
TO: GENERAL COMMITTEE

SUBJECT: LETTER OF AGREEMENT: CITY OF BARRIE AND PROVINCE RE:
GREATER BARRIE BUSINESS ENTERPRISE CENTRE


WARD: 1-10

PREPARED BY AND KEY CONTACT: S. SCHLICHTER
MANAGER, GREATER BARRIE BUSINESS ENTERPRISE CENTRE,
EXT. 5036

SUBMITTED BY: H. KIROLOS, DIRECTOR – BUSINESS DEVELOPMENT

EXECUTIVE DIRECTOR APPROVAL: Z. LIFSHIZ, EXECUTIVE DIRECTOR – INVEST BARRIE

CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER



RECOMMENDED MOTION

1. That the Corporation of the City of Barrie enter into a Transfer Payment Agreement with Her Majesty the Queen in Right of Ontario as represented by the Minister of Research and Innovation (MRI) for the provision of grant funds to deliver entrepreneurial support services through the Greater Barrie Business Enterprise Centre (GBBEC) for the period ending June 30th, 2017.
2. That the City Clerk be authorized to execute all documents necessary to give effect to such agreement.
3. That should the Greater Barrie Business Enterprise Centre services be extended under the same general conditions, the City Clerk be authorized to execute extensions to such an agreement in order to facilitate the transfer of grant funds in future years.

PURPOSE & BACKGROUND

Report Overview

4. This staff report facilitates the receipt of grant funding for the Greater Barrie Business Enterprise Centre (GBBEC) to deliver its core entrepreneurial support services. Historically, the Ontario Ministry of Economic Development, Employment and Infrastructure (MEDEI) has provided grant funding for programs and service delivery for the GBBEC through a *services rendered* funding model. Through the Ontario Ministry of Research and Innovation (MRI), a *transfer payment* funding model for program providers of the Small Business Enterprise Centre program has been implemented. Thus, a new agreement is required to be executed by the City of Barrie as administrators of the funds for the Greater Barrie Business Enterprise Centre, the local program provider.

Background

5. In December 2001, Council Motion 01-G-526 approved the establishment of a Business Enterprise Centre in the City of Barrie and entered into a Letter of Agreement setting out the obligations of both the Ministry of Economic Development & Trade (now MEDEI) and the City of Barrie for the delivery of services for an Enterprise Centre.

6. The Greater Barrie Business Enterprise Centre has been operating since 2002 and received annual funding in the form of 'Services Rendered Funding' from MEDTE for its core business service delivery that includes business consultation, information and resources for small business at the pre-launch, launch and growth stages.
7. The GBBEC is a key component of the local entrepreneurial eco-system and is one of 57 Small Business Enterprise Centres across Ontario. The Centre is an entrepreneurial resource for information, consultation and education serving the Cities of Barrie and Orillia and the County of Simcoe, with the exception of the Towns of Collingwood and Wasaga Beach, and Clearview Township, which are served by the South Georgian Bay Small Business Enterprise Centre. From business launch to expansion, consultants are available to meet with clients on a no fee basis to provide professional business advice, referrals to professionals within the community, assistance with business plans, mentoring and networking opportunities, as well as facilitate seminars, workshops and youth programming for new and existing entrepreneurs.
8. The City of Barrie holds the finances of the GBBEC and is managed as outlined in the previous Letter of Agreement with the Province. The City of Barrie has historically provided in-kind contribution to the GBBEC through the management of the contract with the Province and the provision of dedicated office space at the Barrie Transit Terminal.
9. In June, 2012, the City of Barrie completed a strategic economic development session with local businesses entitled Ideas in Motion. Identified as a key driver of current and future economic growth in the City, is the continued growth and stability of the small and medium-sized enterprises (SME). To that end, the City of Barrie is seeking to establish itself as a centre for excellence in innovation and entrepreneurship. The first step toward delivering on this outcome was to align and connect Barrie's business support infrastructure and services to enhance the City's impact on economic development in the community.
10. Since 2012, work has been done within the City's internal organizational structure to enhance service delivery bringing Business Development, the Department of Culture and Downtown Revitalization into one strategic division, Invest Barrie. To complete the vision of aligning Barrie's business support services, the City of Barrie integrated its service partner, the Greater Barrie Business Enterprise Centre (GBBEC), into Business Development in February, 2014.
11. Following the integration, the GBBEC relocated from the Barrie Transit Terminal to the 3rd Floor of Barrie City Hall on March 12, 2014, providing more stream-lined access to business information and support in the City. This coordinated approach allows for a higher level of service and alignment under a common strategy. For example, Culture Department and GBBEC are better aligned to deliver programs and services to support and stimulate entrepreneurs in the culture/creative sector.

