

BUSINESS PLAN**REQUIREMENTS****1. Introductory Letter**

The introductory letter presents your business plan to the reader. It explains why you are writing the plan and highlights the major features. It should outline the amount of the loan guarantee being requested, why a loan guarantee is being requested (a brief description of the project, including funding partners, timelines, etc.).

The introductory letter should identify your organization and provide contact information.

Please attach a cheque to the introductory letter, payable to The City of Winnipeg in the amount of the required loan guarantee application fee.

The introductory letter and business plan should be submitted through the Corporate Finance Department of The City of Winnipeg at the following address:

Attention: Treasury
The City of Winnipeg
Corporate Finance Department
Main Floor, Administration Building
510 Main Street
Winnipeg, MB R3B 1B9

Email address: FIN-Treasury-Inquiry@winnipeg.ca

Telephone Number: (204) 986-2503

2. Title Page

On the title page, please identify your project as the business plan title, list your organization's name, address, phone number, and email address, as well as the main contact person or writer of the business plan, and date the business plan according to when the plan was completed.

3. Table of Contents

A table of contents will assist the reader in reviewing the business plan. Outline the major headings and subheadings of the material that will follow with accompanying page numbers.

4. Executive Summary

Start with a brief summary of your request, the proposed project, projected costs, financing plan, timing, etc. You can do this in more detail in subsequent sections of the business plan, but this summary statement provides the reader with a general understanding of the project and the request.

5. History of Organization

Please include a brief history of your organization, outlining your programs and services, your client base, whether or not you have managed similar projects, a general statement of your organization's financial viability, and other relevant information.

6. Project Information

Project name – assign your project an accurate, descriptive name to be used in all correspondence. This should be the title of your business plan document.

Project description - include a full description of the project, including what work is to be done (a detailed scope of the work), the general status/stage of the project, and the timeline (anticipated start and end dates) for the project. If possible, include preliminary project plans and drawings. Indicate if any assets will be disposed of or decommissioned as part of the project.

Program objectives - include a description of the program objectives and how the project will accomplish those objectives.

Project costs – include the project costs by component, including any contingencies, and the class of estimate. Please include contractor(s)' quotes and cost estimates if available.

Project financing – include the financing for the project by source, including commitments from other funders. Include documentation of funding commitments from other levels of government and information on donations, if applicable.

Project procurement - indicate the tendering process you propose to follow to ensure compliance with the City's procurement process pursuant to the criteria noted in Section 3.4 (d). of this Policy, related to the proposed capital construction/rehabilitation works. Information should include tender/request for proposal (RFP) process, evaluation criteria, etc.

The link to the policy follows: <http://winnipeg.ca/finance/findata/matmgt/policy/policy.pdf>

Project site - include the project site address (a complete, accurate indication of exactly where the project is planned) and a site plan. Include other information concerning the property, ownership details, whether an environmental assessment has been conducted if applicable, and any other pertinent information.

Project management – identify the project manager(s) during the development and construction phase as well as in the operational phase. Project management plans must be satisfactory to the City of Winnipeg and must include an opportunity for oversight by The City of Winnipeg for the construction phase of the project.

Project changes – identify if any change orders will be considered during construction and if so, how they will be managed, including approval authority, and how these will be financed.

7. Marketing Plan

Please provide an outline of your organization's:

- Services
- Assessment of your market, including your target market
- Competition
- Pricing policy
- Promotion plan

8. Support for the Project

Include documentation with respect to funding commitments from other levels of government or private donors. For donations, identify whether these have been received or if these commitments are in the form of donor pledges. If funding is not yet received, outline the stage at which the donations, sponsorships or funding commitments are at as well as the amounts.

Outline your organization's plan to raise revenue for the project (unless already covered in other sections of the business plan).

9. Operating Plan

Describe your general operations and how the project will impact upon your operations and cash flow.

Describe how your organization expects to repay the monies borrowed under this loan guarantee. Provide a planned repayment schedule and timetable for the proposed loan.

Outline the impact of the loan and the repayment of the loan on your organization's pricing policy.

10. Organizational Information

In this section, please provide:

- the legal standing of your organization;
- a current list of your organization's Board of Directors including names, addresses, employer, and position, identifying all Board Officers;
- a copy of your organization's Articles of Incorporation, By-laws, etc., as applicable.

11. Human Resources Plan

Outline your organization's available human resources to carry out the construction/rehabilitation and operational plan or what resources you will need to acquire if approved. Identify contractors if the work is to be contracted out.

12. Regulatory Implications

The applicant will be required to obtain all necessary permits, etc. and to comply with any and all applicable codes, regulations, etc. In this section, please indicate steps taken to ensure that compliance has or will occur.

Any works undertaken on City-owned property becomes the property of the City of Winnipeg. This must be noted in the financial statements of the organization.

13. Financial Plan

Please provide a history of your finances by providing financial information for the past three (3) years, preferably audited, financial information for the current year, and projections for the next five (5) years including itemized breakdowns of revenue and expenditures. Include the assumptions utilized in the projections and explain any major variances from year to year.

Include copies of the previous two (2) months' bank statements for all bank accounts.

Provide a multi-year cash flow forecast for the project (current plus five years) in sufficient detail (monthly/quarterly/yearly) to determine peak cash requirements for the project.

Include financing proposals from at least two financial institutions, outlining the indicative interest rate and term of the loan used in the financing plan included in the business plan. [Later in the process, if your request is approved, more formal documentation will be required from your financial institution in the form of a loan commitment letter.]

Provide evidence of appropriate liability insurance no less than two million dollars (\$2,000,000.00) for the project, satisfactory to the City of Winnipeg Corporate Finance Department (Risk Management Division).

Identify any risks/issues that face your organization and the project and any plans to mitigate these risks. Include sensitivity analysis of how your organization would deal with potential future interest rate increases if the loan term is insufficient to retire the loan obligation.

Include any other appropriate documentation, such as appraisals of any land, assets, etc., as applicable.

14. Summary

This section provides an opportunity to summarize your request for a loan guarantee from The City of Winnipeg.

15. Signatures

Please include signatures of the appropriate Board Members at the end of the business plan. An example follows:

Applicant Signatures: I/We hereby certify that I/we am/are the authorized signing officer(s) of the applying organization and this application is accurate to the best of my/our knowledge.

Signature of authorized signing officer
Title/Position:

Date Signed

Signature of authorized signing officer
Title/Position:

Date Signed

