



Presented to the
BWG Catalyst Centre Steering Committee
&
Bradford West Gwillimbury Town Council

By: Accolade Innovations Inc.

**Bradford West Gwillimbury
Catalyst Centre Business Plan**

November 2023

Confidentiality Statement

The reader acknowledges that the information provided in this business plan is confidential. In some cases, individuals and organizations are named herein. Therefore, the reader agrees not to disclose this document without the express written permission of Michael Disano, Chair at : mdisano@townofbwg.com

Upon request, this document is to be immediately returned to:

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Note to Reader

This business plan is written as a “how to” guide to establish what is called, “The Bradford West Gwillimbury Business Catalyst Centre”. The Plan names prospective partners, vendors, donors, and sponsors. Some of these named parties have contributed input to the plan (supplied pricing estimates, participated in focus groups, etc.), however no commitment has been made to any party named or otherwise. There is no intention to direct the reader towards one party or another, however names are included to make the potential implementation of the plan easier.

With Thanks

The Bradford West Gwillimbury Business Catalyst Centre project was made possible through funding provided by the County of Simcoe “In-Market Program” and the Town of Bradford West Gwillimbury

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1.1 Executive Summary

Purpose: In mid-2022, The BWG Office of Economic Development issued a Request for Proposal (RFP) aimed at identifying a consultant to investigate the potential to establish a business catalyst centre in Bradford. Accolade Innovations Inc. was the successful respondent to the RFP. This document is the product of the investigation into how the community might establish a centre to support business and entrepreneurship and what model best suits the needs of local entrepreneurs and the Town of Bradford West Gwillimbury (BWG).

Business Catalyst Centre (BCC) Goal: The overarching goal in creating the BCC is to develop a collaborative ecosystem whereby industry, small business, entrepreneurs, start-ups, government, academia, and venture capital can intersect to create community, spark innovation, and stimulate economic growth.

Process: In September 2022, under the guidance of the Economic Development Office, a five-member Steering Committee struck. Members were chosen for their business experience, entrepreneurial history, economic development involvement, and knowledge of the entrepreneurial ecosystem of support and resources in central Ontario and across Ontario. Accolade Innovations, Inc., assisted the Steering Committee in investigating the potential for establishing a centre in the Town.

Over many months, the Steering Committee reviewed extensive research on best-practices for business acceleration, a variety of business model options for business hubs and the effectiveness of programming options that can be delivered by such hubs.

Community engagement was encouraged as the consultant met with many individuals and groups to determine the needs of the small business community, hybrid workers and entrepreneurs.

The Steering Committee identified a number of entrepreneur and community needs and items a business hub should address, as follows:

- For local entrepreneurs and business owners, the key gaps in services and resources within BWG were identified as a need for support targeted to the needs of business start-ups, early-stage entrepreneurs and small business operators; a lack of local programming aimed at assisting companies to start, grow and scale; a lack of access to high-quality business mentors, especially specialized mentors; access to business funding; a lack of collaborative training and networking space as well as co-working or flexible smaller office space, meeting space and event space.
- For the community, the goals were identified as economic diversification; attraction and retention of companies; growing long-term and sustainable jobs with living wages and increasing the talent pool in BWG. In addition, there is a need to offer high-quality support and resources for local entrepreneurs where they work and live.

The Steering Committee reviewed 8 catalyst centre models in detail and chose one, “The BWG Co-Working Model” as the best option to address both the needs of entrepreneurs and the community.

The Chosen Model: The Steering Committee conducted an extensive investigation into what the “The BWG Co-Working Model” would look like and this business plan is the result of that work.

Defining Co-Working Spaces:

- Co-working is both a concept and philosophy. A simple definition covers the conceptual side – shared office space with other companies, teams, or individuals where virtually everything except a dedicated desk or office suite is shared. However, co-working is more than just sharing Wi-Fi, a kitchen, and a conference room with another company; at its heart, it's just as much about innovation, collaboration, and flexibility as a set of shared amenities. (Credit: Upsuite November 2019)
- Co-working is defined as membership-based workspaces where diverse groups of freelancers, remote workers, and other independent professionals work together in a shared, communal setting (Credit: Harvard Business Review 2015)
- Co-working spaces are designed to provide a secure, convenient space from which to operate without the frustrations and distractions of working from home or at the local coffee shop. They offer the best of both professional services and setups and total flexibility and accessibility. (Credit: Upsuite November 2020)
- What are the advantages of working with others at a co-working space rather than in isolation? They include:
 - Collaboration with other entrepreneurs, business operators, and service providers.
 - Access to a diversity of business opinions from a wide array of sectors and expertise.
 - Opportunities to participate in advanced training, workshops, speaker events and to engage with business mentors.
 - Affordable commercial space without long-term contracts and high prices.
 - Access to professional business amenities for working, meeting and events.
 - Flexible access to working and meeting space: by the hour, day, week, or month – 24 x7.
 - Support services: mail, copy, courier, food & beverage, high-speed Wi-Fi, reception, etc. (Credit: Upsuite November 2020)

This business plan envisions a phased approach as follows:

- Phase-One. Q1, 2024. Secure Town approval of this business plan and base funding for the execution of the plan over three years.
- Phase-Two. Q2-Q3, 2024.
 - Identify an available downtown Bradford commercial space for lease that can house the Catalyst Centre. The targeted physical footprint is 5,000-7,000 square feet. Ideally the space will be handy to parking and will be accessible in accordance with the Accessible Canada Act and municipal standards (or can be made accessible). Prep for November 2024 move-in date.
 - Submit County of Simcoe and Trillium funding applications.
- Phase-Three. Q3-Q4, 2024.
 - Establish a contractual agreement with an experienced co-working space operator capable of converting the identified commercial space (see Phase-Two) into a functional co-working facility. This operator would become a partner to the Town and share expenses and revenue under a sliding-scale formula.
 - Establish a not-for-profit entity with Public Benefit Corporation status to allow for potential grant funding.

- Contract with Georgian College (The Henry Bernick Entrepreneurship Centre) to deliver entrepreneurship and small business programs, events, and mentorship services to be delivered locally in the Catalyst Centre.
- Phase-Four. Q4, 2024. Open the Catalyst Centre as a functioning co-working, meeting and event space with entrepreneurship, small business programs and mentorship services overlaid.

Who is Served? The Catalyst Centre focuses on providing 24x7 access to co-working space, meeting space, and event space for co-working space members and community groups. Members will be prospective entrepreneurs working on establishing a business, existing home-based business owners needing professional work and meeting space on a periodic basis, professional service providers (accountants, lawyers, bookkeepers) needing quality meeting space or satellite office space in BWG, and GTA-employed hybrid workers requiring local office space near their home for 1 to 5 days per week. Members residing outside of the Town of BWG will be admitted as members if capacity exists.

Community groups or businesses or individuals requiring periodic meeting and event space will rent space outside of the 9-5 workday (early morning, evenings, and weekends).

Funding: The Business Catalyst Centre would be funded by a mix of contributors. The key to success is to secure a breadth of funding partners. Municipal engagement is the first requirement as provincial and federal grant programs will require community buy-in, and sponsors and donors will expect local communities to invest in the economic development return on investment that will flow from the centre. BWG and the County of Simcoe will benefit from the impact and their support is the first building block that must be established. The model calls for four primary pools of funding, each contributing approximately 25-33% of the cost of operations over the first three years.

Note: The plan assumes that the Catalyst Centre generates a surplus which grows year over year based on the revenues generated through increasing occupancy of the space. This plan outlines a model which generates a surplus to ensure the financial sustainability of the space. As a result, percentages will total greater than 100%.

- 1) The Town of BWG would bear approximately 33% of the first-year capital costs, startup costs and monthly lease costs related to the physical location over 3 years. The percentage of contribution is reduced annually as funding from private sources builds and surpluses are generated.
- 2) Private Sources. Community Sponsors, Donors, Co-working Membership Fees and Meeting and Event Space Rental Fees will contribute 25% of operating costs in the first year, growing to 50% in year-two and over 60% in year-three.
- 3) The selected co-working space operator would bear the cost of Centre labour, administration, and 25% of the first-year capital costs, startup costs and monthly lease costs.
- 4) Grant Support. Provincial and Federal Government Grant Programs would be targeted to cover approximately 25-33% of the operating costs over a 3-year period (Trillium, Rural Economic Development, FedDev, County of Simcoe, etc.).

A breakdown of the funding splits by year is noted below and appears in the cash flow spreadsheets in the Financial Section and in the Appendices.

Year-One Projected Funding

Revenues	
Municipal Contribution BWG	\$200,000
Municipal Contribution Simcoe County	\$50,000
Government Funding Agency Contribution Trillium	\$150,000
Co-working Space Operator	\$180,000
Major Corporate Donations	\$60,000
Minor Corporate Donations	\$50,000
Founding Members Donations	\$40,000
Co-working desk and office rentals	\$680
Anchor Tenant office space rental	\$1,375
Meeting room rentals	\$1,500
Event space rentals	\$1,000
☒Business services fees	\$250
Total Municipal, Co-Working Partner and Grant Revenue	\$580,000
Total Donor, Sponsor and Member Revenues	\$154,805
Total Revenues	\$734,805
Net Surplus or (Deficit)	\$72,080

Year-Two Projected Funding

Revenues	
Surplus from Year 1	\$0
Municipal Contribution BWG	\$200,000
Municipal Contribution Simcoe County	\$0
Government Funding Agency Contribution Rural Economic	\$150,000
Co-working Space Operator	\$0
Major Corporate Donations	\$60,000
Minor Corporate Donations	\$50,000
Founding Members Donations	\$40,000
Co-working desk and office rentals	\$59,840
Anchor Tenant office space rental	\$16,500
Meeting room rentals	\$37,500
Event space rentals	\$31,200
☒Business services fees	\$10,000
Total Municipal, Co-Working Partner and Grant Revenue	\$350,000
Total Donor, Sponsor and Member Revenues	\$305,040
Total Revenues	\$655,040
Net Surplus or (Deficit)	\$51,213

Year-Three Projected Funding

Revenues		
Surplus from Year 2		\$0
Municipal Contribution BWG		\$180,000
Municipal Contribution Simcoe County		\$0
Government Funding Agency Contribution Rural Economic		\$150,000
Co-working Space Operator		\$0
Major Corporate Donations		\$60,000
Minor Corporate Donations		\$50,000
Founding Members Donations		\$40,000
Co-working desk and office rentals		\$106,760
Anchor Tenant office space rental		\$16,500
Meeting room rentals		\$63,000
Event space rentals		\$54,500
Business services fees		\$12,000
Total Municipal, Co-Working Partner and Grant Revenue		\$330,000
Total Donor, Sponsor and Member Revenues		\$402,760
Total Revenues		\$732,760
Net Surplus or (Deficit)		\$100,100

BWG Business Catalyst Centre Business Plan

1.2 Objectives

In the launch year 2024:

- To secure municipal approval and budget support for a 3-year plan by March 31, 2024.
- To secure 3-year grant(s) funding equivalent to 25-33% of Centre operating costs.
- To secure sponsorship and donor contributions of \$150,000 (or more).
- To engage a professional co-working space operator as a Centre partner.
- To identify and engage a paying anchor tenant able to occupy 10% of available space at a minimum lease rate of \$16,500 per year.
- To open the space on or before December 1, 2024.

In Year-Two:

- To build the co-working membership to 1/3 of building capacity (equivalent of 23 full-time members) and revenue of \$94,000 on an annualized basis.
- To achieve meeting space and event space rental revenue of \$95,000 on an annualized basis.
- To deliver entrepreneurial content to 350 community members over the year.
- To identify and engage a paying anchor tenant able to occupy 10% of available space at a minimum lease rate of \$16,500 per year.
- To secure 3-year grant funding equivalent to 25-33% of Centre operating costs.
- To secure sponsorship and donor contributions of \$150,000 (or more).

In Year-Three:

- To build the co-working membership to 2/3 of building capacity (equivalent of 30 full-time members) and revenue of \$125,000 on an annualized basis.
- To achieve meeting space and event space rental revenue of \$146,000 on an annualized basis.
- To deliver entrepreneurial content to 450 community members over the year.
- To identify and engage a paying anchor tenant able to occupy 10% of available space at a minimum lease rate of \$16,500 per year.
- To secure 3-year grant funding equivalent to 25-33% of Centre operating costs.
- To secure sponsorship and donor contributions of \$150,000 (or more).

1.3 Mission

The BWG Business Catalyst Centre aims to drive growth in jobs, investment, and quality business connections for local BWG start-ups and small businesses through mentorship, entrepreneurial skill-building, funding attraction, and high-value networking. In addition, the Centre will help address the scarcity of professional working, meeting, and event space in the community. The Centre will help to retain high potential companies seeking support to grow their operations as these companies will be able to find support locally.

