budget to reach the minimal requirements for occupancy, which in turn will allow the club to open for rentals and generate revenue, is \$125,400. The OCC have indicated that \$50,000 will allow them to restart construction.

A municipal grant of \$50,000 will also allow the OCC to access approved Investing in Canada Infrastructure Program (ICIP) funds. These federal contributions toward the project are not advanced, but rather reimbursed when progress claims are submitted. The ICIP reimburses Orenda at 90% of total eligible expenditures on receipts submitted. The OCC has received \$253,659 from ICIP to date and is eligible for an additional \$106,341 based on claims receipts submission.

The outcome of this OCC project is improved access and quality of community and recreational infrastructure via addition of the extra space to allow the facility to host community events, and events which generate revenue and accommodate summer camp programs and year-round training for athletes.

While this adjustment reflects a scaled back scope and smaller capital request, the proposal continues to fall outside HRM's capital funding eligibility and available programs.

The original staff report reviewed the request against the following HRM policies and strategic frameworks:

- HRM's approach to facility renewal and lifecycle reinvestment to HRM owned properties as reflected in the multi-year Capital plan.
- Community Facility Master Plan 2 (CFMP2): CFMP2 encourages evaluations of existing facilities to determine if they meet current and future community requirements. Where several existing HRM facilities are underutilized or competing for users with other public infrastructure, it is difficult for HRM to invest in enhancing additional community banquet hall space.
- Rural Recreation Strategy: While Orenda is located in a rural context, the strategy focuses on enhancing access to recreation through HRM-owned infrastructure and partnerships. Capital funding is not contemplated under this framework.
- Park Planning Framework: While the Lake Echo District Park Plan outlines potential improvements to municipally owned lands, it does not assign capital funding. Capital investments in parks and recreation are determined through HRM's formal budgeting process and are typically directed toward HRM owned assets. At present, no capital funds have been allocated for Lake Echo District Park

This report is intended to address Regional Council's motion (item 3) requesting identification of an alternative funding source for an additional \$50,000 for the OCC request in 2025-26.

DISCUSSION

Regional Council could approve a one-time grant of \$50,000 to Orenda Canoe Club in fiscal 2025/2026, to be funded from the HRM Opportunity Reserve. This would be contingent upon execution of a Contribution Agreement, consistent with Administrative Order 2019-007-ADM, to ensure appropriate oversight and accountability. The OCC would also have to satisfy overdue reporting requirements from previous HRM Community Grants awards to reinstate eligibility for HRM funding.

The request for a \$50,000 one-time contribution funding from HRM will allow the OCC access to remaining ICIP funds. As noted, the remaining scope of work to achieve occupancy is \$125,400. The \$50,000 one-time contribution from HRM could allow the club to roll through reimbursements in ICIP achieving substantial completion and occupancy for the banquet hall space. In the interim, OCC has developed a new critical path satisfactory to the ICIP program (Attachment 2).

The OCC business plan projections show the new rental spaces generating profit that will help sustain the club's overall operations. Should HRM choose not to provide the requested contribution, it is unlikely the club will be able to complete its facility expansion in the short term. Any delays would cause the OCC to pause and seek future provincial funding, jeopardizing the forecasted project costs, quotes, and available contractors. Staff understand from discussions with OCC that current fundraising efforts are being directed toward operational sustainability, leaving limited capacity to fund capital completion.

Orenda Canoe Club currently delivers summer camps, community events that align with HRM's recreation and social inclusion priorities. The club's ability to generate revenue and sustain operations is contingent on completing its facility expansion and accessing the remaining ICIP funding.

This option acknowledges the financial constraints of the current budget cycle, while recognizing the potential long-term cost avoidance and community benefit of supporting Orenda's completion strategy.

Alternative

Alternatively, Council could continue to decline the funding request. While the Orenda Canoe Club has revised its funding request from \$250,000 to \$50,000, this adjustment does not alter the underlying eligibility concerns identified in the original staff report. The initiative continues to fall outside HRM's funding programs as noted above.

FINANCIAL IMPLICATIONS

Budget Summary: Options Reserve, Q421

| | |
|---|------------------|
| Current projected balance Q421 as of Q1 2025-26 | \$13,839,154 |
| Unbudgeted withdrawals as per recommendation | <u>\$ 50,000</u> |
| Forecasted available 2025-26 balance | \$13,789,154 |

While technically feasible, using the reserve for this grant would weaken the municipality's financial position relative to Regional Council's established minimum balance for the Options Reserve. The reserve is currently below the set minimum balance, approving any funding will move the reserve further from that balance.

RISK CONSIDERATION

Recommendation – One Time Contribution from HRM Opportunity Reserve

Risk Level: Low to Moderate

Providing a one-time contribution of \$50,000 would support project advancement and help Orenda access remaining ICIP funds, complete the project and stabilize operating finances. There is a financial risk to HRM if the club is unable to complete the project or make the facility and programs accessible to the public. This risk is mitigated through the approval of a Contribution Agreement by formalizing expectations, accountability, and financial safeguards. This option may reduce long term municipal liability and supports HRM's strategic objectives related to community partnerships and cost-effective recreation delivery.

Alternative 1

No HRM Contribution

Risk Level: Low

If HRM does not provide financial support, Orenda Canoe Club may be unable to complete its facility expansion and meet the conditions required to access the remaining \$106,341 in ICIP reimbursements. This presents a risk to HRM as the club may cease operations and be forced to terminate the land lease with HRM. The OCC would then be responsible to remove the building and return the leased lands to their natural state. If the OCC ceased operations, it is more likely the building would remain on site for HRM to determine next steps. Additionally, the community would face a gap in programming, particularly as identified in the HRM Rural Recreation Strategy, which aims to enhance access to recreation programs for rural residents. The loss of existing services would place pressure on the municipality to expand programming in the region. There is also a reputational risk in declining support for a community led initiative that aligns with HRM's strategic priorities related to recreation access and social inclusion.

COMMUNITY ENGAGEMENT

No community engagement was required.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

Halifax Regional Council could choose:

Alternative 1: Decline the \$50,000 funding request for 2025/26 and continue to refer Orenda Canoe Club to the HRM Community Grants Program for consideration in fiscal 2026/2027.

Alternative 2: To select a different amount of funding to provide Orenda Canoe Club.

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: Copy of Item 15.3.2 Regional Council September 23, 2025
Orenda Canoe Club Request for HRM Funding

Attachment 2: Orenda Racing Canoe Club – Capital Expansion Funding Proposal

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



P.O. Box 1749
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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



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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;

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- (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.



