



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.



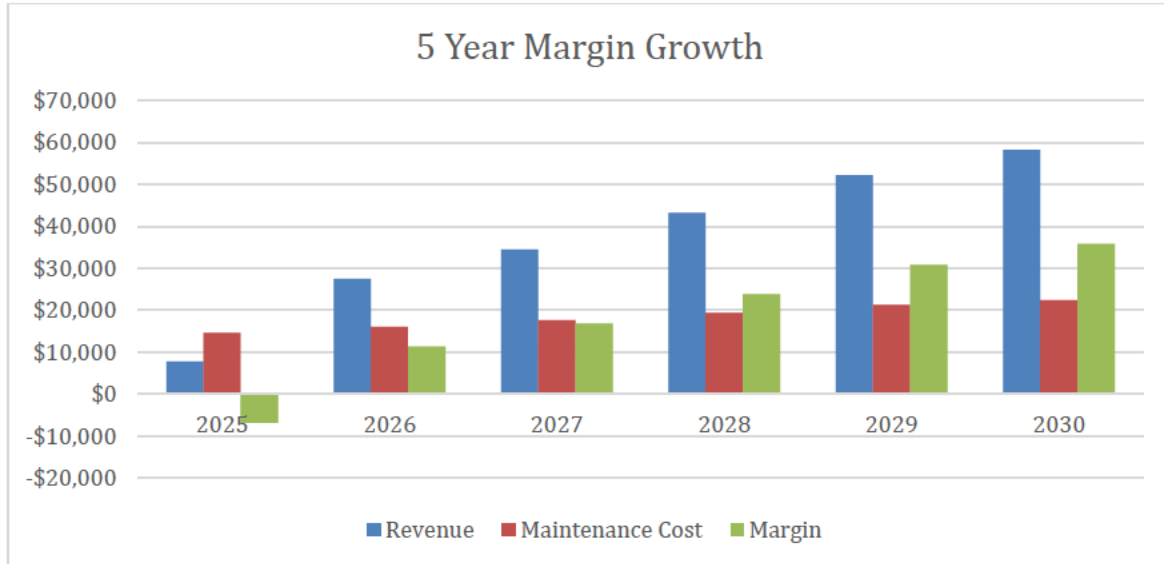
Project Schedule														
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Upper Level														
Order Mat'l and Schedule	█	█												
Upstairs Utilities			█											
Floors & Trims				█										
Bathrooms					█									
Touch Ups & Finishes									█					
Furniture						█								
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