1.4 Keys to Success

In Year-One

- The critical key to success is to secure a breadth of funding partners. Municipal engagement is the first requirement as provincial and federal grant programs will require community buy-in and sponsors and donors will expect local communities to invest in the economic development that will flow from the Centre. BWG and the County of Simcoe will all benefit from the impact and their support is the first building block that must be established. Funding commitment should be attained by March 31, 2024.
- Establish the Centre as a not-for-profit entity (Public Benefit Corporation status) with 5 founding Board members by May 1, 2024.
- Administer a general survey through multiple channels to test the demand for proposed services by June 30, 2024.
- Identify and engage a founding co-working space operator by June 1, 2024, who can establish and manage the co-working space and commit funding as a partner.
- Secure funding from provincial and federal grant programs, sponsors, and donors for the first year of operation of a minimum of \$663,000 by September 1, 2024.
- Secure a leased commercial space for the Centre co-working facilities and set up for staff and member activity by November 1, 2024.
- Ensure that the Metrics identified in the Objectives section of this plan for Year-One are identified, executed, tracked by November 1, 2024.
- Identify and commit an established anchor tenant for the space by December 1, 2024. Two entities have expressed interest:
 - Nottawasaga Futures
 - Contact Community Services
- Identify and engage a content and programming provider (Henry Bernick Entrepreneurship Centre) with local and external mentors, and programming schedule for a February 1, 2025, program launch. This engagement is to be completed by November 1, 2024.
- Acquire and implement a co-working space management platform (Nexodus.com) by December 1, 2024.
- Open Centre by December 1, 2024.
- Develop and Launch Website and Promotion by January 1, 2025.

In Year-Two

- Secure operational funding for the second year of operation of a minimum of \$604,000 by December 1, 2025.
- Ensure that the Metrics identified for Year-Two in the Objectives section of this plan are identified, executed, tracked, and broadcast by April 1 and October 1, 2025.

In Year-Three

- Secure operational funding for the third year of operation of a minimum of \$633,000 by December 1, 2026.
- Ensure that the Metrics identified in the Objectives section of this plan for Year-Three are identified, executed, tracked, and broadcast by April 1 and October 1, 2026.

2.1 Organization Summary

The BWG Business Catalyst Centre is a business oriented co-working space that offers professional working, meeting and event space to local start-ups, hybrid workers and small businesses. The Centre will operate under a membership model with users paying based on their use of space and amenities. The goal of the Centre is to drive its members' business growth, ensure their financial sustainability, build their entrepreneurial skills, improve their management performance, attract needed funding, and expand their business connections. In doing so, the Centre will build prosperity in the region by adding high-value jobs, attracting talent and investment, diversifying the regional economy, and retaining local companies and workers in the region.

The Centre will be established as a not-for-profit to optimize the funding options in the early years of operation. It will be managed by an experienced co-working space operator and governance will be provided by a volunteer Board of 5 representing the business community, significant funders, and centre partners. In the second year of operation, the Board will increase in size to 7 members and include service providers, Centre members, and business Centre experts.

The Centre will be established as a co-working space offering in-person support in a brick-and-mortar setting. Entrepreneurship programming will be layered on top of the co-working space to create awareness of the space and to encourage usage of the space while building the skill sets of local entrepreneurs and business owners.

The Centre will be managed by an experienced professional co-working space operator familiar with the central Ontario market, and programming will be coordinated and delivered by The Henry Bernick Entrepreneurship Centre at Georgian College.

2.2 Establishing the Structure of the Entity

The Centre will be established as a not-for-profit corporation in Ontario (Public Benefit Corporation). This offers the most potential to secure funding from multiple sources including government, industry, donors, and sponsors. This should be in place by June 1, 2024.

The following steps are required to establish the not-for-profit entity. This can be done independent of legal advice but is not recommended. An Ontario Corporation can be processed for under \$300 if done as a DIY project. Whether done with or without a lawyer, submission of the following is required:

- 1) Establish the name of the enterprise. (i.e., "The Hub at Bradford" ... "Catalyst Bradford"etc.)
- 2) Verify that the name is cleared for use by conducting a NUANS search which costs \$13.80 and is done through www.nuans.com
- 3) Conduct an online search with Canadian Intellectual Property Office to ensure that no Trademark exists for the chosen name. <https://www.ic.gc.ca/app/opic-cipo/trdmrks/srch/home>
- 4) Through Service Ontario www.ibsa.serviceontario.ca the enterprise can file an Integrated Business Services Application which allows the registration of a business name with the Ontario Ministry of Government Services and to apply to the Ontario Ministry of Finance for Employer Health Tax (EHT), and to the Workplace

Safety and Insurance Board (WSIB). The cost is \$60.00. A Master Business Licence is also obtained as proof of registration.

5) Incorporate the enterprise as a Public Benefit Corporation.

A public benefit corporation is a non-charitable corporation that receives more than \$10,000 per financial year in either:

- donations or gifts from people who are not members, directors, officers, or employees of the corporation
- grants or similar financial assistance from federal, provincial, or municipal governments or a government agency

Note: not more than one third of the directors of a public benefit corporation may be employees of the corporation or of any of its affiliates

Incorporation Process and Corporate Maintenance

Assuming that the name of the corporation has been obtained (as per the process above):

Prepare and file the Articles of Incorporation. Articles of Incorporation may be filed online using Service Ontario's website at www.Ontario.ca/businessregistry

Filing the Articles of Incorporation requires the following information to be available:

Registered Office: Every corporation is required to have a registered office in Ontario. This does not necessarily mean that a corporation must own or lease a separate building or a suite of offices. The intention is to have an address formally designated as the registered office of the corporation where certain records are kept and where the corporation may be reached by an interested party.

Directors: The first directors, not fewer than three (5 recommended for the plan) individuals named (appointed) as directors in the articles of incorporation. The first directors of the corporation have all the powers, duties and liabilities of directors that are elected to the board. The office of the director places on that person responsibilities and even liabilities.

Directors & Officers insurance should be in place at the cost of the Centre.

Definition of Purposes:

Purposes are concise statements of the general purposes of the corporation. Proposed as follows:

The establishment and operation of a working, meeting, and event space for the purpose of:

- a) promoting the attraction and retention of entrepreneurs, hybrid workers, and small business owners in Bradford West Gwillimbury;
- b) providing access to cost-effective, flexible, and professional working meeting and event space for entrepreneurs, hybrid workers, and small business owners and establishing and maintaining facilities and equipment for same, and other complementary purposes not inconsistent with these purposes.

- c) delivering content and programming to the users of the space aimed at supporting the planning, launching, and growing of businesses in the community of Bradford West Gwillimbury and region.

Special Provisions:

Commercial purposes included in the articles are intended only to advance or support one or more of the non-profit purposes of the corporation. No part of a corporation's profits or of its property or accretions to the value of the property may be distributed, directly or indirectly, to a member, a director, or an officer of the corporation except in furtherance of its activities or as otherwise permitted by the Ontario Not-For-Profit Corporations Act (ONCA).

A provision respecting the number of directors of the corporation as set as a minimum of 5 and maximum of 7.

Supporting Documents:

-NUANS Search Report

Following the receipt of the Certificate of Incorporation accompanied by the Articles of Incorporation, organize the corporation as follows:

Once the corporation has received its Certificate of Incorporation, a number of essential steps are required to be initiated so that the directors may properly administer the affairs of the corporation. (See Standard Organizational By-Laws in appendices) Among these steps are:

- establishing directors' quorum (i.e. 3 of 5 or 4 of 7)
- adoption of by-laws (See Standard Organizational By-Laws in appendices)
- banking and financial arrangements
- appointment of auditors
- appointment of officers

Corporate Maintenance & Filing Requirements

The organization of a corporation is followed by an ongoing activity of "corporate maintenance" ensuring that the corporation complies with the reporting requirements and conducts its affairs in accordance with the applicable Acts, Regulations, and by-laws (See Corporate Maintenance and Filing Requirements in Appendices).

A local law firm would provide this service for approximately \$1800.00. For this the firm would establish the articles of incorporation and by-laws, such as corporate purposes, dissolution clauses, non-profit clauses, director remuneration clauses, and other additional or special provisions. The entity will obtain a Corporate Seal, Minute Books, Shareholder Resolutions, Director Resolutions, Shareholder, Director and Officer Ledgers, Share Certificates and Bylaws, and filing of all documents with the respective government agencies. Total legal costs for the first year would be \$6,000 given the volume of external legal agreements needed with stakeholders. **(Note: It is possible that legal services can be obtained at reduced rates or free as part of a sponsorship arrangement with the Centre).**

6) Establish Accounting and Bookkeeping platform and processes. Bookkeeping can be done independent of professional advice but is not recommended for a not-for-profit with rigorous governance and a multiple stakeholder environment. A Quickbooks Subscription including monthly bookkeeping platform, invoicing, and payment processing, HST capture, and reporting capability as well as payroll processing is available for under \$60.00 per month. It requires Centre staff to input and manage on a daily basis. <https://quickbooks.intuit.com/ca/>.

It is recommended that Bookkeeping be outsourced to a local service. Basic services can be managed for approximately \$250.00 per month with initial set-up fees of around \$500.00. Basic services include:

- Recording financial transactions and reconciling accounts at the end of each month or week
- Recording and paying bills on their due date
- Creating and issuing invoices
- Processing and recording payroll
- Tracking sales taxes (GST / HST / PST etc.), and filing returns

Accounting services for the not-for-profit will need to be managed by a professional CPA firm. The nature of the not-for-profit and multiple stakeholder environment will necessitate 3rd party oversight and audit capability. Initial set-up fees are approximately \$1200.00 with total annual costs of approximately \$6,000 in the first year (including year-end). **(Note: It is likely that bookkeeping/accounting services can be obtained at reduced rates or free as part of a sponsorship arrangement with the Centre).** The first-year project cost entails:

- Accounting system setup and engagement with outsourced bookkeeping service.
- Accounting software subscription costs
- Ongoing support for bookkeeping and accounting
- Year-end financial statements and corporate tax return
- Year-end audit

7) Name the founding Board members and assign/elect a Board Chair. The initial Board should have 5 members. The members include a local business leader, major stakeholder representatives (funders), a representative of the entrepreneurial ecosystem and a representative of the Economic Development Office. In the second year of operation, the Board should be increased to 7 members and add service providers, a member of the Centre, and a business Centre expert. The Town Council could be represented by an ex-Officio member.

8) Call the first Board meeting and members' meeting to adopt initial organizational resolutions, such as adopting by-laws, admitting members, electing directors, appointing officers, etc. Written resolutions may be adopted in lieu of holding meetings.

9) Secure general business insurance and Director/Officers Insurance. A provider can provide not-for-profit coverage for an annual cost of approximately \$5,500 for general commercial coverage, liability, D&O, Cyber Breach, and Worker' Compensation. Coverage pertains to:

- General liability, loss, and damage coverage
- Abuse Exposure – identification and mitigation of exposure
- Volunteer Risk & Hiring Practices

- Cyber Breach Exposure – identification, mitigation
- Directors and Officers Liability Insurance
- Workers' Compensation

10) Establish corporate bank accounts. Recommend a top 5 bank or Meridian as these entities can engage in sponsorship or donations as well as support Centre programming and member needs.

3.1 Startup Summary

The Start-up costs of \$53,540 are required to cover the costs relating to the establishment of the corporate structure of the not-for-profit Centre. This includes basic legal fees related to incorporation and a significant reserve for legal agreements that are anticipated to be required by stakeholders (funders, government agencies, sponsors, and partners). Costs for bookkeeping and accounting services related to the establishment of the entity are included as are insurance costs for the first year of operation. In addition, set-up office expenses (office supplies and stationery) and costs related to branding and digital presence (website, social networks, design, and graphics) are included in the Start-Up Costs.

<i>Startup</i>	
Corporate Set-up Legal Structure & Agreements	\$7,800
Corporate Set-up Accounting/Bookkeeping	\$10,240
Insurance (D&O and Tenant Liability)	\$5,500
Branding, Web Development and Social Networks	\$20,000
Office Set-up and Supplies	\$2,000
Contingency	\$8,000
Total Startup Costs	\$53,540

In the first year of operation a significant capital expenditure will be required to transition the leased commercial space to a functioning co-working space as per best practices. This will require funding for leasehold improvements, furniture, equipment, and the required technology. This is anticipated to cost \$360,000 to equip a space accommodating up to 45 co-working members and to facilitate an anchor tenant, meeting, and event space (all of which will offset operating costs).

4.1 Services

Value Propositions

As a start-up in the first year of operation, the Centre will deliver programming support to entrepreneurs that are contemplating starting or in the early stages of launching a business. As the Centre matures and resources allow, the support will be broadened.

For Centre members, the Centre will:

- Serve local companies
- Provide programming support targeted to getting companies started
- Enable access to Local service provider and supplier connections
- Open the door to central Ontario and GTA expertise, connections, and resources
- Offer mentorship and support geared to member needs at the time
- Provide flexible, affordable access to co-working, meeting, and event space for members/community
- Provide professional business support services and amenities
- Deliver support and resources predominantly in an in-person setting

For stakeholders in the community, the Centre will:

- Diversify the regional economy as co-working spaces build the digital and creative sectors
- Drive attraction and retention by keeping entrepreneurs in BWG
- Build the skills of local entrepreneurs which supports higher success rates
- Attract investment to the community
- Spin-off business to local service providers and suppliers
- Add professional meeting and event space capacity

Who is Served?

The Centre primarily focuses on enabling early-stage entrepreneurs, solopreneurs, small businesses, and hybrid workers to work and meet locally in a professional, business-friendly, and inspiring setting.