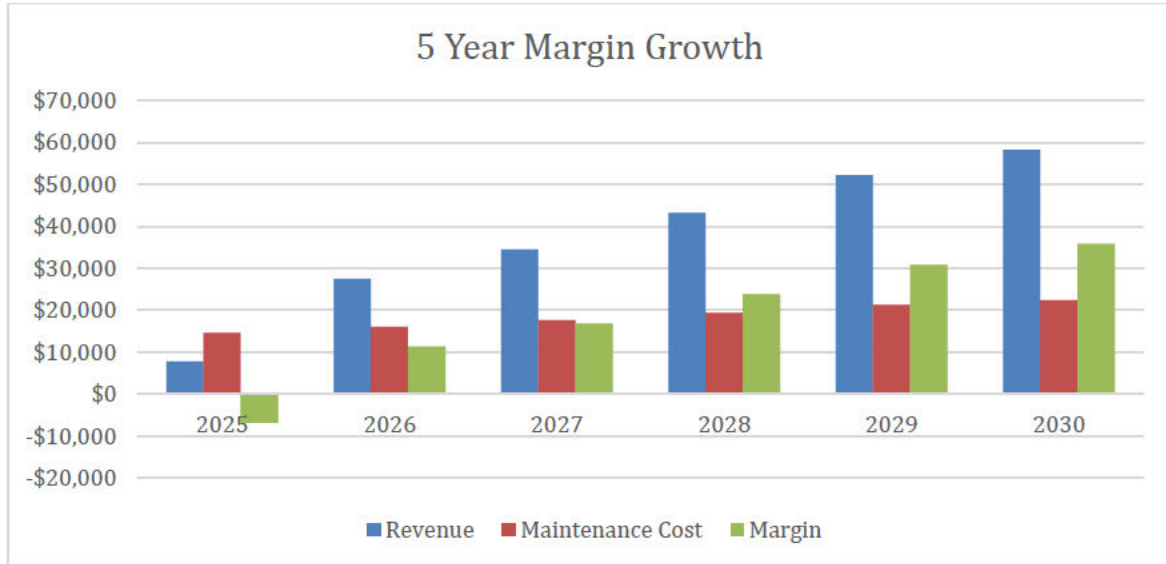
| Project Schedule | | | | | | | | | | | | | | |
|----------------------------------|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|---|
| | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | |
| Upper Level | | | | | | | | | | | | | | |
| Order 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 | |

