

# Business Plan (Nonprofit Organization)

## Skaha Aquatic Club – Canoe and Kayak Club



### 1. Executive Summary

The Skaha Aquatic Club will be a nonprofit community paddling organization based in Penticton, BC, drawing inspiration from the legacy of the original *Penticton Aquatic club* founded decades ago in 1913-1952. Our mission is to promote safe, inclusive, and accessible canoeing and kayaking programs for youth, adults, and families while building community connections through outdoor recreation, physical fitness, and respect for our natural waterways.

The club will operate seasonally on either Okanagan Lake or Skaha Lake, with year-round opportunities (off season dryland training) for fitness, education, and social engagement. We aim to become a hub for local paddlers of all ages and abilities, offering both recreational and competitive programs. The competitive programs will focus on the Olympic events of flatwater canoe and kayak racing.

### 2. Mission, Vision, and Values

**Mission:** To provide affordable, accessible, and community-driven paddling programs for all ages, fostering physical health, teamwork, and environmental stewardship.

**Vision:** A vibrant paddling community in the Okanagan where youth and adults connect through the passion of sport and fitness.

**Core Values:** Inclusion, community, environmental sustainability, teamwork, lifelong learning and hard work.

### 3. Programs & Services

#### a) Youth Programs:

-Learn to Canoe / Kayak: Introductory courses for ages 6–18, focused on safety, paddling technique, and fun;

- After-School & Summer Camps: Skill progression programs, nature education, and team-building games;
- Youth Competitive Stream: Training, local/regional and national competition opportunities in sprint canoe/kayak for ages 12-40+; and
- Leadership Development: Junior coach/mentor opportunities for older youth to support younger paddlers.

**b) Adult & Community Programs:**

- Recreational Canoe & Kayak Nights: Group paddles with emphasis on fitness, socializing, and wellness;
- Adult Learn to Paddle: Beginner sessions tailored for adults new to water sports;
- Wellness & Fitness Paddles: Morning paddles, women’s groups, and family programs; and
- Masters/Adult Competitive Stream: Training and events for those pursuing higher skill and competition.

**c) Community Engagement:**

- Environmental stewardship days (shoreline cleanups, invasive species education).
- Open houses and regattas showcasing youth and adult skills.
- Partnerships with schools, Indigenous communities (OIB and PIB), recreation programs, and local businesses.

**4. Market & Community Need**

- a) Penticton is surrounded by two major lakes with strong seasonal demand for water-based recreation;
- b) Currently there is no sprint program in Penticton and the existing organized paddling programs serve solely the Dragonboat and outrigger community (different disciplines), creating a gap in accessible and structured opportunities especially for youth;
- c) Growing interest in outdoor fitness, team sports, and eco-friendly recreation;
- d) Strong potential for partnerships with schools and summer camps;
- e) Penticton is set to host the BC Games in 2028, creating perfect timing for the creation of this paddling club to hopefully have local athletes competing;
- d) There is currently no designated area on either lake for “no wake” zones for non motorized watercraft such as canoes, kayaks, paddleboards, rowing skulls etc. We would love to see the implementation of a buoy system that protects some area of water free from power boat hazards due to the nearly yearly deaths that unfortunately occur on our lakes.

#### **4.1 Alignment with the City of Penticton Strategic & Recreation Plans:**

The Skaha Aquatic Club would directly align with several key priorities outlined in the City of Penticton's guiding documents, including the Parks and Recreation Master Plan, Official Community Plan (OCP), Community Climate Action Plan, and Recreation & Facilities Strategy.

a) **Accessibility & Inclusion**

- Supports Penticton's commitment to *accessible recreation for all ages and abilities*;
- Offers low-cost youth programming and financial assistance pathways; and
- Provides adapted paddling opportunities for individuals with physical, sensory, or learning differences.

b) **Outdoor Recreation Expansion**

- Aligns with the City's goal of expanding water-based recreation in a safe, environmentally responsible manner; and
- Activates underutilized waterfront areas with year-round programming (seasonal paddling, winter dryland).

c) **Waterfront Activation**

- Supports strategic priorities to enhance public use of shorelines through community events, environmental stewardship, and family-friendly recreation; and
- Builds a presence that does not require permanent concrete structures, allowing for flexible and minimal-impact activation.

d) **Environmental Stewardship & Climate Commitments**

- Encourages low-carbon recreation;
- Provides environmental education tied to lake ecosystems, water safety, and invasive species mitigation; and
- Advocates for safe, protected non-motorized zones that reduce accidents and aquatic habitat disturbance.