Co-Working Members will rent working/meeting space on an hourly, daily, weekly, or monthly basis:

- Start-up founders or small teams developing their business plan or launch
- Home-based business owners needing professional working or meeting space on a periodic basis
- Service providers (i.e., lawyers, accountants, bookkeepers) needing satellite working/meeting space
- Hybrid workers employed in the GTA but working locally when they can
- Freelancers who are challenged by working at home
- Podcasters and Influencers looking for recording/media/green screen access
- Small business operators looking to reduce overhead costs
- Visiting “Road Warriors” travelling to BWG periodically and needing work or meeting space

Event Members might not rent space in the co-working space but will participate in the entrepreneurship hub events and programming:

- Prospective entrepreneurs looking to develop a product, service, or community project
- Founders looking to hasten their business start up progress or improve their odds of success
- Small business owners hoping to scale their existing business
- Students in Summer Company program or considering entrepreneurship in their future
- Seniors looking for stimulation and engagement
- Service Providers (professionals) seeking networking opportunities
- Newcomers looking to engage in the community
- Sponsors and donors optimizing their community visibility
- Event Space Members will use meeting room and event space on a periodic or regular basis
- Community groups requiring professional meeting or small event space

- Service Providers (i.e., Bank, Insurance, Real Estate) holding training or sales events
- Workshop and conference organizers
- Business owners looking for an offsite meeting venue
- Social event organizers
- Pop-up events (political campaigns, festivals, product launches, or charitable or seasonal activities)

The Centre Offering (Year-One)

As identified in the RFP the overarching goal as in creating the Centre is to develop a collaborative ecosystem whereby industry, small business, entrepreneurs, start-ups, government, academia, and venture capital can intersect to create community, spark innovation, and stimulate economic growth.

The Steering Committee investigated 8 models aimed at developing such an ecosystem locally. At the same time, community research revealed that:

- No dedicated co-working space existed in Innisfil, Bradford, or Newmarket (SE Telecom in Newmarket offers 2 empty offices but not the amenities of a co-working space)
- Demand for meeting space exceeds supply
- Most local meeting space does not have professional business amenities
- Demand for small-medium event space exceeds supply
- Local event space is not set up for business events (technology, services)

The Steering Committee believes that the Co-working Space combined with Entrepreneurship Hub programming is the most sustainable option for the community. The Co-working Space provides a 365 day per year revenue model which will reduce the financial demands on funders over the mid to long term.

The Co-working Space also provides a “home” for the delivery of entrepreneurship content and programming which will support the development of the ecosystem that is outlined in the RFP.

Co-Working, Year-One

The plan recommends that an established, profitable co-working operation in Ontario be designated as the co-working management partner of the Centre.

This plan recommends that the Centre be in downtown Bradford in a leased commercial space of 5,000 to 7,000 square feet.

The Co-Working Space at the Centre would offer members the ability to rent workspace by the hour, day, week, or month. Workspaces include “open desk space”, “cubicles”, or “private office space”. In addition, boardroom (rented) and casual meeting spaces (included) would be available to members. The space would feature sound-proof “phone booths” or “Zoom-Rooms” to allow for phone and online meeting privacy. Modest food and beverage service as well as business amenities such as reception, printer/copier service, mail, and courier service, high-speed wi-fi, and meeting and presentation equipment would be provided.

Members would have flexible membership packages available as follows:

- Member monthly fee for co-working space access. 1-day, 4-day, 8-day, or 12- day per month access.
- Full Time Pass. Unlimited access co-working pass. 24 x7 access.
- Event Pass monthly fee for workshops, speaker events, mentor sessions, networking events (with or without co-working space provided).

- Access to media room/green screen facilities.
- Services Pass. Reception, mailbox, copy, printing, & courier services.
- Meeting Room Pass (no co-working) for scheduled weekly/monthly community events.
- Event space rental for members or community groups.

Programming, First Year of Operation

The plan recommends that the Henry Bernick Entrepreneurship Centre at Georgian College be designated as the primary content and programming partner of the Centre.

The Henry Bernick Entrepreneurship Centre (HBEC) assists entrepreneurs in four main areas: training, connections, funding, and mentorship. The Centre supports stakeholders within the College (167 clients), but community-based entrepreneurs represent 70% of the client base (403 active clients). The Centre brings all four areas together to surround an entrepreneur and help take their business or idea to the next level.

The Centre, launched in 2014, has developed world-class content and programming for entrepreneurs and has been recognized by UBI Global – a Swedish-based innovation intelligence company. UBI assessed 1,895 organizations from 90 countries and recognized HBEC in two award categories as follows:

- The Henry Bernick Centre is a business accelerator that stands out from its peers due to its impressive overall achievements and with regard to a particularly relevant socio-economic impact metric.
- Top Challenger in North America: This award is given to a university-linked incubation program that stands out from its peers due to its impressive overall impact and performance achievements relative to its respective regional peers.

The Centre plans to deliver content and programs that are consistent with BWG's Diversity, Equity & Inclusion policy objectives and intends to deliver in this content in BWG at the Centre as follows:

Further Faster Lite – 5 Day (day per week for 5 weeks) Bootcamp for entrepreneurs at any stage.

Topics include:

- Introductions, Customer Discovery & Value Proposition
- Market Research
- Infrastructure & Operations
- Tools & Financials
- Financials
- Marketing and Pricing
- Business Plan Review with the #'s
- Preparing to Present
- Tying it all Together
- The Pitch

Food Venture Program – 2 Day Bootcamp:

- This program could be a co-operative venture with the Holland Marsh Growers Association.
- For restaurant owners, food or beverage entrepreneurs, and farm operators.
- Explore food safety, nutritional labelling, regulatory issues, and issues around starting a food business.

Mentor Mash:

- Mentor Mash is a three-hour event that welcomes entrepreneurs and innovators who are seeking advice for their business idea or on how to get started. Existing businesses facing growth challenges can also benefit.
- This speed-dating style event puts attendees in front of experienced entrepreneurs and community influencers in a timed setting.
- Each Entrepreneur will spend 8 minutes with a Mentor and an Angel Investor before moving onto the next session.
- Attendees will gain advice from up to eight mentors in a single evening.

XcelerateHER:

- A series of evening events in which experienced women business mentors facilitate Mastermind Sessions through conversation, speakers, and trainers. This programming could be delivered in co-operation with SWAN (Successful Women Always Networking) and/or the Women's + group.
- The topics for Sessions are chosen by the Centre to suit local interests and needs.
- Network. The creation of networking opportunities for women designed to promote peer learning and connections.
- Support. XcelerateHER participants are provided with key resources and mentorship on topics such as finance, intellectual property, applied research, marketing, etc. to help them scale their business.

XcelerateNOW:

- The goal of the program is to address gaps in service and support for Newcomers and the BIPOC communities in Simcoe County's growing ecosystem while strengthening the community of entrepreneurs. This programming could be delivered in co-operation with the Bradford Immigrant and Community Services organization.
- XcelerateNOW and Uplift Black programming connects Newcomer, Refugee, Immigrant and BIPOC entrepreneurs to:
 - Resources and Supports
 - Events
 - Activities
 - Mentorship
 - Networking
 - Funding opportunities

Mentorship Program:

The Henry Bernick Entrepreneurship Centre employs 16 business mentors. This plan incorporates 6 hours of mentor time per week at the Centre – 3 hours during daytime office hours and 3 hours on weeknights. Members receive one-on-one coaching from experienced business mentors on any of the following topics:

- eCommerce
- Finance
- Sales and Marketing

- Leadership
- HR
- Patents/IP/Copyright
- Food Entrepreneurship
- Equity, Diversity, and Inclusion
- Search Engine Optimization
- App Development
- Attracting Investment
- Social Media
- Business Start Up

Connections

Mentors, Centre staff, ecosystem partners, and service providers will make warm connections to customers, suppliers, investors, lenders, and service providers. These high-value connections speed the path to company growth, build entrepreneurial skills and de-risk companies by increasing efficiency, shortening timelines, and reducing errors and omissions.

Programming, Year-Two & Year-Three

The Henry Bernick Centre will introduce a calendar of events incorporating the content delivered in Year-One based on local interest and demand. In addition, HBEC will coordinate with other content providers such as Community Futures Development Corporation, The Sandbox Centre, YSpace at York University and DMZ-Innisfil to deliver programs and mentorship at the Centre.

Some content may be delivered virtually in Year-Two and Year-Three based on management's discretion.

In addition, HBEC will introduce the:

Further Faster Full Program – 12 Day (day per week for 12 weeks) Bootcamp for entrepreneurs at any stage:

- Introductions, Customer Discovery & Value Proposition
- Market Research
- Infrastructure & Operations
- Tools & Financials
- Financials
- Marketing and Pricing
- Business Plan Review with the #'s
- Preparing to Present
- Tying it all Together
- The Pitch

5.1 Market Analysis

The first task undertaken in the investigation into the potential to establish a business Centre in BWG was an exhaustive Research Phase. A Steering Committee was created to provide direction as to the business and economic needs in the community and the needs of entrepreneurs in the region. The research phase was comprised of the following components:

- a) Detailed discussions with the Steering Committee around identified gaps in local support and resources for entrepreneurs
- b) Collection and analysis of Town & Regional Economic Development data
- c) Identification of contacts and resources available that would be relevant to the investigation project
- d) Gathering of opinions, goals, and priorities of the Steering Committee members
- e) Distribution of a community member survey on the demand and services of a Centre
- f) A series of Focus Groups and Interviews aimed at stakeholders in the broader community to determine needs, and potential partnerships for programming, financing, and resources. The contacts engaged were comprised of:
 - Entrepreneurial Ecosystem Partners (Nottawasaga Futures, Sandbox Centre, DMZ Innisfil, etc.)
 - Community Partners (Colleges, Municipalities, Gov't Agencies)
 - Prospective content and programming partners
 - Prospective co-working space partners
 - The Public Library
 - Commercial Real Estate experts

Identified Issues

Research indicated the following significant issues needing to be addressed:

Lack of Access locally to:

- Entrepreneurship and Small Business Programming (skill-building seminars, networking events, workshops, courses, and speaker events for entrepreneurs)
- Mentorship support
- Funding (access to grants, loans, investment)
- Space (availability of office space, co-working space, and meeting space)

Centre Models

Eight Centre models were presented to the Steering Committee for review and analysis. These were chosen as potentially addressing the needs that a BWG Centre needed to address. Below are the 8 models (**in bold font**) identified as options. The bullets under the headings reflect the key considerations behind each model.

1) **Maker Space (Example: Innisfil ideaLAB)**

- A communal space that enables community members to conceive, design and build for hobby, craft, or light commercial purposes.
- Provides equipment, components, and instruction to enable members to create.
- 3D printers, laser cutters, vinyl cutters, design software, circuitry and boards, tools, sewing machines, soldering equipment, etc.
- Serves a diverse audience and diverse creation needs.

This option was not selected as the BWG Public Library initiated the creation of a “Creative Lab” in early 2023.

2) **Industrial Maker Space: (Example: NewMakeit)**

- A communal space that enables entrepreneurs to conceive, design and build for commercial purposes.
- Provides bigger industrial equipment, components, and instruction to enable members to create products.
- 3D printers, CAD software, welding, metal, wood working and CNC equipment, etc.
- Serves a commercial audience interested in prototyping or producing small production runs.

This option was not selected due to the physical proximity to NewMakeit, and the considerable capital investment required versus the potential revenue opportunity. The council urged the Steering Committee to consider this as a future add-on to the Catalyst Centre.

3) **Trades and Skills Training Centre (Example: Georgina Trades Training Inc.)**

- A training space that enables the unemployed or under-employed to learn new skills, acquire certifications, or explore career options.
- Provides hands-on training across several fields in partnership with academic, industry and government entities.
- Designed for those seeking career transition or upgrade or to enter the workforce.
- Delivers employee training, job search skills, employer hiring support

This option was not selected due to the considerable capital investment required versus the potential revenue opportunity.

4) **Commercial Kitchen (Example: Kitchen24)**

- A fully equipped prep kitchen that is rented out for shared use.
- allows chefs and caterers to formulate and test recipes, produce small production runs, conduct cooking classes, create photo, and video materials and scale local food and beverage businesses.
- Provides well-equipped, licensed, commercial grade, food-safe environments on a rental basis.
- Provides food inventory storage and food packaging equipment.

- Offer professional mentorship and training.

This option was not selected due to the considerable capital investment required versus the potential revenue opportunity. Kitchen projects in Ontario have not had a good record of financial sustainability.

5) Business Incubator (Example: DMZ at Toronto Metropolitan University)

- A physical or virtual space that offers programming for very early-stage companies.
- Provides support and coaching for new businesses with promising ideas.
- The goal of an incubator is to help the entrepreneur achieve a minimally viable product or service and create a plan to commercialize it.
- Offerings include mentorship, skill-building, connections, and access to funding.
- Office, meeting, and event space is often a feature.

This option was not selected due to the presence of DMZ-Innisfil just 25 km north of BWG.

6) Business Accelerator (Example: The Accelerator Centre- Waterloo)

- A physical or virtual space that offers programming for companies that are past the start-up stage. (Revenue producing).
- Provides mentorship, programming, connections, and funding.
- Cohort programming is intense and is set at 3, 4, or 6 months after which the companies “graduate”.
- Accelerators can be sector-specific or generic with respect to the companies served. They can serve distinct communities (Women, BIPOC, Newcomer etc.).
- The accelerator may offer funding to promising client companies or access to private investors (angels or venture capital).