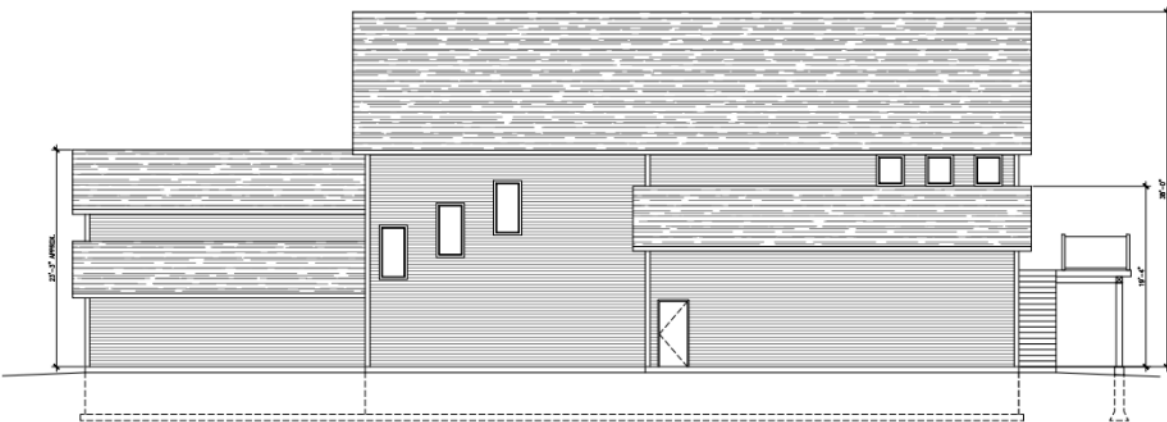


Appendix B – Layout

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



3 REAR ELEVATION
3/16/11-0



4 FRONT ELEVATION
3/16/11-0



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

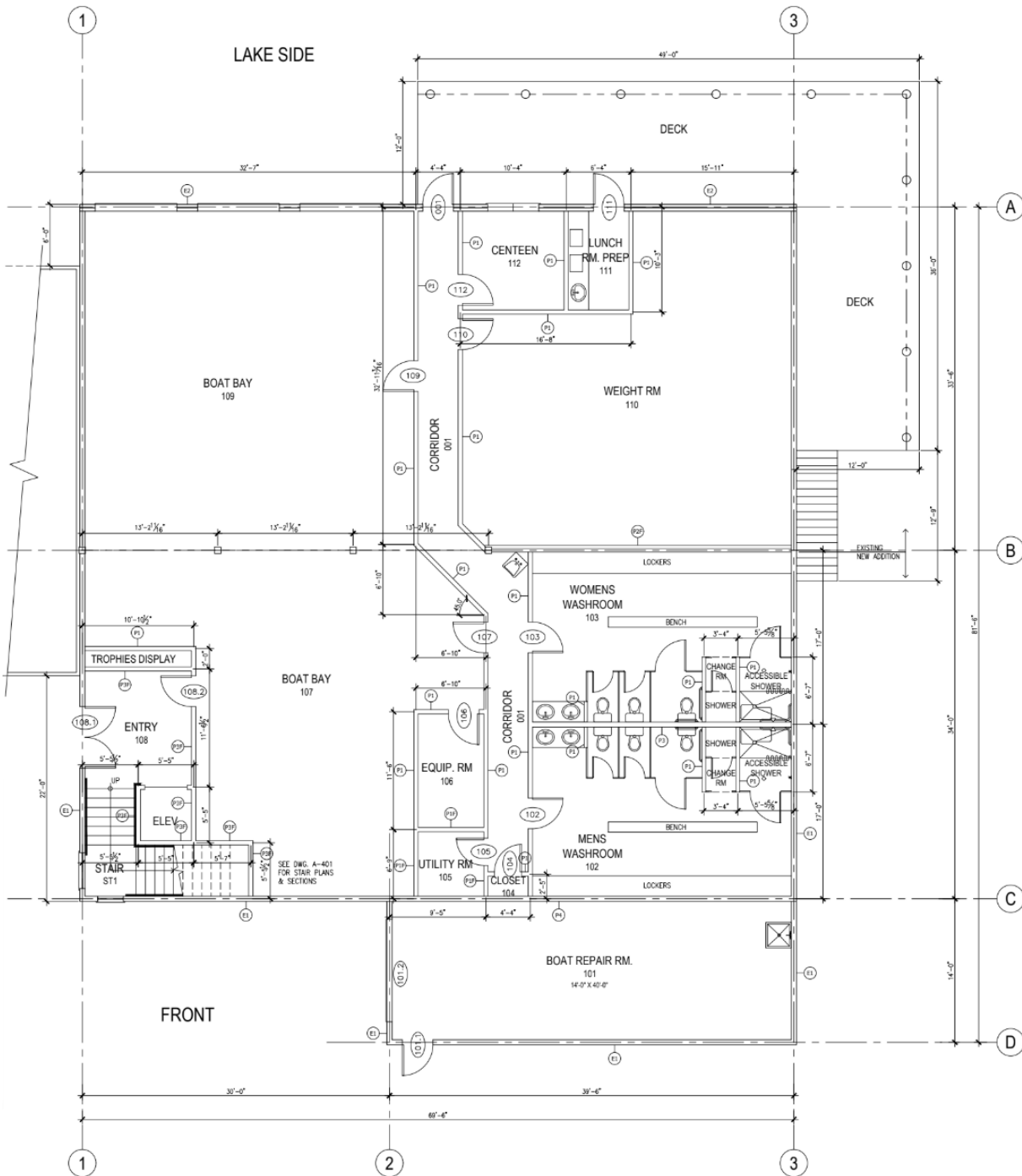
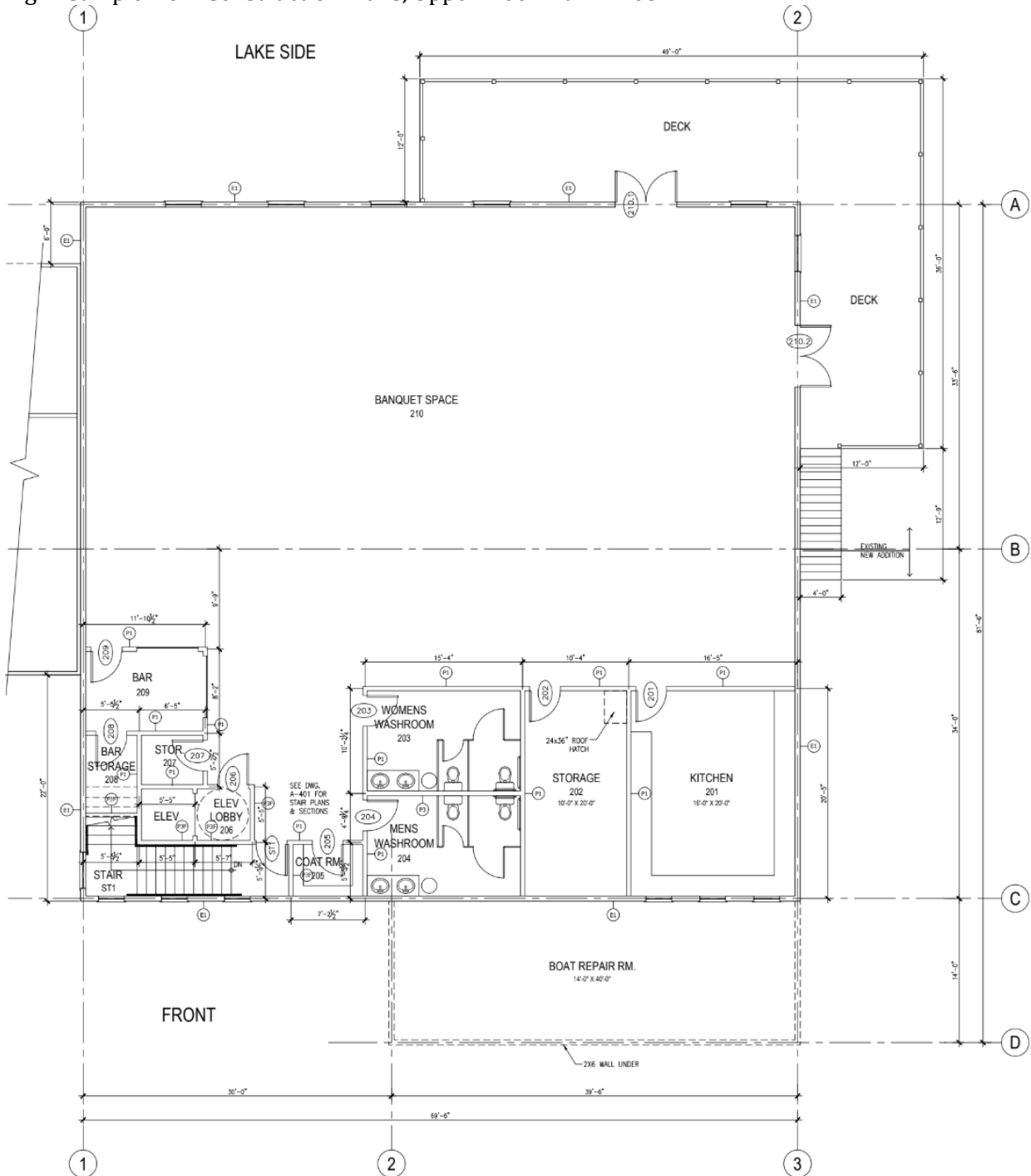