#### **5. Organizational Structure**

- a) Nonprofit Society registered in BC.
- b) Board of Directors: Local community leaders, coaches, and parent representatives.
- c) Coaching Staff: Certified canoe/kayak coaches, lifeguards, and program facilitators.
- d) Volunteers: Parents, retired paddlers, and local enthusiasts supporting events, fundraising, and maintenance.

## **6. Facilities & Equipment**

a) Base of Operations: A lakefront location with a sea container-based clubhouse (boat and equipment storage, small fitness room, and community meeting space with bathrooms/change rooms). Please see **Attachment “A” on page 7 & 8** whereas I have proposed two possible locations that I think would be a suitable location. The first located on the south east side of **Okanagan Lake** near the “Esplanade” site. The second is proposed to be at the north end of **Skaha Lake** in or around “Sudbury Beach”. Please see **Attachment “B” on page 9** in which I have included a rendering of a cheaper option to start up a paddling club with the use of sea containers.

b) Equipment: canoes, kayaks, paddles, PFDs, rescue gear, safety boats, and weights equipment.

c) Expansion Plans: Indoor training space for off-season dryland training (weights, stretching, and erg training). Please see **Attachment “C” on page 10** whereas I have included photographs of other sprint paddling clubs already established across Canada.

### **Location Considerations (Esplanade or Sudbury Beach)**

- Water conditions: wind patterns, fetch, wake exposure;
- Access: parking, bike routes, public transit, multi-use paths;
- Visibility: community awareness, drop-in engagement;
- Environmental sensitivity: shoreline vegetation, wildlife nesting areas;
- Infrastructure: utilities, washroom access, docks, boat-launch compatibility;
- Permitting: City permitting, foreshore permissions;
- Seasonality: ice-free months, prevailing spring/winter weather; and
- Community impact: noise, parking load, integration with beach use.

### **Feasibility Summary:**

Both Esplanade (north) and Sudbury (south) remain highly viable, with Esplanade offering calmer water and Sudbury offering proximity to family beach amenities. A final site will be selected in consultation with City planners.

## **7. Funding & Revenue Model**

### **Income Sources:**

- a) Membership fees (youth, adult, family);
- b) Program and lesson fees;
- c) Grants (local recreation, BC provincial sport, federal nonprofit funding, environmental programs Canoe/Kayak BC and Canoe/Kayak Canada);

- d) Canoe day rentals and hopefully youth outdoor swimming lessons;
- e) Sponsorships and community partnerships (local businesses, tourism operators); and
- f) Fundraising events (fun events and regattas).

Expense Categories:

- a) Equipment purchase & maintenance.
- b) Facility rental/lease and insurance.
- c) Coaching staff stipends/training.
- d) Program materials and safety equipment.
- e) Marketing and community outreach.

**8. Risk Management**

- a) Adherence to Paddle Canada and Canoe Kayak Canada safety standards.
- b) Lifeguard/safety boat coverage for all on-water programs.
- c) Comprehensive insurance coverage.
- d) Volunteer training in first aid, emergency response, and child protection policies.

**9. Goals & Impact (First 3 Years)**

Year 1:

- Establish nonprofit society, secure lakeshore location, acquire initial fleet of boats;
- Pilot youth and adult Learn to Paddle programs (30–50 participants); and
- Build partnerships with local schools, community groups and the Penticton Indian Band.

Year 2:

- Expand youth programs into after-school sessions and summer camps;
- Launch youth and adult competitive streams; and
- Grow membership to 100+ across all age groups.