This option was not selected due to the presence of DMZ-Innisfil, the Henry Bernick Entrepreneurship Centre and the Sandbox Centre already established in the ecosystem.

The following options (7 and 8) in combination, were identified as best addressing the needs of the BWG business community.

7) Coworking Space (Example: OfficeInc.)

- A fully equipped shared office space offered on a rental basis (hour, day, week, month, or year).
- Provides professional office amenities like high-speed internet, well-equipped meeting rooms, reception, mail, coffee, food, and copier services.
- Offers renters desk space, cubicle space or private office space.
- May offer professional mentorship, training, and events for entrepreneurs.
- Often a first step towards building an entrepreneurship centre.

This option was selected in combination with the Entrepreneurship Hub model below. The co-working space provides a solid revenue generating model that reduces and potentially eliminates the need for external Town and grant funding. In addition, no true co-working space exists within a 30 km radius of downtown Bradford.

8) Entrepreneurship Hub (Example: The Sandbox Centre for Shared Innovation & Entrepreneurship)

















- A community space for entrepreneurs to plan, start and grow their business.
- Combines short-term (drop-in) workspace, meeting space, and event space.
- Offers programs and events for entrepreneurs.
- May offer professional mentorship, networking, and access to funding.
- Often a first step towards building an entrepreneurship centre.
- May offer food and beverage services to clients

This option was selected in combination with the Co-Working Space model above. The lack of local support for early-stage entrepreneurs and small business operators was identified as a gap in the community which content and programming can fill.

Model Selection

Following detailed descriptions of each model, including prototypical member description, Centre programming, funding scenarios, physical space requirements, staffing needs, structure and governance, location details, and potential resident partners, the consulting team executed a prioritization exercise to match several "traits" to their respective importance to Centre performance/delivery. The team rated each trait as being "Core", "Strong", "Weak", or "Not" factors. See table below.

Table: Model Traits

	Priority			
	Core Factor	Strong Factor	Weak Factor	Not a Factor
				
Capital Attraction				
Daycare Support				
Economic Sustainability				
Event Space				
Hybrid Worker Support				
Meeting Space				
Mentorship				
Newcomer Support				
Small Business Support				
Start-up Support				
Women Support				
Work Space				

The Chosen Model

The team was asked to rate each model against the traits being most crucial (Core or Strong Factors).

Table: Traits and Prioritization of Traits.

Priority					Co-Working Entrepreneurship Hub Combined Model			
Core Factor	Strong Factor	Weak Factor	Not a Factor		Core Factor	Strong Factor	Weak Factor	Not a Factor
<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
		<input type="radio"/>		Captial Attraction			<input type="radio"/>	
		<input type="radio"/>		Daycare Support				<input type="radio"/>
<input checked="" type="radio"/>				Economic Sustainability	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Event Space	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Hybrid Worker Support	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Meeting Space	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Mentorship	<input checked="" type="radio"/>			
	<input checked="" type="radio"/>			Newcomer Support	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Small Business Support	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Start-up Support	<input checked="" type="radio"/>			
	<input checked="" type="radio"/>			Women Support	<input checked="" type="radio"/>			
<input checked="" type="radio"/>				Work Space	<input checked="" type="radio"/>			

Based on the ratings assigned, the group selected the "The BWG Co-Working Model" model as being the optimal model for the community.

The Steering Committee supported combining Models 7 and 8, referred to as the "The BWG Co-Working Model". This combined model was brought to Council on June 6 where a recommendation to proceed to a business plan for the Business Catalyst Centre was unanimously supported.

Co-Working Space Description

Managed by an experienced co-working space operator willing to partner with the Town of Bradford West Gwillimbury to ensure the economic and entrepreneurial success of the venture, the co-working space will be a first for the community.

BWG Council requested that the space be located in downtown Bradford, ideally on or close to Holland Street between Dissette Street and 10 Sideroad. It will be a leased commercial retail storefront operation of 5,000-7,000 square feet and may cover multiple floors of the building. It could be located in a Town owned or leased

facility. It will comply in accordance with the Accessible Canada Act. It will be close to parking for members and guests.

Potential Features of the Space:

- A fully equipped shared office space offered on a rental basis (hour, day, week, month, or year).
- Provides professional office amenities like high-speed internet, well-equipped meeting rooms, reception services, mail, coffee, food, and copier services.
- Offers renters “hotdesk” space, cubicle space or private office space.
- Incorporates a flexible design to allow for small and medium sized events (60 people or less).
- Is available to members on a 24x7 basis using keyless individualized secure entry.
- Provides portable presentation technology for member and event use.
- Provides collaboration spaces with portable whiteboards.
- Is equipped with a media room for creating podcasts and is greenscreen equipped for video work.
- Features eZeep cloud printing to enable secure, individualized member printing and billing.
- Is powered by Nexodus co-working space management software (Customer Relationship Management, member payment, room booking, etc.).
- Cyber security protection using dedicated servers and protection software.
- Abundant and well-placed electric sockets for charging of mobile devices.
- Is equipped with privacy phone booths and soundproof meeting pods for Zoom calls.
- Provides bike racks for member use and offers bike-sharing services for quick trips around town.
- Features a kitchenette/lunchroom for brown-bagging meals.
- Free quality drinking water service.
- Washrooms with showers.
- Pet friendly environment.
- Gaming and recreation activities.
- Offers a relaxation room/library for member breaks and mental health.
- Members have access to an online member network for community connections.
- Offers professional mentorship, workshops, training, and speaker events for members and the community weekly.

Co-Working Partnership:

As part of the research phase of this Business Plan project, several existing co-working space operators were interviewed, both as background around successful co-working space models and to assess potential co-working partners for the Catalyst Centre. Amongst these operators were:

- a. GTTI, Sutton
- b. YSpace, Sutton
- c. NewMakeit, Newmarket
- d. The Sandbox Centre, Barrie
- e. The Foundry, Collingwood
- f. DMZ, Innisfil
- g. OfficeINC, Barrie
- h. SuiteWorks, Barrie

This group consists of both for-profit and not-for-profit operators. Some are pure co-working spaces, and some offer other programming and services to their local communities. In the execution phase of the project, these operators will be formally engaged as prospective partner-operators.

5.2 Market Size

The Centre is focused on supporting:

- Business Start-Ups
 - Entrepreneurs that are planning or launching a business but have yet to earn revenue
 - 17% of millennials plan to start a business in the next 2 years
 - 11,500 millennials in BWG. 1,955 potential start-ups
- The Self-Employed
 - Over 2,700 identify as self-employed in BWG
- Micro-Enterprises
 - Defined has 1-4 employees
 - Over 600 in BWG
- Very Small Businesses
 - Defined here as 5-9 employees
 - Over 165 in BWG
- Hybrid Workers
 - Those that are employed outside of BWG but can work from home part-time
 - Over 10,800 in BWG are employed outside of BWG but live in BWG
- Statscan reports that 23% of employees work most of their hours away from their job location. 2,500 potential hybrid prospects in BWG.

Sources: StatsCan; BDC; BWG EcDev Publication.

If we combine the totals of Business Start-Up, The Self-Employed, and Hybrid Workers there is a potential market of over 7,000 users of a co-working space in BWG alone. This does not include the 765 micro and very small businesses that could potentially access the Centre.

These numbers reflect the situation in BWG, but the Centre will draw members from South Simcoe and the Northwest portion of York Region as well. Anecdotal evidence suggests that members will commute up to 40km to attend a co-working space.

Growth of Co-Working in Canada

According to a recent report by the Global Co-working Conference, the number of coworking spaces in Canada reached 1,500 at the end of 2022. This represents a 50% increase from the over 1,000 spaces that existed in 2018. The report also found that the number of co-working members in Canada reached past 200,000 at the end of 2022, up from over 75,000 in 2018.

A Modor Intelligence research report indicates that about 83% of businesses are implementing a flexible or hybrid working strategy for their employees. Gensler Research indicates that 20% of people working at corporate firms use coworking hubs at least once per week.

Co-Workers – Who are they?

Average Age	36 (but serve 21-59)
Membership Gender M/F	50/50
Professional Fields	IT, PR, Marketing, Consulting, Design
Freelancers	42%
Company Employees	58%
Post-Secondary Degree	80%
Average co-working spend	\$340/month

Why Co-working...What do co-workers say?

Why Co-Working?	Benefits of Co-Working	
“Well-situated location”	More productive	69%
“Attractive design and fit-out”	Less lonely than home-based	83%
“Thriving community”	Expanded social networks	79%
“Good service”	New business opportunities	64%
“Low prices”	Mentorship & Guidance	80%
“Many events”	New skills	69%
“Free parking”	Professional development	67%
“Internet speed”	"An enjoyable work atmosphere"	70%

6.1 Service Providers Analysis

While there are several supports and resources for entrepreneurs in Simcoe County and York Region, resident companies must leave BWG to access almost all high-quality supports. Often these companies travel to Innisfil, Barrie, Newmarket, or Alliston to access the resources required. Beyond that, there are identified gaps with respect to mentorship, programming, funding, and space (work and meeting). It is believed that these gaps can be addressed through the establishment of the Centre.

The Catalyst Centre model proposed, can utilize and leverage resources from a number of provincially and federally-funded programs as well as established private enterprises dedicated to supporting entrepreneurs.

Within Simcoe County/York Region, there exists:

- The Small Business Enterprise Centre (SBEC Barrie), which delivers advice, programming and events aimed primarily at companies in the idea stage, are pre-revenue or early in securing marketplace traction. The SBEC network is comprised of 54 centres and are provincially funded.
- The Nottawasaga Community Futures Development Corporation (CFDC - Alliston) is one of 36 FedDev supported CFDCs in southern Ontario which provides small business owners with business coaching and mentoring and offers lending capacity up to \$300,000.
- Town of BWG Economic Development Offices which provide marketing and business development support and access to Town planning and municipal services for business.
- Contact Community Services (CCS) offers business resources including Employment Services. CCS is a registered charity funded by local businesses, the Town of BWG, Ontario Trillium Foundation and others.

- The Bradford Board of Trade which supports the local retail and business community through communications, advocacy, and networking.
- SWAN (Successful Women Always Networking) offers support, connections and networking to women entrepreneurs and small business owners in BWG.
- The Henry Bernick Entrepreneurship Centre:
 - The Centre is located on the Barrie Campus of Georgian College but offers satellite service for entrepreneurs across all sectors. The Centre supports entrepreneurs through mentorship, programming, events, connections, and access to funding.
- Chambers of Commerce:
 - There are Chamber of Commerce offices in Barrie, Sharon, Newmarket, Cookstown, Schomberg, King and Alliston.
- Co-working Spaces:
 - SE Telecom in Newmarket offers empty office space but not co-working amenities. MySpace in Maple, SuiteWorks in Barrie, OfficeInc in Barrie and The Sandbox Centre, Barrie all offer support for entrepreneurs and small businesses.
- Georgian Angel Network/York Angels
 - Two angel investment networks providing equity funding for selected high-potential early-stage ventures in Simcoe, Muskoka and York Region.
- The Sandbox Centre (Barrie):
 - Connects people and their ideas to business resources through collaboration and sharing of knowledge to support success.
- DMZ-Innisfil (Stroud):
 - A satellite to DMZ at Metropolitan University, DMZ-Innisfil is a start-up incubator helping companies grow and scale. It serves predominantly tech companies.
- YSpace Sutton/Markham:
 - York University's innovation hub offering incubator and accelerator services.
- ventureLAB (Markham):
 - York Region's Regional Innovation Centre focused on supporting hardware and enterprise software companies.
- Helix at Seneca College:
 - Seneca's innovation and entrepreneurship incubator supports Seneca students, graduates, faculty, and staff, along with members of the community, to explore and develop their entrepreneurial ambitions.

6.2 Gaps in Service

1. Mentorship.

The Small Business Enterprise Centre, DMZ-Innisfil, CFDC, The Sandbox Centre, and the Henry Bernick Entrepreneurship Centre all offer advice and counsel to entrepreneurs in the region. The quality of this mentorship is quite strong, but local entrepreneurs have no option but to travel for support.

Despite this, the region is rich in business talent and experience. BWG has attracted many highly successful entrepreneurs, service providers, investors, and subject matter experts to the region for lifestyle reasons. However, this talent pool has not been cultivated in a meaningful way. It is believed that a Centre would galvanize the latent mentor talent in the region, and this is the kind of support that early-stage and small companies can benefit from.

The Centre would deploy both paid (i.e., Henry Bernick Centre) and volunteer mentors (Community-based) in service to the members. Generalist mentors can advise on strategy and planning, while Specialist mentors bring specific expertise to address member needs at the time (Intellectual Property, Legal, Financial, Sales, etc.). It should be noted that research into best practices suggests that paid mentors are more engaged and stay engaged longer than volunteer mentors do. It is important to put a value on the service for both the mentor, the mentee, and the Centre staff.

The Business Plan allows for two paid mentors to be deployed weekly in the first year at \$125.00 per hour (competitive sector rate) for 3 hours per week (each). In the early days, this service would be made available on a “drop-in” basis at set times each week. One session during business hours and one session during evening hours.