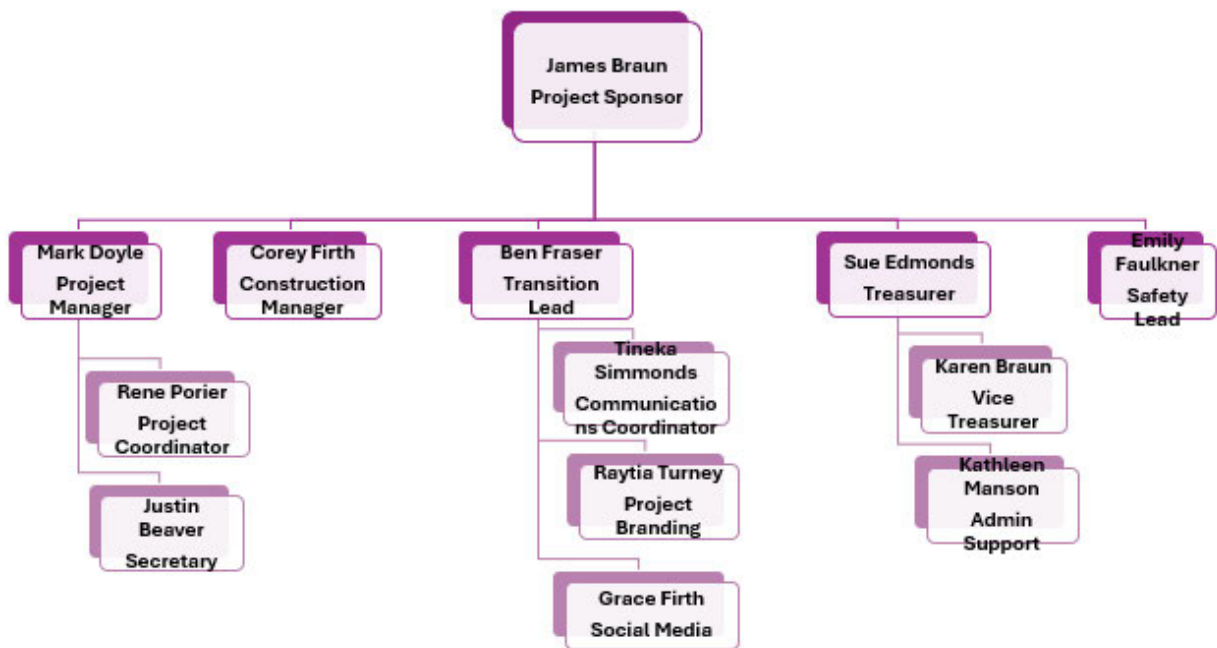


Fig 1: Sample from Construction Plans, Upper Floor Plan A-103





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 |

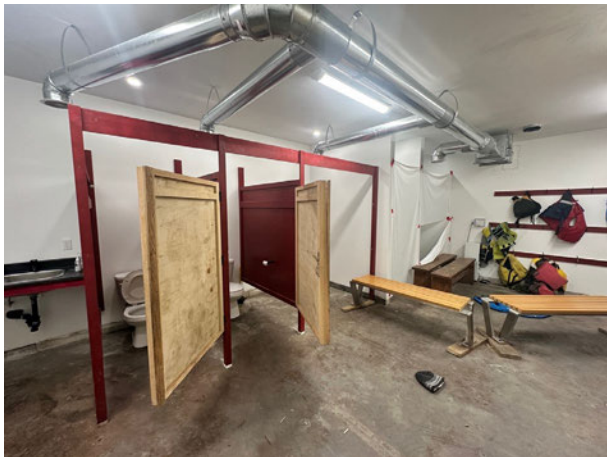
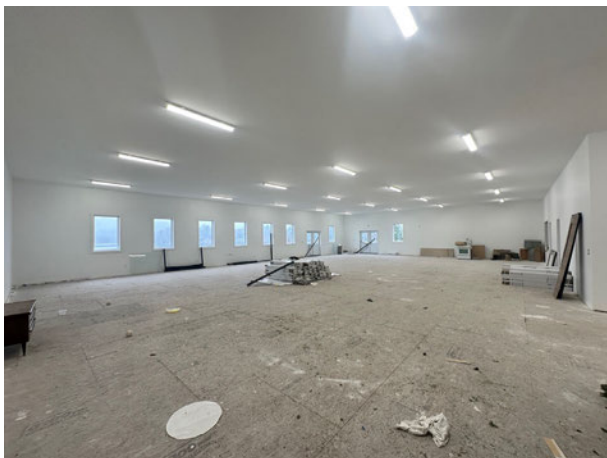
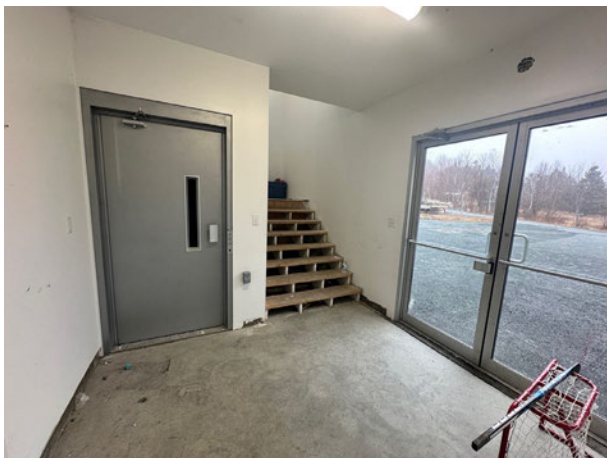
Attachment 2

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!**





Orenda Racing Canoe Club

Capital Expansion Funding Proposal

Critical Path to Financial Health





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. Founded in 1977, Orenda has a notable history, including producing five Olympic champions. 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 one-time grant contribution of \$608,000 from Community, Culture and Heritage NS toward a full-scale expansion and modernization of the facility. This project began in 2018 and facilitated the construction of the expanded 15,000 square foot building that we have today. This project was further supported in 2021 by a \$360,000 reimbursement grant from Infrastructure Canada (ICIP) which is still active today. This joint reimbursement is a contribution of 50% from the provincial government and 40% from the federal government. These grants allowed the dedicated team of volunteers to bring this project very close to substantial completion, at an average cost of only \$58 per square foot!

The active infrastructure grant has contributed approximately \$260,000 toward the completion of construction, but not without delays. During Covid the board was parked, and construction was stopped. Over the following 4 years the club suffered from closures and low attendance. During this period of low revenue, fixed costs remained as well as the carrying costs of Orenda's contributions toward construction. With the change in financial position, the club has not had the available cash to continue to utilize this reimbursement grant. There is approximately \$106,000 in funding available from this grant, which remains inaccessible because the amounts must be paid first and then reimbursed. The current state of cash does not allow for this. Interest and carrying costs have utilized all available cash flow as the club struggles to complete this project.

We request graciously that HRM support Orenda Canoe Club's path to financial security with a critical \$50,000 contribution. These funds will be used to action our critical path to occupancy of our banquet space by restarting construction. As work is completed using these funds, expenses will be submitted to ICIP which will reimburse 90% of these costs, allowing further construction to continue. This \$50,000 contribution from HRM in conjunction with the ICIP grant will allow Orenda to complete the remaining \$125,000 scope of work. The revenue from this completed space is critical to the financial health of Orenda Canoe Club, and necessary for the club to remain in operation.

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. The Orenda team would be proud to partner with HRM on future events, offering our indoor and outdoor spaces which are unique in our catchment area.



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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 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 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, inclusiveness 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.

5. Establish Financial Stability

- Create revenue streams for the organization that will cover costs, reduce dependency on grants, and improve programming through talent and equipment

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 Canada Infrastructure grant funded by the provincial and federal governments. 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 achieve an occupancy permit for the new banquet hall. This hall will provide much needed revenue to build financial resiliency back into Orenda.