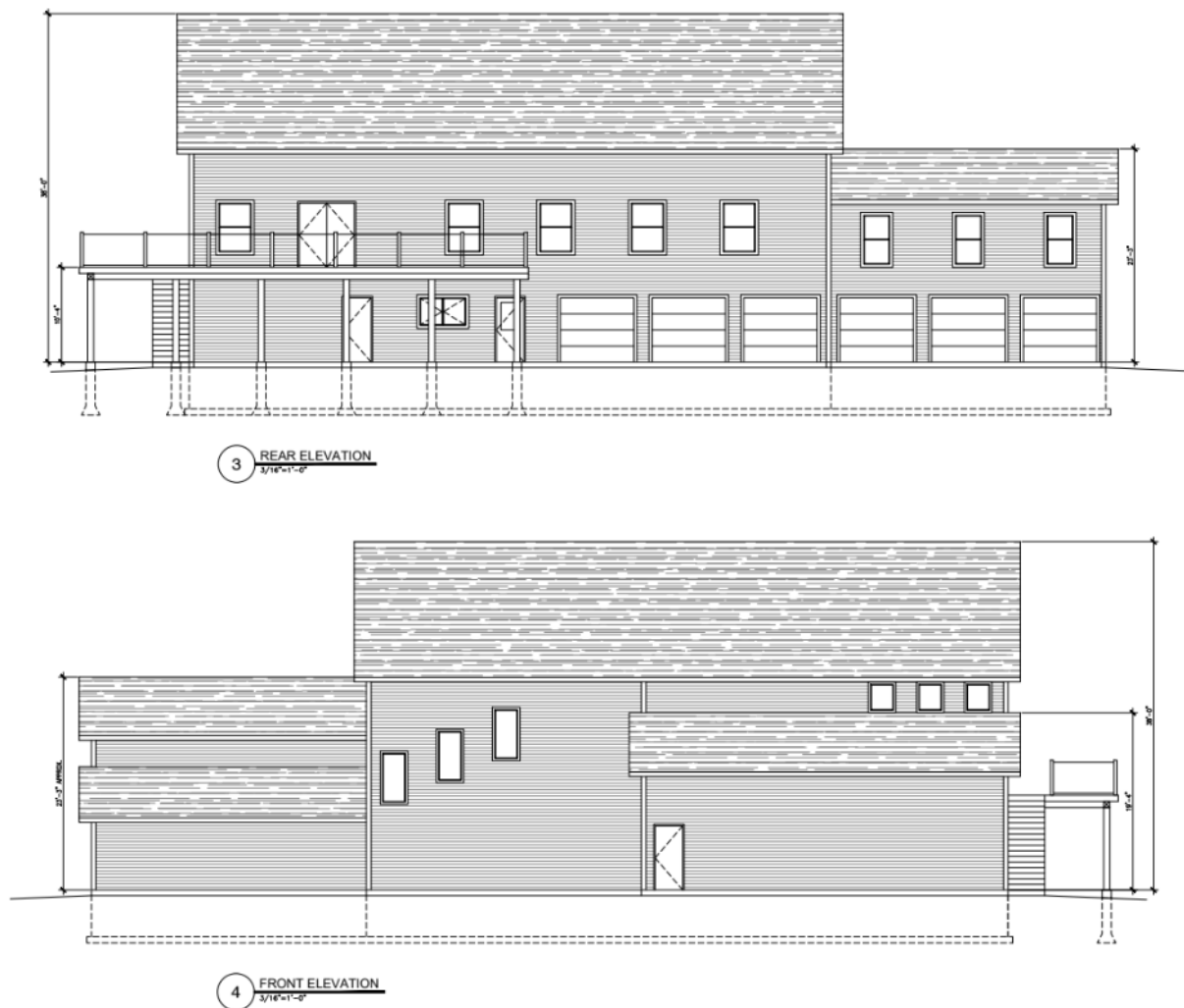




Fig 1: Sample from Construction Plans, Main Floor Plan A-102