2. Programming.

While some quality programming for entrepreneurs exists in the region, it is not delivered locally on any regular basis. The Centre has an opportunity to deliver programming to members through the Henry Bernick Entrepreneurship Centre on a year-round basis. Other content providers (Nottawasaga Futures, Sandbox, YSpace, Small Business Centre can augment this in coordination with HBEC and the Centre Management. HBEC has proposed content which can be found on Page 19 of this document.

3. Access to Funding.

Access to funding for start-up, early-stage and emerging companies is a universal challenge. In BWG there are banks, angel investors, and the Community Futures Development Corporation that can provide significant lending or equity investment capacity for entrepreneurs. Spotty access to government and Non-Government Organization funding occurs, but BWG is not on the radar for many programs offered because much of this funding is geared to clusters, tied to universities or colleges, or distributed by or to innovation centres. BWG currently has none of these magnets to attract funding at present. In addition, local donor and sponsor engagement is low because there is no centre of gravity in the community to vet, administer and provide governance over the distribution of funds.

The Centre will become a centre of gravity and a magnet for funding for entrepreneurs. This plan envisions attracting funds and funders as follows:

a) Workshops and Pitch Competitions will be delivered at the Centre enabling BWG companies to acquire the skills to look for and obtain grants, loans, and investment dollars. The Henry Bernick Centre, Nottawasaga Futures, and the Georgian Angel Network/York Angels mentorship can train entrepreneurs on the “art” and “science” of obtaining funding.

b) The Centre will become a physical connector to those seeking funding and those having or distributing funding. The establishment of a physical Centre presence envisions funding agencies co-locating or hoteling within the Centre space which enables face-to-face connection with member companies. Entities like the Georgian Angel Network, York Angels, BDC, the Henry Bernick Centre, Nottawasaga Futures, Banks, Credit Unions, Ontario Centres of Innovation, National Research Council’s IRAP program, Rural Economic Development, the Ministry of Economic Development, Job Creation & Trade, and FedDev will have a point of convergence to connect with and engage entrepreneurs. Funding program information can be broadcast

through the Centre, members can be groomed to successfully apply for funding, and the Centre can become a delivery agent for some funds.

c) Hoteling, Event and Co-working space within the Centre is a cash generator as service providers, ecosystem partners, members and event organizers contribute rental income to the Centre. The presence of these entities within the Centre creates a centre of gravity that government, Non-Government Organizations, angel, and venture capital funders are attracted to. These funders can connect with those seeking funding and the Centre provides a "safe" environment for vetting and processing of funding activities.

4. Space (Work, Meeting, Event)

It has been identified that start-up, emerging companies, and hybrid workers are challenged to find office space in BWG. No purpose-built co-working options exist in BWG and very few exist within 30km of the Town. In addition, Community Groups compete for meeting space. Often, they meet in rooms that aren't conducive to business meetings (restaurants, Legion) or aren't equipped with current meeting technology for online meetings or big screen presentations.

The Centre – a physical space is a dominating "best-practice" for companies trying to start or grow as it affords connections, co-working, meeting, and event opportunities that are not available in a virtual setting. Additionally, a physical space can engage the community, industry, ecosystem partners, service providers, members, and funders as noted above. It provides a visual, emotional, and physical centre around the business experience for all stakeholders. It reminds people that there is a Centre and draws engagement (participation, funding, attention) and supports BWG Council initiatives to revitalize the downtown.

Physical Location: At the time of this writing the authors of the plan had reached out to local realtors to investigate the availability of commercial space suitable for the Centre and to establish fair market pricing for this plan. Commercial space for lease in BWG is fairly limited at present. This plan imagines that the Centre will be in or near downtown. Here is a detailed description (imagined) of the space:

The space encompasses a minimum of 5,000 square feet over two floors. The building has some limited parking in front and a large public parking area nearby. It is wheelchair accessible from the rear. The Centre houses a local business or community group (i.e., Nottawasaga Futures, Bradford Board of Trade, Holland Marsh Growers Association, Contact Community Services, etc.) with offices as the "anchor" tenant. Some private office and meeting rooms are available upstairs to accommodate Service Providers and Ecosystem Partners on a drop-in basis or entrepreneur members choosing a private space option. The space has co-working desks and larger flexible classroom/event spaces on the main floor. There is deck/patio space at the rear of the building for fair-weather casual meetings or events. The space is outfitted with a reception area, high-speed internet, a combined kitchen /server/ lunchroom, two gender-neutral washrooms, a cloakroom, lockable storage for members, shared photocopier/printer, coffee station, water filling station, and sound-proof phone booths for confidential calls. Most walls in the meeting and office spaces and in the classroom, areas are whiteboard walls. Technology includes large monitors in every room, projection walls and projectors in event spaces and a mobile Smartboard. The building is elevator equipped and fully accessible.

In the research conducted prior to the writing of this plan, it was determined that 5,000-7,000 square feet would be the optimal size for the Centre. Research indicates that such a space would have lease costs of \$25 plus TMI (Taxes, Maintenance, Insurance). These costs are undetermined but are estimated to be no more than \$8.00 per sq. ft. Total annual cost is \$165,000 or \$13,750 per month (parking not included).

7.1 Web Plan Summary

Managing the Centre will require a robust technological platform and access to high-speed internet connections to facilitate members. A public-facing website is required to distribute basic information on Centre programs, activities, and successes. Member, staff, and mentor login capabilities are also required to allow access to programming content and resources. Connections between staff and members and member-to-member will also be facilitated. Co-working space management software for invoicing, room and equipment rental, CRM, desk management, visitor management, and reporting is required.

A Centre management platform <https://www.nexudus.com/> will be engaged to support the management of the space as well as mentors, staff, and members and to capture financial records and space usage metrics. This platform costs \$215.00 per month and comes with full Centre management capabilities. It can be integrated with the Centre website to provide a seamless user experience for all.

Many high-quality local companies in the web design space exist in BWG. Costs to develop a robust site for public and member use is estimated to cost:

Year-One

Logo and Branding Development \$1,000 (for use beyond web)
Website Design and Development: \$4,300
Integration of Member Management site (Nexudus): \$1,500
Annual Nexudus fee (12 x \$215/month): \$2,600
Annual Web Hosting: \$500
Access to high-speed internet for Centre staff and users: \$3,800 annually
Total Year-One Cost: \$13,700

Year-Two (Ramp up)

Website updating and maintenance: \$2,500
Annual Nexudus fee (12 x \$350/month): \$2,600
Annual Web Hosting: \$500
Access to high-speed internet for Centre staff and users: \$3,800 annually
Total Year-Two Cost: \$9,400

Year-Three

Website updating and maintenance: \$2,500
Annual Nexudus fee (12 x \$350/month): \$2,600
Annual Web Hosting: \$500
Access to high-speed internet for Centre staff and users: \$3,800 annually
Total Year-Three Cost: \$9,400

8.1 Website Marketing Strategy

A strong web presence will be required, but it will be targeted to a relatively small audience of less than 7,000 prospective member companies in BWG. Beyond that, there is a need for awareness of the Centre in the community to attract industry partners, mentors, donors, and sponsors as well as to broadcast activities and

successes to the public and stakeholders. The Centre will leverage existing marketing and promotional efforts from the Town as well as community and business partners.

Website & Brand Strategic Initiatives:

Year-One

Brand Awareness

In the first year, the requirement of the website is to build awareness of the Centre. Initially, the Centre will be known for "what" it is doing and not "who" is doing it. The strategy should be to position the space as the "star". The concept of a co-working space will drive interest and engagement in the Centre and result in the acquisition of members as well as resources from partners, donors, and sponsors.

Year-Two

In the second year, the requirement of the website is to generate enthusiasm about the successes of the Centre. It is assumed that drawing members will be less of a challenge than drawing community engagement to support the cash needs of the Centre. Community engagement will be driven through the website by optimizing the following;

Content Marketing

This will be the second strategic objective of the website. The site can distribute information like white papers, eBooks, articles, blog commentary, and event links to engage the community and prospective members and attract more inbound traffic to the site.

SEO (Search Engine Optimization)

Expanding visibility amongst industry partners, donors, sponsors, and stakeholders in BWG will be a prime objective in the second year. Connections with prospective members is also important the Centre capacity should be filled by referral traffic from ecosystem partners and members.

Conversion

Capturing the data of website visitors and engaging them is the goal. The website must have a well-developed series of conversion opportunities built into each page. The Centre will build a robust contact list of event and program attendees and develop a follow-up mechanism to further engage this audience.

Social Media

The delivery of compelling, timely, and refreshing content is the key to grabbing and building the audience. The Centre should dedicate resources to maintaining and refreshing relevant news and content with its audience and then engaging with that audience to bind them to the Centre value (a great work and meeting space and compelling events).

Email Marketing

Start collecting subscribers from the established ecosystem partners, social media followers and event registrants. The Centre can then create a content newsletter to encourage repeat traffic to the site, facilitate more engagement with the brand and keep the Centre top-of-mind with the community.

Year-Three

Year three will see the maturation of the Centre and at this point success stories will be evident as a result. The web message should focus on the successes as these will drive stakeholder, partner and community enthusiasm and support. In addition, at this time more events are expected to be occurring and the site can

promote and engage the community in these events. Getting the community to experience the Centre as a physical entity will be key to ensuring sustainability for the venture ongoing.

Event Marketing

The website should feature content and event opportunities that will involve partners, stakeholders and the community and allow them to experience the Centre first-hand.

Other

A continuation and expansion of the Content Marketing, Search Engine Optimization, Conversion, Social Media, and Email Marketing strategies implemented in the first two years should be grown and more widely spread, beyond the confines of BWG. The success stories can be used to build the reputation of the Centre and attract external members, connections and resources that will allow the venture to grow beyond what the local community can sustain.

9.1 Development Requirements

Funding is budgeted to allow for an external resource to design and build the website. Several companies in BWG offer first-rate services to support this work. The Management will be focused on external engagement and delivering co-working and entrepreneurship services respectively, so internal development of web tools is not recommended. Co-working space could be traded in return for web development services.

Companies such as Keddy, Advanced Solutions, By the Byte, and R Design Media are candidate companies to supply web design and development support.

Themes:

The Centre website should be built according to the year-by-year strategies outlined previously.

Year-One

Highlighting the reason for being for the Centre (work, meeting and event space and entrepreneurial development programs). This will represent the value of the Centre until the venture can generate its own history of successes and best-practices.

Year-Two

This transition year requires that attention be devoted to the emerging successes of the Centre.

Year-Three

A legacy of success stories will have been created by the third year. The goal is to highlight the impact the Centre is making on the region – new companies, new revenue, new Intellectual Property, new jobs.

9.2 Strategy and Implementation

The funding model assumes that approximately 25-33% of the Centre funding will come from each of these:

- Municipal and Regional governments that benefit from the Centre performance
- Private sources including sponsors, donors, strategic partners, rentals, and member fees
- Provincial and Federal funding program grants

As the Centre generates results and builds a reputation it is possible that a greater emphasis can be put on the private funding. The Plan envisions a partnership with the co-working space operator, and The Town of

Bradford West Gwillimbury. The plan incorporates a formula that reduces the financial burden of both the Town and the Co-working Partner as the Centre optimizes private revenue streams.

10.1 Competitive Edge

See Value Propositions in Section 4.1:

How the Centre is Different:

- It is the only resource in the local community offering business acceleration services to entrepreneurs.
- It is the only co-working space in BWG, and no real competition exists within 30 km.
- It operates as a public-private partnership under a not-for-profit model enabling the Centre to garner earned revenue, donations, sponsorships, and grant funding.

Sustainable Value:

- The Centre will provide visible, documentable evidence of:
 - diversification of the regional economy by starting and growing local companies
 - adding high-quality full-time and part-time jobs locally
 - attracting and retaining skilled talent to the region
 - capturing investment for expansion and growth of local companies
 - generating economic spin-off benefits to the local companies that service and supply growing Centre members and the Centre itself.

The Centre drives value for local start-ups, emerging companies, and small businesses by supporting revenue growth. By doing so, the regional economy becomes stronger in terms of GDP, jobs, investment, the tax base, and overall prosperity.

11.1 Marketing Strategy

There are multiple streams of targets for the Centre. These include prospective member companies, as well as business partners, donors and sponsors and pools of talent, expertise, and capital. The Centre will identify and connect with these stakeholders as noted below:

Members Companies

The Centre's Co-Working Space audience will be drawn from the following cohorts:

- Start-up entrepreneurs
- Home-based business owners
- Self-employed professionals
- Freelancers
- Small business owners
- Hybrid workers
- Visiting business travelers

The Centre's Meeting and Event Space audience will be drawn from the following cohorts:

- Community Groups (Board of Trade, Nottawasaga Futures, SWAN (Successful Women Always Networking, BNI, Charities, Cultural Groups, Service Clubs)
- Local small, medium, and large businesses

- Business professionals (legal, banking, insurance)
- Event organizers
- Entrepreneurial ecosystem partners (Nottawasaga Futures, National Research Council's IRAP program, Small Business Centre, Georgian and York Angels)
- Workshop and Training entities
- Private Social gatherings

How the Centre connects:

- Online Outreach
 - Centre website
 - Links to/from partner websites (Entrepreneurial Ecosystem Partners)
 - Social Networks: LinkedIn, Facebook, Facebook Messenger, Instagram, YouTube, Twitter
- BWG Industry Contacts: Personal, Social Network and Print campaign directed at top 50 employers, service providers, local business and government leaders, major institutions (hospitals, college, etc.)
 - Build awareness of Centre services and value propositions
 - Solicit prospective members
 - Secure donations and sponsorship
 - Identify local mentors and business & technology experts
 - Initiate engagement with the Centre (programs, events, success stories)
 - Solicit prospective Board members
- Community Engagement: Outreach to community members to identify potential supporters of the Centre
 - Service Club presentations
 - Local media outlets (free print, digital, radio, TV)
 - Events, trade shows, festivals
 - Women's Business Groups
- Municipal, Federal, and Provincial Government Contacts
 - MPs and MPPs
 - Mayor, Warden, Council
 - Simcoe County Administrators
 - BWG Municipal Chief Administrative Officer
 - BWG Municipal Office of Economic Development
 - Ontario Ministry of Agriculture and Rural Affairs

The mission is to build awareness, engagement and support for the Centre's mission and objectives.