Phase 2 Occupancy: Utilization of existing grant funds for critical scope to reach occupancy

| Orenda Racing Canoe Club - Construction Budget | |
|---|----------------------------|
| Description | Phase 2 - Occupancy |
| HVAC & Controls for Hall Only | \$ 30,000 |
| Electrical | \$ 5,000 |
| Plumbing | \$ 8,000 |
| Banquet Hall Flooring | \$ 10,000 |
| Bathroom Fixtures | \$ 15,000 |
| Stairs and railing | \$ 14,000 |
| Bathroom Partitions | \$ 5,000 |
| Trim & Mouldings | \$ 5,000 |
| Fire Alarm | \$ 5,000 |
| Bathroom & Kitchen Flooring | \$ 4,000 |
| Door & Egress Hardware | \$ 9,000 |
| Gas Fitting | \$ 4,000 |
| Contingency (10%) | \$ 11,400 |
| Phase 2 Occupancy Total | \$ 125,400 |



Project Cost Summary: Cost per Phase

| | | |
|---|----|-----------|
| Project Cost To Date (Not including \$200k in-kind) | | \$909,000 |
| → Total Cost To Date / SF | \$ | 59 |
| Project Cost at Phase 2: Occupancy | \$ | 1,034,400 |
| Cost To Date / SF | \$ | 67 |

Project Scope

In Scope

- Banquet hall
- Banquet hall exterior egress
- Banquet hall washrooms
- Entryway and stairs
- Boat bays building safety systems
- Storage area

Out of Scope

- Work completed to date
- Commercial kitchen & bar
- Outdoor parking, landscaping
- Fitness room
- Marketing and advertising
- Operating and maintenance costs
- Boat repair area and boat bays
- Banquet hall rental equipment

Costs are based on vendor quotes and construction estimates. Project costs are projected to be well below industry averages.

For the completed future Orenda building layout see Appendix C.

Project Benefits

- Community Engagement – Inclusive opportunities, social connections, and event hosting
- Community Access to Recreation – Affordable, organized, and structured outdoor learning
- Long Term Financial Stability– 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 Phase2 – Occupancy is to begin work in December 2025 with the first milestone being a rentable hall space in May 2026. For this timeline to proceed, approval would need to be granted by the end of October. Approval beyond October would not change the duration but move the timeline forward proportionately.

Materials that are non-stock 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 - Phase 2 Occupancy | | | | | | | | | | | | |
|--------------------------------------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 2025-2026 | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| Door & Egress Hardware | | | | | █ | | | | | | | |
| HVAC & Controls for Hall Only | | | | | █ | █ | | | | | | |
| Stairs and railing | | | | | █ | | | | | | | |
| Banquet Hall Flooring | | | | | █ | █ | | | | | | |
| Bathroom & Kitchen Flooring | | | | | █ | | | | | | | |
| Gas Fitting | | | | | █ | █ | | | | | | |
| Electrical | | | | | █ | | █ | | | | | |
| Fire Alarm | | | | | █ | | █ | | | | | |
| Plumbing | | | | | █ | | █ | | | | | |
| Bathroom Fixtures | | | | | █ | | █ | | | | | |
| Bathroom Partitions | | | | | █ | | █ | | | | | |
| Trim & Mouldings | | | | | █ | | █ | | | | | |
| Occupancy | | | | | █ | | █ | | █ | | | |

It is important to note that the club will safely remain accessible while construction work takes place.



P&L Financial Statement

| ORENDA CANOE CLUB | | | | |
|---|------------------------------------|--------------------|-------------------|------------------------|
| P&L FOR THE YEARS ENDED SEPTEMBER 30 | | | | |
| | Actuals FY25 YTD (11 months) | Actuals FY24 | Actuals FY23 | Average FY24 / FY23 |
| 4000 Sales | 14,635.50 | 45,773.10 | 37,587.69 | 41,680.40 |
| 4011 Full Year - Afterschool Program | - | 6,000.00 | - | 3,000.00 |
| 4012 Full Year - HP Program | 5,275.00 | 8,689.00 | 970.00 | 4,829.50 |
| 4020 HP - Fall Program | - | 690.00 | 924.00 | 807.00 |
| 4021 HP - Winter Program | - | - | 3,350.00 | 1,675.00 |
| 4022 HP - Spring Program | 585.00 | 483.00 | - | 241.50 |
| 4030 Afterschool - Monthly Program | 4,033.00 | 2,914.00 | 28,066.09 | 15,490.05 |
| 4035 Summer Program | 68,014.50 | 42,169.50 | 16,983.93 | 29,576.72 |
| 4036 Summer Extended Hours Program | 13,350.00 | 11,706.50 | 34,034.50 | 22,870.50 |
| 4045 War Canoe Program | - | - | 1,395.00 | 697.50 |
| 4150 CKC Fees | 6,507.52 | 8,300.00 | 58.50 | 4,179.25 |
| 4805 Grant - Employment Federal | - | 3,644.00 | - | 1,822.00 |
| 4800 Grant - Sport NS | 10,237.50 | - | - | - |
| Total Fundraising | 16,331.63 | 21,327.39 | 9,996.61 | 15,662.00 |
| TOTAL REVENUE | 138,969.65 | 151,696.49 | 133,366.32 | 142,531.41 |
| Expenses | | | | |
| 5000 Advertising & Promotion | 417.44 | 183.83 | - | 91.92 |
| 5100 Awards Expenses | 517.75 | 550.05 | - | 275.03 |
| 5400 Dues, Fees, Memberships | 6,040.33 | 3,395.96 | 4,746.14 | 4,071.05 |
| 5420 Equipment Purchases | 1,154.70 | 3,679.70 | - | 1,839.85 |
| 5430 Event Expenses | - | 190.00 | 143.34 | 166.67 |
| 5500 Fuel Expense | 40.02 | 1,658.44 | 51.63 | 855.04 |
| 5600 Legal fees & expenses | - | - | - | - |
| 6401 Expenses - Afterschool | 103.54 | - | - | - |
| 6000 Insurance Expense | 7,830.72 | 6,965.37 | 3,741.41 | 5,353.39 |
| 6200 Bank & Payroll Fees | 2,146.47 | 5,303.43 | 5,808.90 | 5,556.17 |
| 6400 Office Expenses | 548.92 | 4,000.00 | - | 2,000.00 |
| 6500 Miscellaneous | 565.70 | 17,768.81 | 7,567.70 | 12,668.26 |
| 6600 Maintenance - Building & Grounds | 1,021.95 | 21,584.91 | 744.90 | 11,164.91 |
| 6700 Maintenance - Boat & Equipment | - | 281.05 | 511.13 | 396.09 |
| 6900 Supplies - building | - | 2,025.22 | - | 1,012.61 |
| 7000 Telephone | 3,398.29 | 3,247.01 | 2,919.66 | 3,083.34 |
| 7100 Travel & Entertainment | - | 68.87 | - | 34.44 |
| 7600 Utilities | 6,588.34 | 11,575.42 | 2,975.28 | 7,275.35 |
| 7910 PST | 4,629.66 | - | - | - |
| 7920 GST | 1,787.59 | - | - | - |
| 4810 Grant - Employment - Provincial | (33,867.00) | (4,043.88) | (78,724.74) | (41,384.31) |
| 7800 Wages & Benefits | 130,592.86 | 152,061.29 | 129,312.28 | 140,686.79 |
| TOTAL EXPENSES NET OF GRANT | 133,517.28 | 230,495.48 | 79,797.63 | 155,146.56 |
| NET PROFIT (LOSS) - OPERATIONS | 5,452.37 | (78,798.99) | 53,568.69 | (12,615.15) |
| NET PROFIT (LOSS) - OPERATIONS YE FORECAST | (2,847.63) | | | |