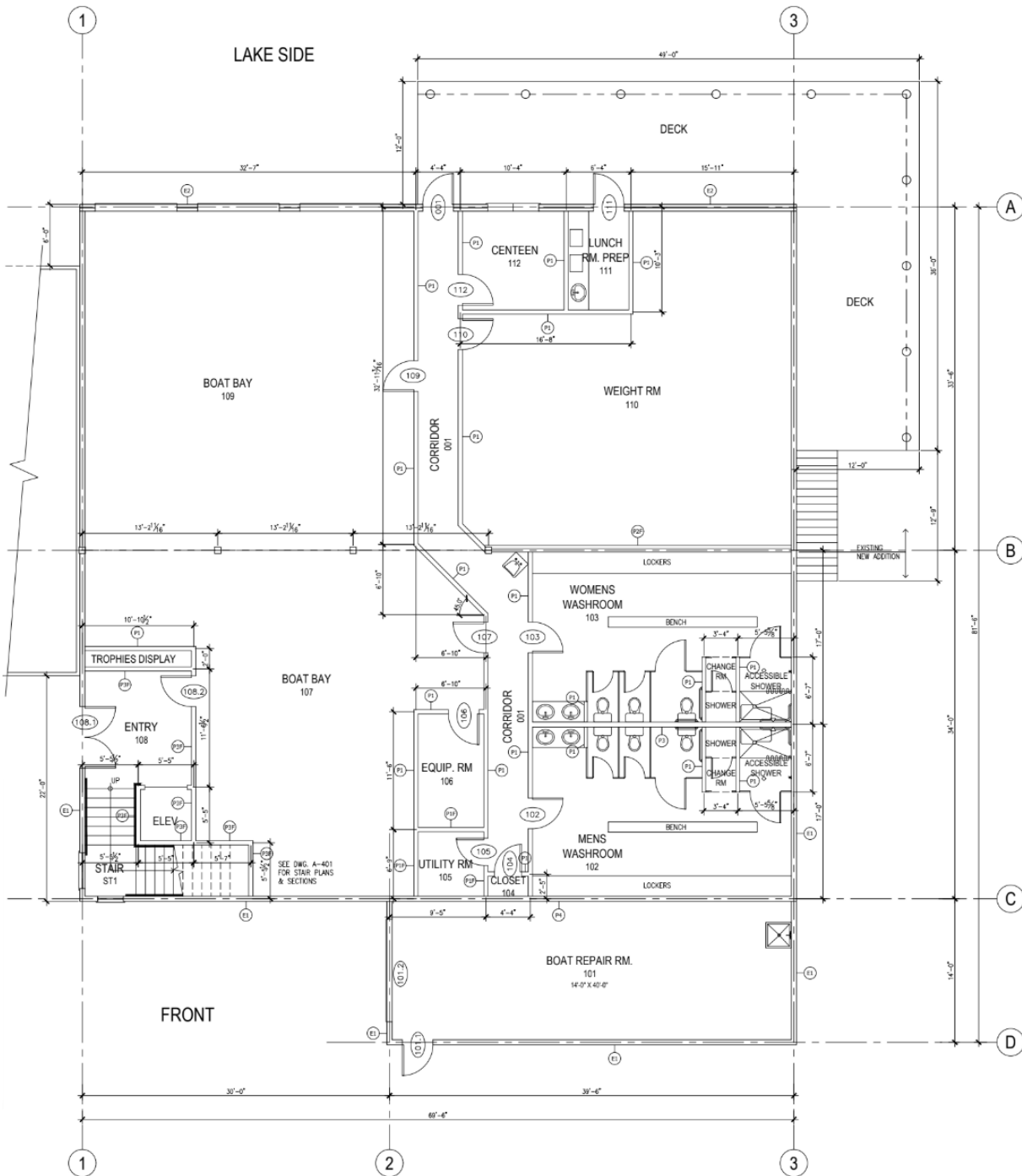
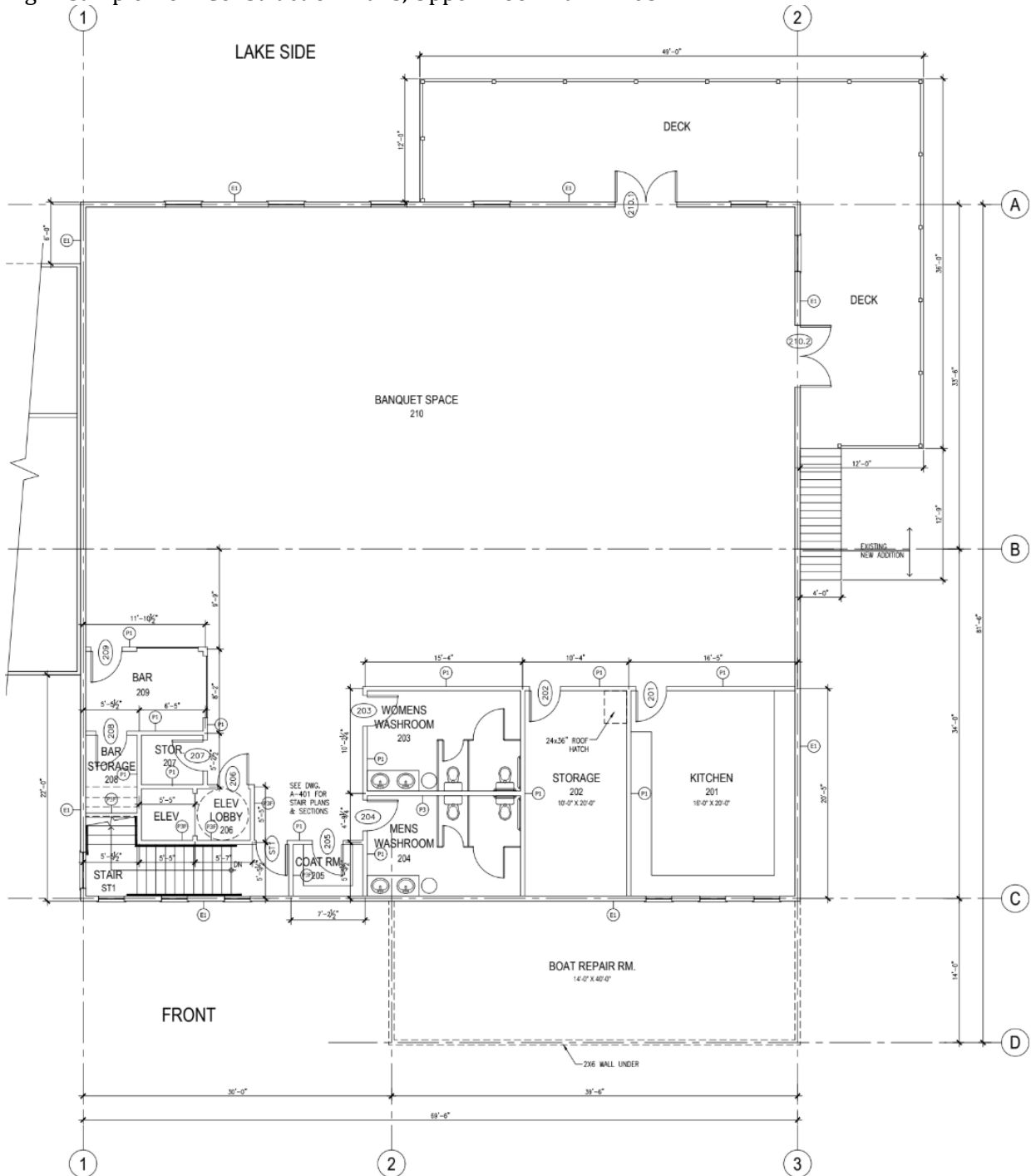