Costs:

See Pages 32/33.

12.1 Fundraising Strategy

The Centre is established as a not-for-profit entity (Public Benefit Corporation status) which is the optimal set-up to allow funding partners to participate. The funding model relies on a mix of private donor and sponsor contributions, municipal funding, and provincial and federal grant programs. Ideally, 25-33% of the funding would come from each of these sources.

Year-One:

Note: Five sources of funding are noted which collectively contribute over 100% of Year-One costs. A surplus is planned to ensure the financial sustainability of the space.

- 1) The Town of BWG would bear approximately 25-33% of the first-year startup and Operating costs, less 50% of the Co-working Partner Management Fee.
- 2) Private Sources. Community Sponsors, and Donors, will contribute approximately 25-33% of operating costs in the first year. Target is 50% per annum, but ramp-up reduces this in the first year.
- 3) The selected co-working space operator would bear approximately 25-33% of the first-year startup and Operating costs, less 50% of the Co-working Partner Management Fee.
- 4) Grant Support. Provincial and Federal Government Grant Programs would be targeted to cover approximately 25-33% of the funding over a 3-year period (Trillium, Rural Economic Development, FedDev, Ontario Centres of Innovation, County of Simcoe, etc.).
- 5) Centre revenues from co-working desk rental, meeting room rental, event space rental and business service fees would contribute approximately \$5,000 in the launch year (1 month of revenue).

The objective for Year-One is to raise and invest \$734,805 to launch the Centre and operate it for the first month. This would generate a surplus of approximately \$72,000.

- 1) Secure commitment by March 31, 2024, from the Town of BWG to provide approximately 33% of Year-One Start-up and Operating Costs and ongoing Operating Costs for a total of 3 years. Note that the Town's commitment is tied to a formula that will reduce their financial commitment as other funding options contribute more to years 2, 3, and beyond.
- 2) Identify and secure a co-working operator partner by June 1, 2024. Secure a commitment to provide approximately 25% of Year-One Start-up and Operating Costs.
- 3) Apply for County of Simcoe Grant of \$50,000.
- 4) Apply for and secure Trillium Capital Grant funding of \$150,000 for the Year-One capital improvement. Note that funding windows open and close during the year.

<https://www.otf.ca/our-grants/community-investments-grants/capital-grant>

Also, FedDev has a community economic development and diversification fund while Ontario's Rural Economic Development Program offers the Economic Diversification and Competitiveness Stream with funding up to 50% of eligible project costs to a maximum of \$150,000. The Ministry of Economic

Development, Job Creation and Trade also has programs available. These programs should also be considered.

- 5) Initiate donor/sponsor fund-raising campaign to secure \$150,000. This task is to commence in April 2024 and be completed by December 1, 2024. The co-working partner with support of the Town's Office of Economic Development and the Centre Board of Directors executes this task. Budget is provided for an independent fund-raising specialist or community business leader to be engaged to solicit funds.
- Secure 10 corporate donations of \$5,000 each for 3 years.
 - Epstein Law, Evans de Vries Higgins, Douglas Law, MFGT LLP, Taxes & Accounting, Desjardins, Lomonte & Collings, Tupling Insurance, Eric Andrews Insurance, Remax, Royal Lepage, Ohrstrom, Local Service Clubs, etc.
 - Secure 3 corporate Platinum sponsorships of \$20,000 each for 3 years.
 - RBC, BDC, Scotia, BMO, CIBC, TD, BDO, Meridian, Magna, Maple Leaf, Spectra, Ventra, Kumi, Mitek.
 - Secure 20 \$2,000 "Founding Member" donations for 3 years from corporations or private individuals.
 - Barrie & District Association of Realtors, Boston Pizza, Bradex, Crozier & Associates, Canadian Tire, Dracup Insurance, J.R. Jones Engineering, Manulife, Perfect SZN, Sun Life, Western Financial, Village Media, Sutton Group, Bradford Today, Assante, HollisWealth Advisory, IG Wealth Management, Dundee Private Investors, State Farm.

6) Revenues from Membership sales commencing in December 2024.

- Co-working desk and office rentals = \$61,200 annualized
 - Assumes \$340 average monthly fee for 15 fulltime equivalent co-workers (33% occupancy)
- Anchor Tenant office space rental revenue = \$16,500 annualized
 - Assumes 500 sq. ft. of office space @ \$25.00 per foot plus TMI costs (\$8.00)
- Meeting room rentals = \$36,000
 - Assumes 2 boardrooms @ \$60/hr
 - Available hours = 250 days x 12 hours per boardroom or 6,000 total hours annually
 - Assumes 10% occupancy or 600 hours
- Event space rentals = \$30,000
 - Assumes 50-person event space @ \$100/hr
 - Available hours = 250 days x 12 hours or 3,000 total hours annually
 - Assumes 10% occupancy or 300 hours
- Business services fees = \$10,000
 - Photocopy, printing, courier service, equipment rental, snack food service, etc.

Total Revenues \$153,700 annualized.

Year-One Total Raised, All Sources: \$734,805.

Year-Two:

1) The Town of BWG would bear approximately 33% of the 2nd year Operating Costs. The Town would earn 50% of the projected surplus from year-one delivered as a Management Fee.

2) Private Sources. Community Sponsors, Donors, Co-working Membership Fees and Meeting and Event Space Rental Fees will contribute 50% of operating costs and surplus in the second year.

3) The selected co-working space operator would earn 50% of the projected surplus from year-one delivered as a Management Fee.

4) Grant Support. Provincial and Federal Government Grant Programs would be targeted for 25% of the funding and surplus for year-two operation of the Centre (Trillium, Rural Economic Development, FedDev, Ontario Centres of Innovation, County of Simcoe, etc.).

The objective for Year-Two is to raise and invest \$655,040 to operate the Centre for 12 months. This would generate a surplus of approximately \$51,000.

1) Confirm the Town's commitment to fund Year-Two by October 1, 2025.

2) Secure the co-working operator partner by October 1, 2025, under the terms agreed for Year-One.

3) By June 30, 2025, apply for and secure Ontario's Rural Economic Development Program under the Economic Diversification and Competitiveness Stream to cover up to 50% of eligible costs to a maximum of \$150,000. (Trillium, Ontario Centres of Innovation, FedDev, County of Simcoe are also prospective funders).

- Revenues from Membership sales commencing in January 2025.
- Co-working desk and office rentals = \$94,000 annualized
 - Assumes \$340 average monthly fee for 23 fulltime equivalent co-workers (50% occupancy)
- Anchor Tenant office space rental revenue = \$16,500 annualized
 - Assumes 500 sq. ft. of office space @ \$25.00 per foot plus TMI costs (\$8.00)
- Meeting room rentals = \$54,000
 - Assumes 2 boardrooms @ \$60/hr
 - Available hours = 250 days x 12 hours per boardroom or 6,000 total hours annually
 - Assumes 15% occupancy or 900 hours
- Event space rentals = \$45,000
 - Assumes 50-person event space @ \$100/hr
 - Available hours = 250 days x 12 hours or 3,000 total hours annually
 - Assumes 15% occupancy or 450 hours
- Business services fees = \$10,000
 - Photocopy, printing, courier service, equipment rental, snack food service, etc.

Total Revenues \$219,500 annualized.

Year-Two Total Raised, All Sources: \$655,040 (includes surplus)

Year-Three:

1) The Town of BWG would bear approximately 28% of the 3rd year Operating costs and surplus. The Town would earn 50% of the projected surplus from year-two delivered as a Management Fee.

2) Private Sources. Community Sponsors, Donors, Co-working Membership Fees and Meeting and Event Space Rental Fees will contribute 64% of operating costs and surplus in the 3rd year.

3) The selected co-working space operator would earn 50% of projected surplus from year-two delivered as a Management Fee.

4) Grant Support. Provincial and Federal Government Grant Programs would be targeted for 25% of the funding for year-three operation of the Centre and surplus (Trillium, Rural Economic Development, FedDev, OCI, County of Simcoe, etc.).

The objective for Year-Three is to raise and invest \$732,760 to operate it for 12 months. This would generate a surplus of approximately \$100,000.

1) Confirm the Town's commitment to fund Year-Three by October 1, 2026.

2) Secure the co-working operator partner by October 1, 2026, under the terms agreed for Year-One.

3) By June 30, 2026, apply for and secure Ontario's Rural Economic Development Program under the Economic Diversification and Competitiveness Stream to cover up to 50% of eligible costs to a maximum of \$150,000. (Trillium, Ontario Centres of Innovation, FedDev, County of Simcoe are also prospective funders).

4) Renew donor/sponsor fund-raising commitments made in Year-One to secure \$150,000. This task commences in March 2026 and is to be completed by September 30, 2026. The co-working partner with support of the Economic Development office of the Town and the Centre Board of Directors executes this task. The budget allows for payment of a dedicated fund-raiser to solicit funds.

5) Renew 10 corporate donations of \$5,000 each for 2 years. See list on Page 40.

6) Renew 3 corporate Platinum sponsorships of \$20,000 each for 2 years. See list on Page 40.

7) Renew 20 \$2,000 "Founding Member" donations for 2 years from corporations or private individuals. See list on Page 40.

8) Revenues from Membership sales commencing in January 2026.

- Co-working desk and office rentals = \$122,000 annualized
 - Assumes \$340 average monthly fee for 30 fulltime equivalent co-workers (66% occupancy)
- Anchor Tenant office space rental revenue = \$16,500 annualized
 - Assumes 500 sq. ft. of office space @ \$25.00 per foot plus TMI costs (\$8.00)
- Meeting room rentals = \$72,000
 - Assumes 2 boardrooms @ \$60/hr
 - Available hours = 250 days x 12 hours per boardroom or 6,000 total hours annually
 - Assumes 20% occupancy or 1200 hours
- Event space rentals = \$60,000
 - Assumes 50-person event space @ \$100/hr
 - Available hours = 250 days x 12 hours or 3,000 total hours annually

- Assumes 20% occupancy or 600 hours
- Business services fees = \$10,000
 - Photocopy, printing, courier service, equipment rental, snack food service, etc.

Total Revenues \$280,500 annualized.

Year-Three Total Raised, All Sources: \$732,760 (includes surplus).

13.1 Milestones

The following represent critical milestones and start and finish dates required to deliver against this business plan:

Milestone	Start Date	End Date	Manager
Year-One			
Obtain BWG Council Approval & Budget	2024-01-01	2024-04-01	EcDev Office
Recruit 5 Founding Board Members	2024-04-01	2024-05-01	EcDev Office
Establish Not-For-Profit Status	2024-04-01	2024-06-01	EcDev Office
Identify and Engage a Founding Co-Working Partner	2024-05-01	2024-06-01	Board
Locate and Obtain a Centre Location	2024-06-01	2024-08-01	Co-Working Mgr.
Update Council on Project Status	2024-07-01	-	EcDev Office
Initiate and Complete Leasehold Improvements on Space	2024-08-01	2024-11-01	Co-Working Mgr.
Solicit Sponsor/Donor Funding	2024-09-01	2024-12-01	Co-Working Mgr.
Secure Commitment to 1st Year Partner Funding of \$633,000	2024-06-01	2024-09-01	EcDev Office
Identify & Agree Metrics to Be Tracked/Reported	2024-09-01	2024-11-01	Co-Working Mgr.
Update Council on Project Status	2024-10-01	-	EcDev Office
Hire Centre Staff Member	2024-10-01	2024-11-01	Co-Working Mgr.
Identify and Engage a Programming Provider (HBEC)	2024-10-01	2024-11-01	Co-Working Mgr.
Identify and Acquire Anchor Tenant	2024-11-01	2025-01-01	Co-Working Mgr.
Develop and Launch Website and Promotion	2024-11-01	2025-01-01	Co-Working Mgr.
Acquire and Install Nexodus software	2024-11-01	2024-12-01	Co-Working Mgr.
Open Centre	2024-12-01	-	Co-Working Mgr.
Year-Two			
Update Council on Project Status	2025-01-01	-	EcDev Office
Introduce Bernick Centre Programming	2025-02-01	-	HBEC
Report on Metrics to Council & Stakeholders 1	2025-04-01	-	Co-Working Mgr.
Report on Metrics to Council & Stakeholders 2	2025-10-01	-	Co-Working Mgr.
Secure/Confirm Operational Funding for Year 3	2025-09-01	2025-12-01	Co-Working Mgr.
Year-Three			
Report on Metrics to Council & Stakeholders 4	2026-01-01	-	EcDev Office
Refresh Henry Bernick Centre Programming	2026-01-01	-	HBEC
Report on Metrics to Council & Stakeholders 5	2026-04-01	-	Co-Working Mgr.
Report on Metrics to Council & Stakeholders 6	2026-10-01	-	Co-Working Mgr.
Secure/Confirm Operational Funding for Year 4	2026-09-01	2026-12-01	Co-Working Mgr.