Year 3:

- Host regional regatta in Penticton as well as the BC Games;

- Expand storage/clubhouse facilities;
- Launch environmental education program in partnership with schools;
- Grow membership to 150–200; and
- Have youth compete provincially in sprint program.

Year 10+:

- Penticton recognized as a regional paddling hub;
- Sustainable lake safety culture;
- Permanent non-motorized safe zones; and
- Multi-generational community engagement in active outdoor living.

**10. Evaluation & Sustainability**

- a) Track participation rates, retention, and community feedback.
- b) Annual review of financial health and program reach.
- c) Diversify funding sources to reduce reliance on any single stream.
- d) Develop leadership pathway so youth transition into lifelong paddlers, coaches, and community leaders.

**Conclusion:**

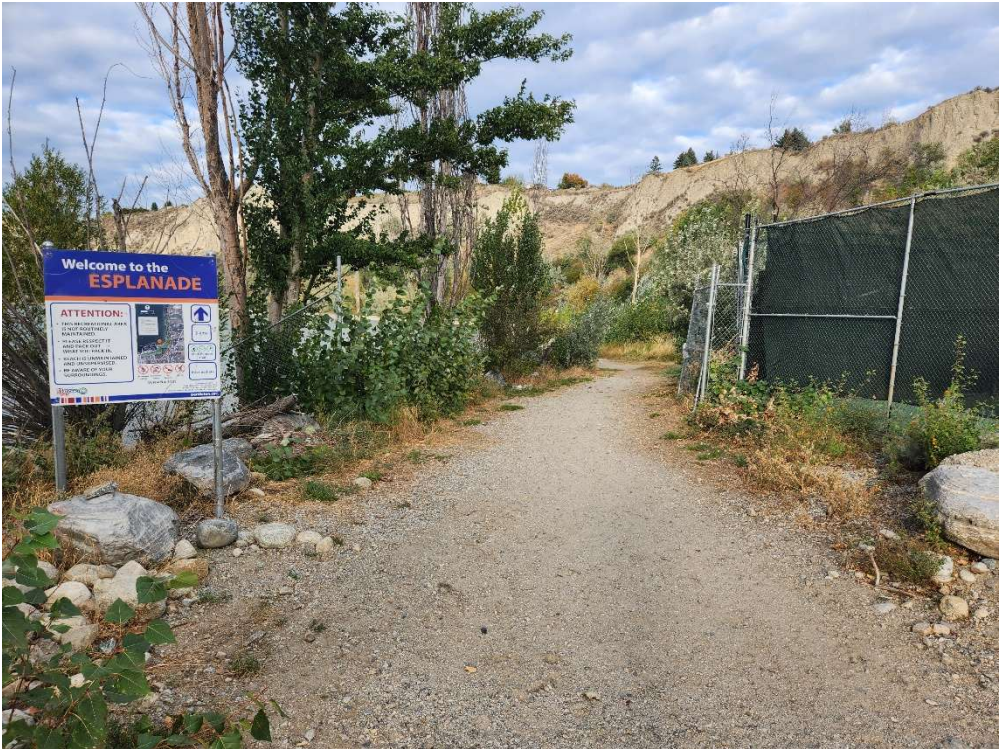
In conclusion what I am looking for from the City of Penticton would be a lease and or other type of agreement to secure some area of waterfront property on either Okanagan or Skaha Lake to initiate this club's proposal. This club would be a great source of partnership building including the PIB and other government entities to support joint initiatives. I have already received a letter of support from Canoe Kayak BC for the implementation of this canoe/kayak club especially since Penticton is set to host the 2028 BC Games.

My passion is sport for all, and would love to see sport in Penticton grow for both youth and adults. I have been kayaking for the past 20 years, competing provincially, nationally and internationally. I have previously worked at the Saskatoon Racing Canoe Club and Calgary Canoe Club in which I ran youth and adult programs as well as summer camps. Penticton is a beautiful community surrounded by water and a canoe/kayak club would only enhance that beauty and promote healthy living. This is also in alignment with the City of Penticton's Council Priorities under Support Community Vibrancy And Culture *"Advance in recreation arts, and safety amenities as part of growth to enhance the overall quality of life in Penticton."*

Thank you.