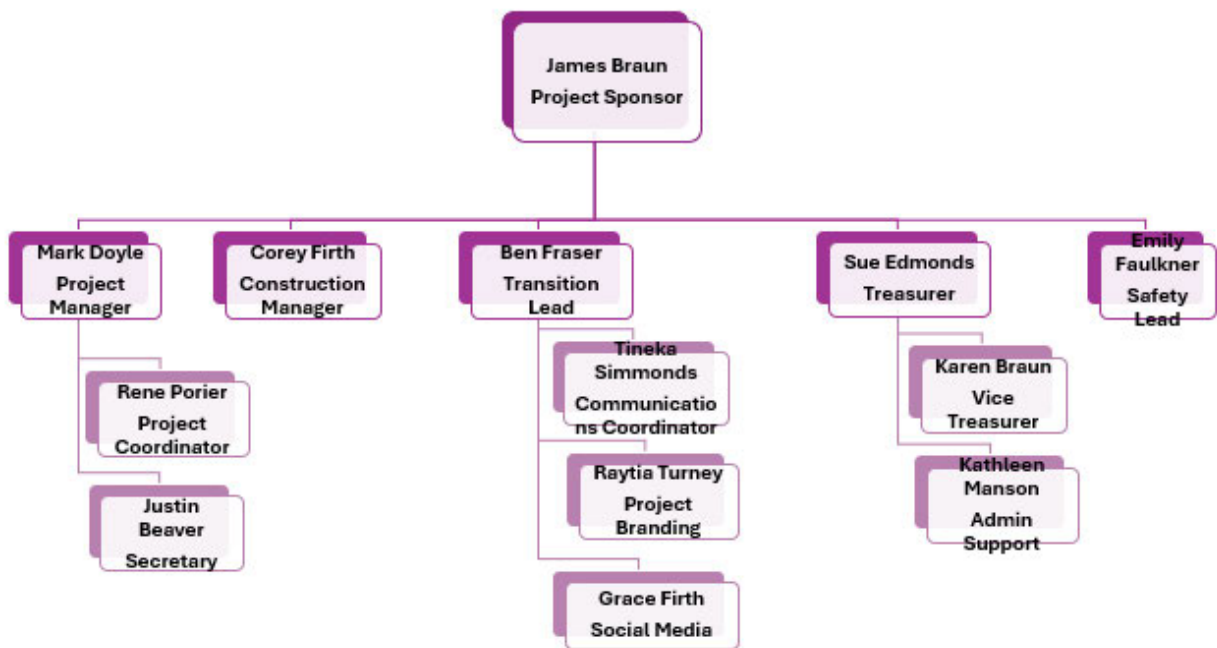


Fig 1: Sample from Construction Plans, Upper Floor Plan A-103





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