| ORENDA CANOE CLUB | | | | | |
|---|--|------------------|--------------------|--------------------|-------------------|
| P&L FOR THE YEARS ENDED SEPTEMBER 30 | | | | | |
| 4814 | Grant - Capital Improvement Federal (Acoa) | 25,379.67 | - | - | - |
| 4815 | Grant - Capital Improvement Municipal | 18,550.00 | 11,100.00 | - | 5,550.00 |
| 4816 | Grant - Capital Improvement Provincial | 28,305.83 | 113,106.68 | 78,968.40 | 96,037.54 |
| CAPITAL GRANTS RECEIVED | | 72,235.50 | 124,206.68 | 78,968.40 | 101,587.54 |
| 5200 | Capital Building Expenses | - | 15,313.22 | - | 7,656.61 |
| 6300 | Interest - Loan & LOC | 14,966.02 | 15,312.17 | 11,648.72 | 13,480.45 |
| 8000 | Building Expansion - Labour | 21,011.93 | - | - | - |
| 8001 | Building Expansion - Materials | 1,437.22 | 8,410.23 | 74,672.50 | 41,541.37 |
| 8002 | Building Expansion - Subcontracts | 16,521.74 | - | - | - |
| 8003 | Building Expansion - Equipment | - | 32,325.88 | - | 16,162.94 |
| 8004 | Building Expansion - Insurance | 8,549.00 | 8,045.00 | 12,601.00 | 10,323.00 |
| 8005 | Building Expansion - Misc | 6,685.70 | - | - | - |
| CAPITAL AND INTEREST COSTS | | 69,171.61 | 79,406.50 | 98,922.22 | 89,164.36 |
| NET PROFIT (LOSS) - CAPITAL PROJECT | | 3,063.89 | 44,800.18 | (19,953.82) | 12,423.18 |
| TOTAL ORENDA | | 8,516.26 | (33,998.81) | 33,614.87 | (191.97) |
| TOTAL ORENDA 2025 YE FORECAST | | 216.26 | | | |

Orendas P&L illustrates the significant pressure the club is under to improve its bottom line. In the statement above, 2023 and 2024 are shown as an average due to the timing of two major transactions. The 2024 statement shows a catch-up on utilities from 2023, as well as a reduction in the employee grant which was received inside of the 2023 fiscal year.

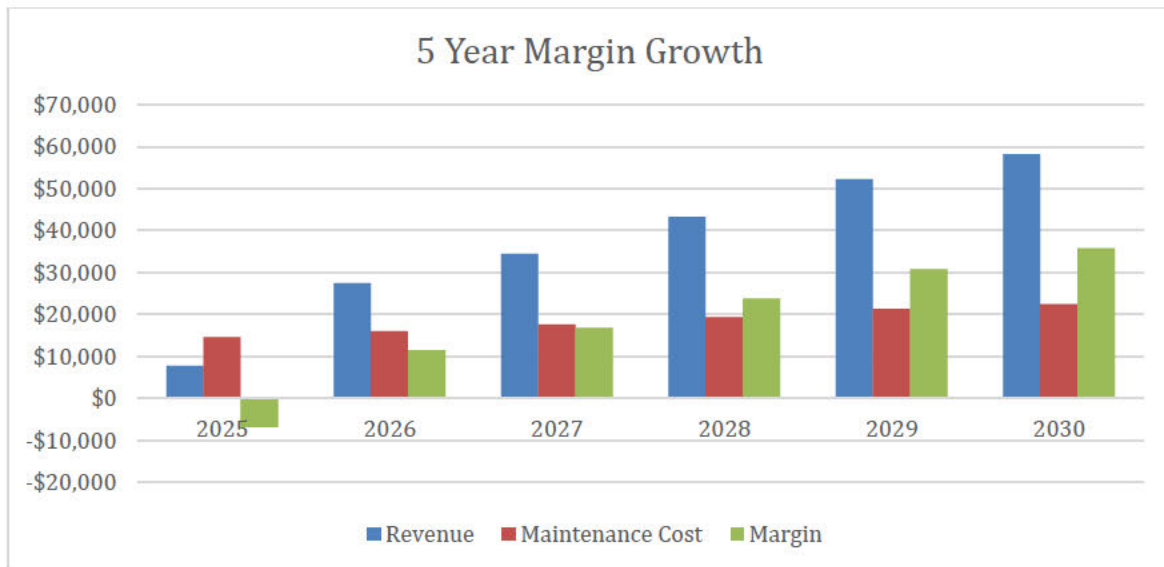
Years 2023-2024 show a significant operating shortfall that is mitigated by a capital grants surplus. This trend improved in 2025 with a lower operating shortfall forecasted, and lower capital grant surplus. All three years have been bolstered by strong fund-raising efforts which are still not enough to overcome the operating shortfall. The club has done considerable work to reduce overhead while moving capital projects forward. While great progress has been made by reducing overhead, the operations shortfall cannot continue. The club took on significant debt to get to endure through Covid and continue this project but is now burdened by the service of that debt without the necessary revenue. It is critical that this project be completed, and revenue generated for Orenda to sustain operations.



Banquet Hall 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 programming is expected to grow 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 projections 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.

\$125,000 is required to achieve occupancy in the new banquet hall. We are seeking your support today to achieve Phase 2 occupancy, enhancing our long history of contributions to the community and ensuring that Orenda has the revenue needed to endure.