Mattison Sinnett

Okanagan Lake:



Skaha Lake:



Attachment "B"



## Attachment "C"

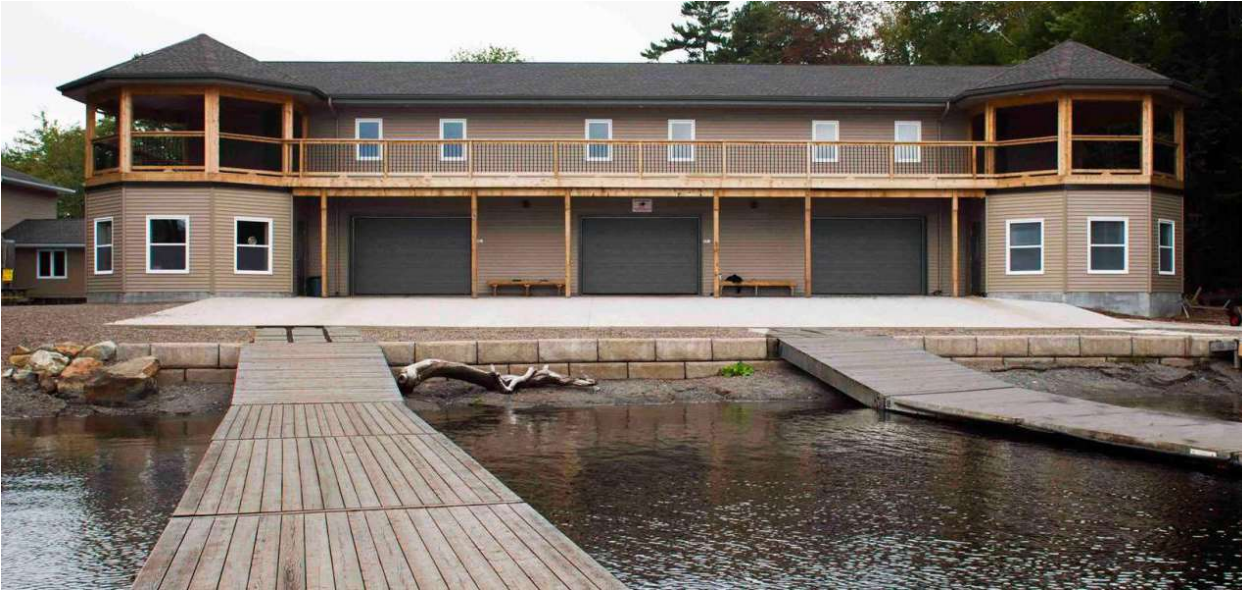
Saskatoon Racing Canoe Club (Saskatoon, Sk)



Calgary Canoe Club (Calgary, AB)



Cheema Aquatic Center (Dartmouth, NS)



Banook Canoe Club (Dartmouth, NS)



Rideau Canoe Club (Ottawa, On)





September 5, 2025

**To: City of Penticton**

**Subject: Support for the Penticton Aquatics Club**

Dear Mayor and Council,

On behalf of Canoe Kayak BC (CKBC), I am writing to express our strong support for the formation of the **Penticton Aquatics Club**, a new paddle sports organization in your community.

With the upcoming **BC Games** set to take place in Penticton, this initiative is especially timely. It aligns closely with CKBC's strategic goal to **grow the sport by supporting the development of new clubs** and strengthening existing ones. We see this as an exciting opportunity to not only enhance local paddling opportunities, but also to **leave a lasting legacy** in the region through the Games movement.

We commend the efforts of the community members involved in establishing this club and look forward to working collaboratively to support its success.

Regards,

A handwritten signature in black ink, appearing to read "Kolin Kriitmaa", with a stylized flourish at the end.

Kolin Kriitmaa

Executive Director

Canoe Kayak BC

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