14.1 Management & Staff

Year-One:

The plan is based on the Centre being funded as indicated in the financials in the next section. In addition, three assumptions are made:

- 1) That an existing Co-Working space operator agrees to partner with the Centre to manage the location selection, orchestrate leasehold improvements and manage the Centre on an ongoing basis. This would be done on a retainer basis.
- 2) That the Henry Bernick Entrepreneurship Centre at Georgian College agrees to partner with the Centre to deliver entrepreneurship and small business programming as indicated in this plan.
- 3) That a formula can be agreed that reduces the Town's ongoing contribution to annual Centre costs by directing 50% of Operating surpluses generated to be split by the Town and the Co-Working Partner.

Assuming Town approval of this business plan and commitment to the 3-year funding model proposed, a Board of Directors will be appointed to engage with The Co-Working Partner and The Henry Bernick Entrepreneurship Centre. The Co-Working Partner's management will be responsible for the execution of this plan under the guidance of the Board of Directors.

Board of Directors:

The members include a high-profile local business leader, major stakeholder representatives (funders), a representative of the entrepreneurial ecosystem and a representative of the Economic Development Office. In the second year of operation, the Board will be increased to 7 members and add service providers, a paying member of the Centre. The Town Council should be represented by an ex-Officio member (Council member).

Managing Director: The Co-Working Partner

The senior manager of the selected Co-Working Partner would be the key player in identifying and securing a leased commercial space suitable to house the Centre. The Managing Director's task would then be to transform the space into a working co-working venue as guided by this business plan. It is anticipated that the Town of BWG will support this effort through coordination of building permitting and possible incentives offered through the Downtown Community Improvement Plan.

The Managing Director of the Centre would be responsible for administration, management, and usage of the space. The Managing Director would report to the Board of Directors of the Centre and other stakeholders as required. He would be paid a management fee for over-seeing the administration of the Centre and a sliding scale bonus based on revenue generated versus target.

Client Service Coordinator

The Client Service Coordinator represents the first hire of the Centre. The Coordinator is responsible for member recruitment, onboarding, and ensuring delivery of services offered by the Centre co-working space, management of the Customer Relationship Management and other technologies, and entrepreneurship program schedules.

The Coordinator will also be responsible for collecting metrics on the Centre program and the member companies engaged. The Coordinator would be brought on board one month prior to the launch of the Centre.

Mentors

Year-One

The budget includes the cost of two paid mentors to engage with Members of the Centre program and community-based entrepreneurs and small business operators working with the Centre. These individuals would be contracted through the Henry Bernick Entrepreneurship Centre (HBEC) to deliver 6 hours/week (combined) of business advice and to make networking connections between members and service providers, experts, funders, strategic partners, customers, and suppliers. The first and second paid mentors would be brought on board 30 days following the engagement of the Member Manager and in conjunction with the initiation of Henry Bernick Centre programming. These mentors would typically be generalists, able to cover a broad range of topics related to growing emerging companies. A selection of HBEC specialist mentors may also be engaged as members need dictate. Specialist mentors are identified by skillset and experience (Intellectual Property, Sales, Funding, eCommerce, etc.).

Year-Two and Three

Additional mentors and content providers will be added to the core Henry Bernick Centre offering. These mentors will be provided through connections to entrepreneurial ecosystem providers (Nottawasaga Futures, Innisfil-DMZ, The Sandbox, YSpace, etc.). These mentors may be paid or unpaid as determined by the Centre management at the time. Additionally, local service providers (lawyers, accountants, bookkeepers, and other professionals) will be enlisted to support members on an unpaid basis.

Volunteer Co-Working Staff

A feature of the Centre will be the opportunity for volunteers to handle reception and minor administrative tasks in return for free access to the co-working space and services. Each 4-hour shift earns a 4-hour free desk pass for the volunteer.

Maintenance & Cleaning Staff

All building maintenance will be the responsibility of the landlord. Cleaning will be contracted locally and paid as part of the operating budget of the Centre.

Food & Beverage and Special Event Staff

A kitchenette and server will be a feature of the Centre. A coffee and juice bar will be made available to members using the co-working and board rooms. A water station will also be provided for all Centre users. Events will be catered for through local providers at the cost of the event organizer/host.

15.1 Financial Plan

Startup Funding

Year-One

The Start-up Costs primarily cover the costs to establish the corporate structure of the not-for-profit Centre. This includes basic legal fees related to incorporation, and a reserve for legal agreements anticipated to be required by stakeholders (funders, government agencies, sponsors, and partners) and costs for bookkeeping and accounting services related to the establishment of the entity. Office set-up expenses (equipment and supplies), rent for the co-working space, leasehold improvements, technology acquisitions, initial costs for branding, web development and social network set-up are also included. A contingency is also factored into Start-up Costs. Start-up costs will total \$413,540 with a total investment of \$662,725 required to launch and operate the Centre.

Table: Startup Funding

Year 1	Co-Working Model	
2024		Total Year
Startup Costs		
Corporate Set-up (Legal)		\$7,800
Corporate Set-up (Accounting)		\$7,200
Corporate Set-up (Bookkeeping & Cloud Software)		\$3,040
CGL, E&O, D&O insurance and banking		\$5,500
Branding, Web Dev, and Social Network Setup		\$20,000
Office Set-Up and Supplies		\$2,000
Leasehold Improvements		\$180,000
Furnishings & Signage		\$90,000
Equipment and Technology		\$90,000
Contingency		\$8,000
Total Startup Costs		\$413,540

Year-Two

2025

The second year of operation establishes the revenue model driven by the co-working space itself. As the year builds the space will be utilized by co-workers and the community. The model plans for 33% occupancy by the end of the year. A total of \$603,827 will be required to invest in the operation of the Centre in year-two.

Year-Three

2026

The third year of operation focusses on growing the utilization of the co-working and event space. The model plans for 50% occupancy by the end of the year and 66% the following year. \$632,660 will be sourced from five different streams to support the operation of the Centre in year-three.

Projected Budget

Year-One: The following table shows the expense and revenue projections for the first year of operations. A month-by-month Excel version can be found in the Appendix.

Year 1	Co-Working Model	
2024		Total Year
Startup Costs		
Corporate Set-up (Legal)		\$7,800
Corporate Set-up (Accounting)		\$7,200
Corporate Set-up (Bookkeeping & Cloud Software)		\$3,040
CGL, E&O, D&O insurance and banking		\$5,500
Branding, Web Dev, and Social Network Setup		\$20,000
Office Set-Up and Supplies		\$2,000
Leasehold Improvements		\$180,000
Furnishings & Signage		\$90,000
Equipment and Technology		\$90,000
Contingency		\$8,000
Total Startup Costs		\$413,540
Operating Expenses		
Salaries (per year including benefits)		
Co-Working Space Partner Management Fee		\$80,000
Client Service Coordinator		\$16,500
Fund-Raiser		\$45,000
Paid Mentor 1		\$0
Paid Mentor 2		\$0
Volunteer 1		\$0
Volunteer 2		\$0
Volunteer 3		\$0
Volunteer 4		\$0
Total Salaries		\$141,500
Operating Overhead		
Entrepreneurship Programming Costs		\$0
Nexus Platform Costs		\$645
Mileage Cost		\$2,250
Meeting/Conferences		\$0
Events		\$7,500
CGL, E&O, D&O insurance and banking		\$0
Marketing, including web, social print		\$20,000
Office supplies		\$2,500
Software (Accounting/Office Mgmt)		\$0
Dedicated internet		\$690
Facility Rent Co-working Space		\$55,000
Utilities		\$6,000
Maintenance/Cleaning		\$1,300
Food & Beverage		\$4,500
Entertainment		\$2,800
Miscellaneous Expenses		\$4,500
Total Operating Overheads excluding Salaries		\$107,685
Total Operating Expenses including Salaries		\$249,185
Total Operating Expenses and Startup Costs		\$662,725
Revenues		
Municipal Contribution BWG		\$200,000
Municipal Contribution Simcoe County		\$50,000
Government Funding Agency Contribution Trillium		\$150,000
Co-working Space Operator		\$180,000
Major Corporate Donations		\$60,000
Minor Corporate Donations		\$50,000
Founding Members Donations		\$40,000
Co-working desk and office rentals		\$680
Anchor Tenant office space rental		\$1,375
Meeting room rentals		\$1,500
Event space rentals		\$1,000
Business services fees		\$250
Total Municipal, Co-Working Partner and Grant Revenue		\$580,000
Total Donor, Sponsor and Member Revenues		\$154,805
Total Revenues		\$734,805
Net Surplus or (Deficit)		\$72,080

Year-Two: The following table shows the expense and revenue projections for the second year of operations. A month-by-month Excel version can be found in the Appendix.

Year 2	Co-Working Model				
2025					Total Year
Operating Expenses					
Salaries (per year including benefits)					
Co-Working Space Partner Management Fee					\$120,000
Client Service Coordinator					\$66,000
Fund-Raiser					\$45,000
Paid Mentor 1					\$16,500
Paid Mentor 2					\$16,500
Volunteer 1					\$0
Volunteer 2					\$0
Volunteer 3					\$0
Volunteer 4					\$0
Total Salaries					\$264,000
Operating Overhead					
Entrepreneurship Programming Costs					\$42,167
Nexodus Platform Costs					\$2,580
Mileage Cost					\$3,000
Meeting/Conferences					\$7,500
Events					\$9,000
CGL, E&O, D&O insurance and banking					\$5,500
Legal					\$5,000
Accounting					\$3,000
Bookkeeping					\$3,000
Marketing, including web, social, print					\$12,000
Office supplies					\$4,500
Software (Accounting/Office Mgmt)					\$3,720
Dedicated internet					\$2,760
Facility Rent Co-working Space					\$165,000
Utilities					\$18,000
Furnishings & Signage					\$7,500
Equipment and Technology					\$15,000
Maintenance/Cleaning					\$7,800
Food & Beverage					\$12,000
Entertainment					\$4,800
Miscellaneous Expenses					\$6,000
Total Operating Overheads excluding Salaries					\$339,827
Total Operating Expenses including Salaries					\$603,827
Revenues					
Municipal Contribution BWG					\$200,000
Municipal Contribution Simcoe County					\$0
Government Funding Agency Contribution Rural Economic					\$150,000
Co-working Space Operator					\$0
Major Corporate Donations					\$60,000
Minor Corporate Donations					\$50,000
Founding Members Donations					\$40,000
Co-working desk and office rentals					\$59,840
Anchor Tenant office space rental					\$16,500
Meeting room rentals					\$37,500
Event space rentals					\$31,200
Business services fees					\$10,000
Total Municipal, Co-Working Partner and Grant Revenue					\$350,000
Total Donor, Sponsor and Member Revenues					\$305,040
Total Revenues					\$655,040
Net Surplus or (Deficit)					\$51,213

Year-Three: The following table shows the expense and revenue projections for the third year of operations. A month-by-month Excel version can be found in the Appendix.

Year 3	Co-Working Model			
2026				Total Year
Operating Expenses				
Salaries (per year including benefits)				
Co-Working Space Partner Management Fee				\$120,000
Client Service Coordinator				\$72,000
Fund-Raiser				\$30,000
Paid Mentor 1				\$18,000
Paid Mentor 2				\$18,000
Paid Mentor 3				\$18,000
Volunteer 1				\$0
Volunteer 2				\$0
Volunteer 3				\$0
Volunteer 4				\$0
Total Salaries				\$276,000
Operating Overhead				
Entrepreneurship Programming Costs				\$61,000
Nexodus Platform Costs				\$2,580
Mileage Cost				\$3,000
Meeting/Conferences				\$7,500
Events				\$9,000
CGL, E&O, D&O insurance and banking				\$5,500
Legal				\$3,000
Accounting				\$3,000
Bookkeeping				\$3,000
Marketing, including web, social, print				\$12,000
Office supplies				\$4,500
Software (Accounting/Office Mgmt)				\$3,720
Dedicated internet				\$2,760
Facility Rent Co-working Space				\$165,000
Utilities				\$18,000
Furnishings & Signage				\$7,500
Equipment and Technology				\$15,000
Maintenance/Cleaning				\$7,800
Food & Beverage				\$12,000
Entertainment				\$4,800
Miscellaneous Expenses				\$6,000
Total Operating Overheads excluding Salaries				\$356,660
Total Operating Expenses including Salaries				\$632,660
Revenues				
Municipal Contribution BWG				\$180,000
Municipal Contribution Simcoe County				\$0
Government Funding Agency Contribution Rural Economic				\$150,000
Co-working Space Operator				\$0
Major Corporate Donations				\$60,000
Minor Corporate Donations				\$50,000
Founding Members Donations				\$40,000
Co-working desk and office rentals				\$106,760
Anchor Tenant office space rental				\$16,500
Meeting room rentals				\$63,000
Event space rentals				\$54,500
Business services fees				\$12,000
Total Municipal, Co-Working Partner and Grant Revenue				\$330,000
Total Donor, Sponsor and Member Revenues				\$402,760
Total Revenues				\$732,760
Net Surplus or (Deficit)				\$100,100