Appendix A – Building Layout

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

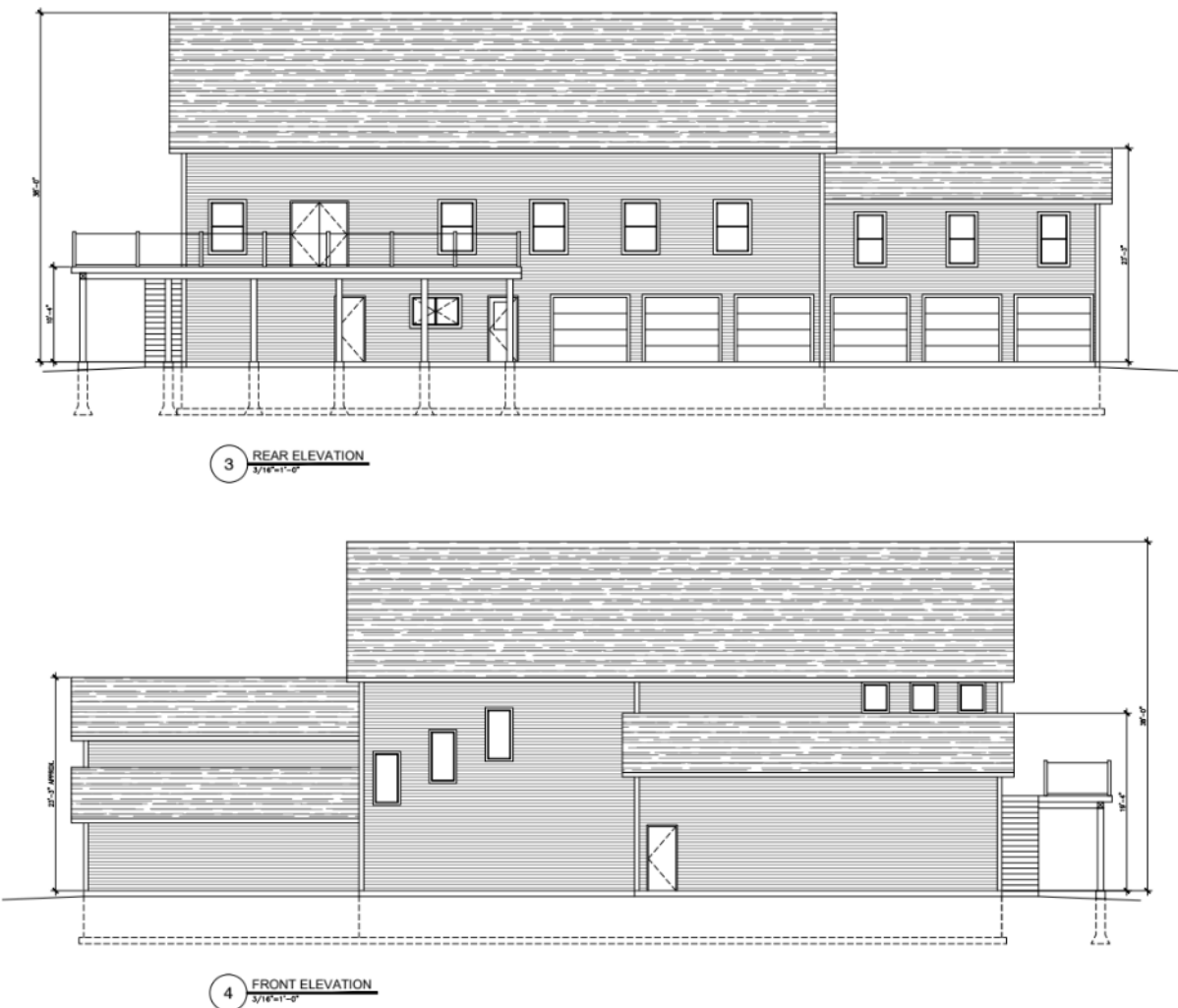




Fig 1: Sample from Construction Plans, Main Floor Plan A-102

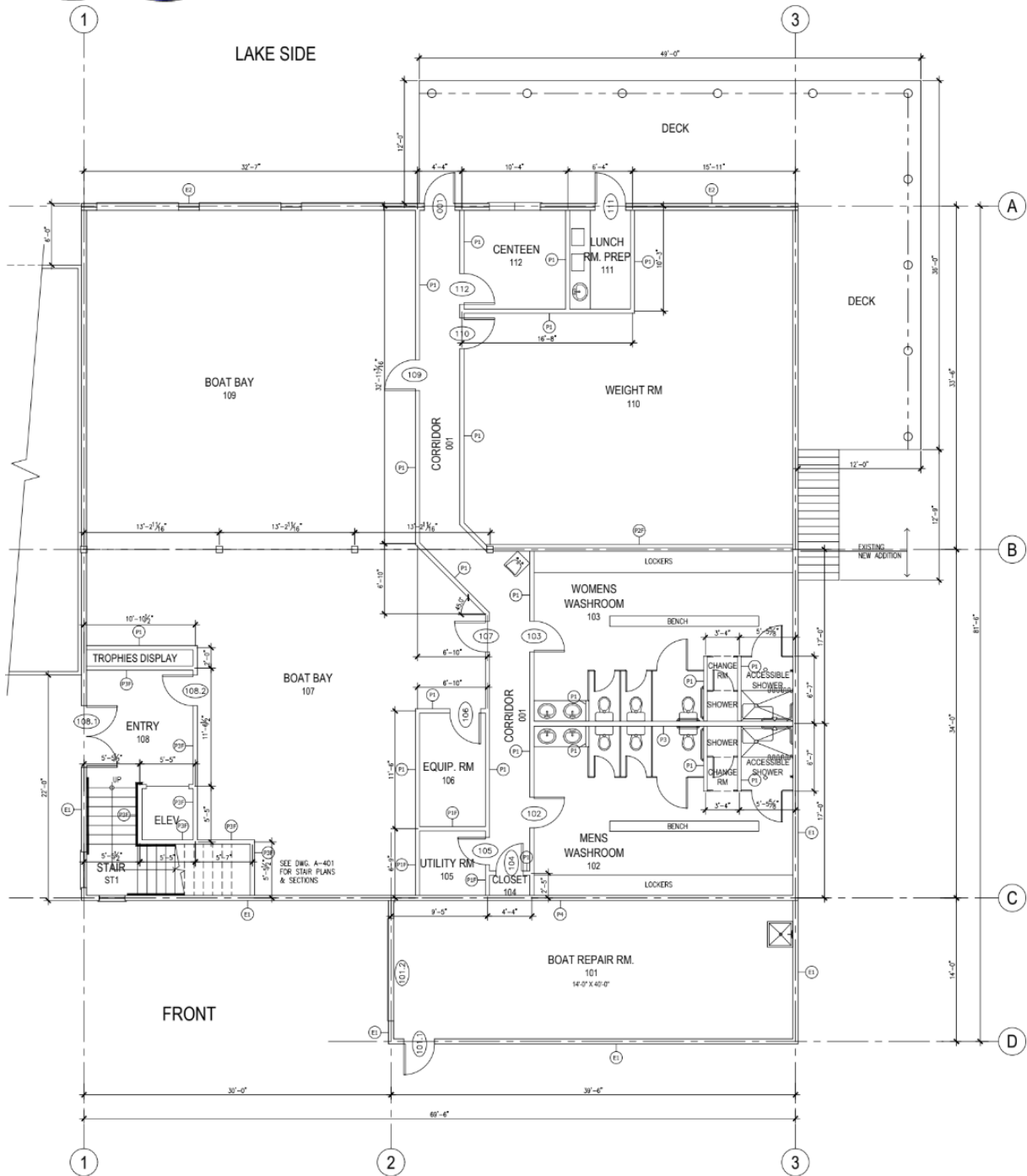
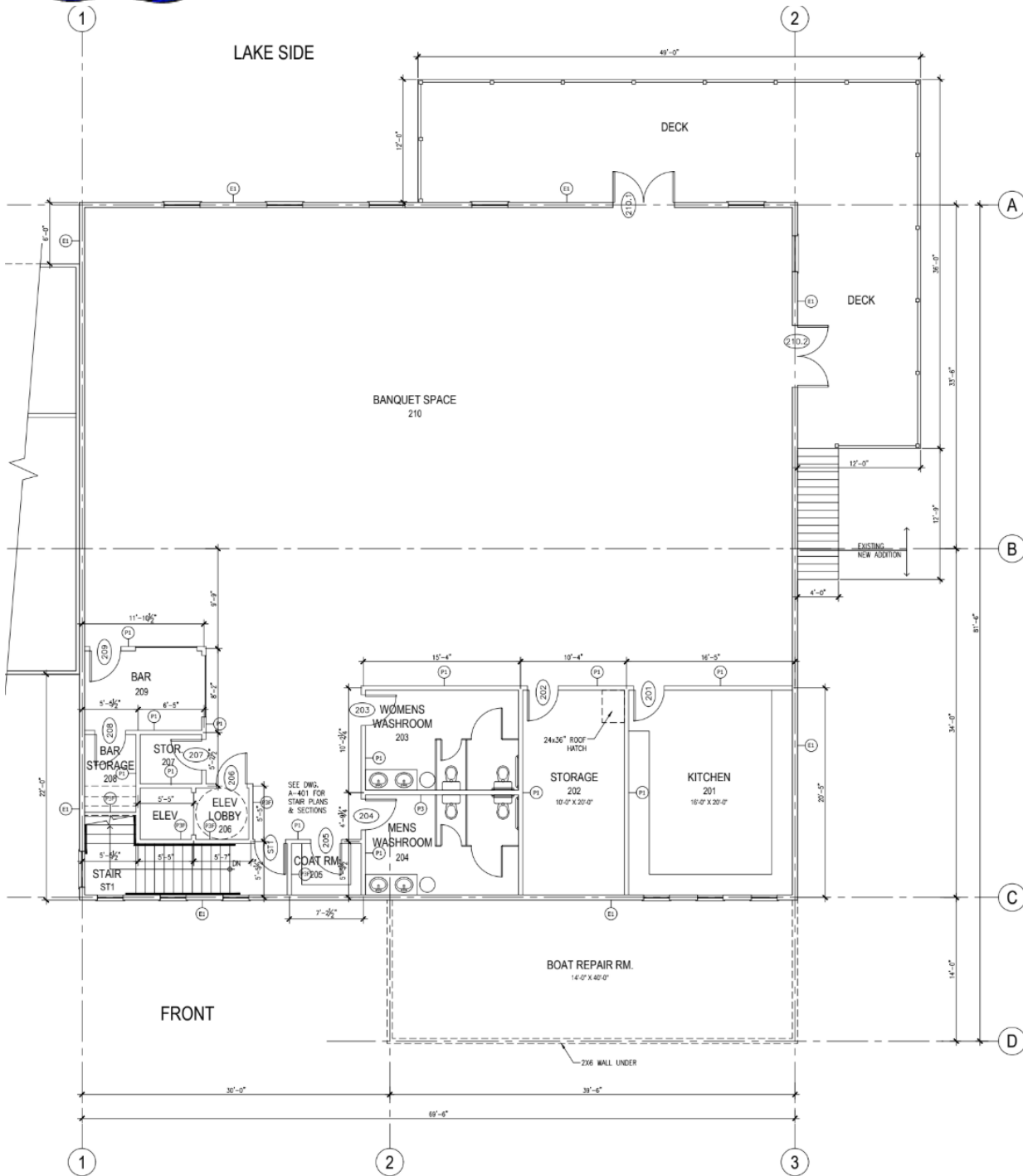