Projected Cash Flow: Year-One (Actual Spreadsheet is located in Appendix)

Starting date	Cash Flow												
	Jan-24	Year-One											
	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Total
Jan hand (beginning of month)	0	0	0	0	416,690	415,130	433,170	431,460	436,250	357,290	360,385	231,330	
INFLOWS													
Jipal Contribution BWG				\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 200,000
Jipal Contribution Simcoe County				\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 50,000
Government Funding Contribution Trillium				\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0 150,000
Working Space Operator				\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 180,000
Corporate Donations				\$0	\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0 60,000
Corporate Donations				\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0 50,000
Jing Members Donations				\$0	\$0	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$0 40,000
Working desk and office rentals				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 680
Anchor Tenant office space rental				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 1,375
Meeting room rentals				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 1,500
Event space rentals				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 1,000
Business services fees				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 250
CASH INFLOWS	0	0	0	430,000	5,000	25,000	13,000	38,000	38,000	168,000	38,000	12,805	734,805
cash available	0	0	0	430,000	421,690	440,130	438,170	444,460	474,250	525,290	398,385	244,135	
CASH OUTFLOWS													
Op Costs													
Corporate Set-up (Legal)				\$1,800	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$0 7,800
Corporate Set-up (Accounting)				\$1,200	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0 7,200
Corporate Set-up (Bookkeeping & Cloud Software)				\$560	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$0 3,040
CGI, E&O, D&O insurance and banking				\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 5,500
Branding, Web Dev, and Social Network Setup				\$2,000	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$0 20,000
Office Set-up and Supplies				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 2,000
Leasehold Improvements				\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$0 180,000
Furnishings & Signage				\$0	\$0	\$0	\$0	\$0	\$45,000	\$45,000	\$45,000	\$45,000	\$0 90,000
Equipment and Technology				\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$0 90,000
Contingency				\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$0 8,000
Total Startup Costs	0	0	0	11,000	2,810	2,810	2,810	2,810	97,810	142,810	142,810	7,810	413,540
Operating Expenses													
Salaries (per year including benefits)													
Working Space Partner Management Fee				\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	\$80,000
Service Coordinator				\$0	\$0	\$0	\$0	\$0	\$0	\$5,500	\$5,500	\$5,500	\$16,500
Raiser				\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$45,000
Mentor 1				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mentor 2				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peer 1				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peer 2				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peer 3				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peer 4				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Salaries				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 141,500
Operating Overhead													
Preneurship Programming Costs				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 0
Plus Platform Costs				\$0	\$0	\$0	\$0	\$0	\$0	\$215	\$215	\$215	\$645
Ge Cost				\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,250
ing/Conferences				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 0
es				\$0	\$0	\$0	\$0	\$1,500	\$0	\$0	\$3,000	\$1,500	\$7,500
E&O, D&O insurance and banking				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 0
ating, including web, social print				\$0	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$20,000
supplies				\$0	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$2,500
are (Accounting/Office Mgmt)				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0 0
ated internet				\$0	\$0	\$0	\$0	\$0	\$0	\$230	\$230	\$230	\$690
y Rent Co-working Space				\$0	\$0	\$0	\$0	\$0	\$13,750	\$13,750	\$13,750	\$13,750	\$55,000
es				\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000
tenance/Cleaning				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650	\$650	\$1,300
& Beverage				\$0	\$0	\$0	\$0	\$0	\$0	\$2,500	\$1,000	\$1,000	\$4,500
tainment				\$0	\$0	\$0	\$400	\$400	\$400	\$400	\$400	\$400	\$2,800
ellaneous Expenses				\$0	\$0	\$0	\$500	\$500	\$500	\$500	\$500	\$500	\$4,500
DOTAL				2,250	3,750	4,150	3,900	19,150	22,095	24,245	22,745	107,685	
CASH OUTFLOW				13,310	6,560	6,960	6,710	8,210	116,960	164,905	167,055	30,555	524,225
Jan hand (end of month)				416,690	415,130	433,170	431,460	436,250	357,290	360,385	231,330		

Projected Cash Flow: Year-Two (Actual Spreadsheet is located in Appendix)

Bradford West Gwillimbury Co-Working Model													
Starting date	Jan-25	Cash Flow											
		Year-Two											
Opening Balance	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Cash on hand (beginning of month)	0	-36,603	69,791	21,502	177,959	144,671	123,644	93,174	72,902	72,698	57,239	66,696	
CASH INFLOWS													
Municipal Contribution BWG	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	200,000
Municipal Contribution Simcoe County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Government Funding Contribution RED	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	150,000
Co-working Space Operator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Major Corporate Donations	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	\$0	60,000
Minor Corporate Donations	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$0	50,000
Founding Members Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	40,000
Co-working desk and office rentals	\$1,360	\$2,040	\$2,720	\$3,400	\$4,080	\$4,760	\$5,440	\$6,120	\$6,800	\$7,480	\$8,160	\$8,840	59,840
Anchor tenant office space rental	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	16,500
Meeting room rentals	1,500	1,800	2,100	2,400	2,700	3,000	3,300	3,600	3,900	4,200	4,500	4,800	37,500
Event space rentals	1,500	1,700	1,900	2,100	2,300	2,500	2,700	2,900	3,100	3,300	3,500	3,700	31,200
Business services fees	250	500	750	750	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
TOTAL CASH INFLOWS	0	5,985	157,415	8,845	210,025	37,635	18,815	27,995	54,175	35,355	56,195	26,395	655,040
Total cash available	0	5,985	120,812	78,636	231,527	182,306	142,459	121,169	127,077	108,053	113,434	93,091	
CASH OUTFLOWS													
Operating Expenses													
<i>Salaries (per year including benefits)</i>													
Co-Working Space Partner Management Fee	0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Client Service Coordinator	0	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	66,000
Fund-Raiser	0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	45,000
Paid Mentor 1	0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	16,500
Paid Mentor 2	0	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	16,500
Volunteer 1	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Volunteer 2	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Volunteer 3	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Volunteer 4	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Salaries	0	20,500	23,500	23,500	23,500	23,500	21,000	21,000	21,000	21,000	21,000	21,000	264,000
Operating Overhead													
Entrepreneurship Programming Costs	0	\$0	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	42,167
Nexus Platform Costs	0	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	2,580
Mileage Cost	0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	3,000
Meeting/Conferences	0	\$0	\$2,500	\$0	\$0	\$2,500	\$0	\$0	\$2,500	\$0	\$0	\$0	7,500
Events	0	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	9,000
CGL, E&O, D&O insurance and banking	0	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	5,500
Legal	0	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	\$417	5,000
Accounting	0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	3,000
Bookkeeping	0	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	3,000
Marketing, including web, social, print	0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	12,000
Office supplies	0	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	6,000
Software (Accounting/Office Mgmt)	0	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	3,720
Dedicated internet	0	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	2,760
Facility Rent Co-working Space	0	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	165,000
Utilities	0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	18,000
Furnishings & Signage	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment and Technology	0	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	7,800
Maintenance/Cleaning	0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	12,000
Food & Beverage	0	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	4,800
Entertainment	0	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	6,000
Miscellaneous Expenses	0	\$1,880	\$2,013	\$3,013	\$29,513	\$34,513	\$27,769	\$26,769	\$32,769	\$29,269	\$25,269	\$26,769	339,827
SUBTOTAL	0	408	508	621	555	480	527	503	616	550	475	503	6,389
CPI Index at 1.88%													
SUBTOTAL with Inflation Index	0	22,088	27,521	33,634	30,068	25,933	28,285	27,866	33,379	29,813	25,738	27,866	346,215
TOTAL CASH OUTFLOW	0	42,588	51,021	57,134	53,568	49,493	49,285	48,266	54,379	50,813	46,738	48,266	610,215
Cash on hand (end of month)	0	-36,603	69,791	21,502	177,959	144,671	123,644	93,174	72,902	72,698	57,239	66,696	

Projected Cash Flow: Year-Three (Actual Spreadsheet is located in Appendix)

Starting date	Year-Three												Total
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	
Operating Balance	0	-31,702	85,268	46,966	192,429	167,807	154,116	128,042	111,427	114,439	101,457	113,190	
CASH INFLOWS													
Municipal Contribution BWG	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Municipal Contribution Simcoe County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Government Funding Contribution FedDev	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Co-working Space Operator	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Major Corporate Donations	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
Minor Corporate Donations	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$10,000	\$10,000	\$10,000	\$0	
Founding Members Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	
Co-working desk and office rentals	\$7,820	\$7,820	\$8,160	\$8,160	\$8,500	\$8,500	\$8,840	\$9,180	\$9,520	\$9,860	\$10,200	\$10,200	
Anchor Tenant office space rental	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	
Meeting room rentals	4,500	4,500	4,800	4,800	5,100	5,100	5,400	5,700	5,700	6,000	6,000	6,000	
Event space rentals	3,700	3,900	4,100	4,300	4,500	4,600	4,700	4,800	4,900	5,000	5,000	5,000	
Business services fees	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
TOTAL CASH INFLOWS	0	18,395	168,995	199,635	254,735	45,575	26,315	34,755	60,495	40,935	61,575	31,575	
Total cash available	0	18,395	136,899	104,703	217,904	213,382	180,481	162,797	171,922	155,374	163,082	144,765	
CASH OUTFLOWS													
Operating Expenses													
<i>Salaries (per year including benefits)</i>													
Co-Working Space Partner Management Fee	0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
Client Service Coordinator	0	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	
Fund-Raiser	0	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	
Paid Mentor 1	0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
Paid Mentor 2	0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
Paid Mentor 3	0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
Volunteer 1	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Volunteer 2	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Volunteer 3	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Volunteer 4	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Salaries	0	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000	
Operating Overhead													
Entrepreneurship Programming Costs	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	\$5,083	
Nexusud Platform Costs	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	\$215	
Mileage Cost	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Meeting/Conferences	\$0	\$0	\$2,500	\$0	\$0	\$2,500	\$0	\$0	\$2,500	\$0	\$0	\$0	
Events	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	
G/L, E&O, D&O insurance and banking	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	\$458	
Legal	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Accounting	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Bookkeeping	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	
Marketing, including web, social, print	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Office supplies	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Software (Accounting/Office Mgmt)	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	\$310	
Dedicated internet	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	
Facility Rent Co-working Space	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	
Utilities	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
Furnishings & Signage	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment and Technology	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650	
Maintenance/Cleaning	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Food & Beverage	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	
Entertainment	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	
Miscellaneous Expenses	\$26,597	\$28,097	\$34,097	\$30,597	\$26,597	\$35,597	\$28,847	\$27,847	\$33,847	\$30,347	\$26,347	\$27,847	
SUBTOTAL	500	528	641	575	500	669	542	636	636	495	524	524	
CPI Index at 1.88%													
SUBTOTAL with Inflation Index	21,097	28,625	34,738	31,172	27,097	36,266	29,389	28,370	34,483	30,917	26,842	28,370	
TOTAL CASH OUTFLOW	50,097	51,625	57,738	54,172	50,097	59,266	52,389	51,370	57,483	53,917	49,842	51,370	
Cash on hand (end of month)	0	-31,702	85,268	46,966	192,429	167,807	154,116	128,042	111,427	114,439	101,457	113,190	

16.1 Rationale for the Chosen Model:

There are around 7,000 business incubators worldwide and 90% of them are not-for-profit with a focus on community economic development. (Source: International Business Innovation Association). This plan recommends a modified not-for-profit model for the following reasons:

- 1) Not-for-profits can access more funding sources than for-profits. (gov't, private, donor, sponsor, member, etc.). This will be essential in the early years.
- 2) The co-working space component combined with an Entrepreneurship Hub offers a revenue model which, over time, can deliver much of the revenue needed to fund the Centre and lighten the load on the partners (Town and Co-Working Partner).
- 3) 50% of any annual budget surpluses will be divided between the two partners: The Town and The Co-Working Partner. This feature delivers two benefits:
 - It reduces the Town's financial burden as co-working, event, donor, sponsor, and grant revenues increase.
 - It provides an incentive for the Co-Working Partner to drive non-municipal revenue streams.
- 4) The Entrepreneurship Hub component delivers economic development goals for the Town:
 - Increases the number of local business start-ups
 - Reduces the number of business failures
 - Keeps local companies local
 - Helps scale start-ups and small businesses
 - Keep local entrepreneurs in the community for work, events, training, etc.
 - Attracts entrepreneurs from nearby communities that don't have Entrepreneurship Hubs or Co-Working Spaces
 - Attracts business travelers from outside BWG by offering a business-ready location in town
 - Keeps hybrid workers in the community more often
 - The Centre as a hub helps build a sense of community
- 5) The Co-working and Event space helps to address existing supply and demand issues for "business-ready" meetings and events.
- 6) The Centre will become a hub for networking and connections for the business community in BWG and surrounding areas (Innisfil, Newmarket)

The cost to plan, start, launch, and operate the Centre over the first 3 years is \$1,899,212, including capital costs to outfit the space in the 1st year. Potential revenues over the first 3 years total \$2,307,481 for a net projected surplus of \$408,269. This plan allows for significant leeway in actual revenue and cost variations without putting the plan or its partners in jeopardy.