Fig 1: Sample from Construction Plans, Upper Floor Plan A-103





Appendix B – Organization Structure

| Name | Position | Phone No. | Email |
|----------------|-----------------------------------|------------|--------------------------|
| James Braun | Commodore | [REDACTED] | [REDACTED] |
| Ben Fraser | Vice Commodore | [REDACTED] | [REDACTED] |
| Corey Firth | Head Coach | [REDACTED] | [REDACTED] [REDACTED] |
| Emily Faulkner | Grants | [REDACTED] | [REDACTED] |
| Karen Braun | Treasurer | [REDACTED] | [REDACTED] |
| Tineka Simmons | Paddling Chair | [REDACTED] | [REDACTED] |
| Mark Doyle | Grounds and Facilities | [REDACTED] | [REDACTED] |
| Grace Firth | Public Relations and Social Media | [REDACTED] | [REDACTED] |
| Raytia Turney | Alumni & Community Outreach | [REDACTED] | [REDACTED] |



Appendix C – 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 |

Appendix D – Banquet Hall Construction Photos, Current State

Figure 1: Banquet hall balcony, facing South.





Figure 2: Banquet hall balcony, facing North



Figure 3: Banquet hall facing North

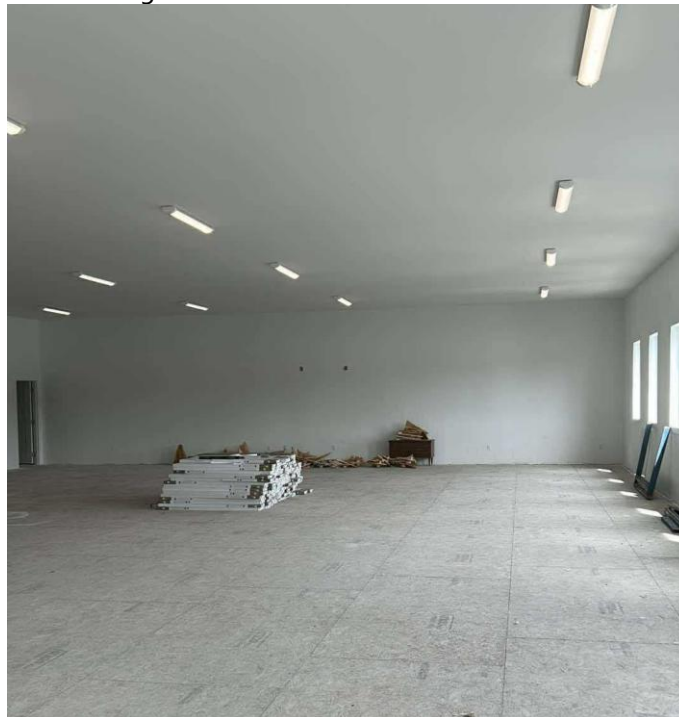


Figure 4: Banquet hall facing South



Figure 5: Banquet hall stairs, entrance