ANALYSIS

12. The term of the Agreement will commence on the Effective Date (April 1, 2014) and will expire on June 30th, 2017, unless terminated earlier pursuant to the Terms of the Agreement. MRI will be providing funding of approximately \$317,805 over a three-year period for the GBBEC to deliver entrepreneurial support services programming.
13. As the funding for the Greater Barrie Small Business Enterprise Centre is being made as a transfer payment to the City of Barrie as opposed to their traditional, services rendered funding model, a new Agreement with the Province is required.
14. The complete agreement is attached in Appendix A. Staff in the Legal Department have reviewed the Agreement and have no concerns over its content. Highlights of the Agreement Require that the City of Barrie, as funding recipient, through the GBBEC to:

- (a) Carry out the Annual Business Plan and Budget:
 - i. in accordance with the terms and conditions of the Agreement; and
 - ii. in compliance with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Program;
- (b) Use the Funds only for the purpose of paying for Eligible Expenditures;
- (c) Spend the Funds only in accordance with the Annual Business Plan and Budget
- (d) Submit to the Province all Reports in accordance with the timelines and content requirements set out in the Agreement, or in a form as specified by the Province from time to time;
- (e) All financial records (including invoices) relating to the Funds or otherwise to the Annual Business Plan and Budget in a manner consistent with generally accepted accounting principles; and
- (f) All non-financial documents and records relating to the Funds or otherwise to the Annual Business Plan and Budget;
- (g) If the recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Annual Business Plan and Budget, the Province may demand the return of the unspent Funds or adjust the amount of any further instalment of funds accordingly;
- (h) The Recipient shall, upon expiry of the Agreement, return to the Province any Funds remaining in its possession or under its control.

ENVIRONMENTAL MATTERS

15. There are no environmental matters related to the recommendation.

ALTERNATIVES

16. There is one alternative available for consideration by General Committee:

Alternative #1

General Committee could choose not to enter into an Agreement with the Province of Ontario for the provision of the Small Business Centre service. This is not recommended as the provision of small business support service is an integral component to a community entrepreneurial ecosystem.

Entering into the Agreement with the Province of Ontario ensures the funding support required to deliver business support services and supports the execution of the Ideas in Motion strategy as approved by City Council.

The partnership between the City and Province for the GBBEC has been operating for 12 years and continues to deliver programming and economic benefit to the community through fostering new business start-up and support of growing businesses.

FINANCIAL

17. Over the three-year term of the Agreement, the Province will be providing \$105,935 per annum to a maximum of \$317,805 contribution to the City of Barrie to deliver the small business enterprise centre programming through the GBBEC. In addition to these funds, the Province will provide youth program specific funding including Summer Company (approximately \$17,000 per fiscal annum) and the separate Agreement as approved by Council for Starter Company (\$95,000 over 2014/2016 fiscal years).
18. The GBBEC has also received financial support from the County of Simcoe in support of a two-year pilot project to fund a Small Business Consultant position. This position would provide mobile, in-market advisory services to entrepreneurs in the Simcoe County member municipalities within the GBBEC service area. The County is contributing \$180,000 over a two-year period to support this project.
19. The integration of the GBBEC into Invest Barrie resulted in the staffing compliment becoming part of the City of Barrie's temporary staff compliment and as such, compensated within the approved wage rates under City policy. The estimated financial impacts represent the incremental cost associated with the ongoing staffing of the required GBBEC positions, which exceed the core program funding provided from the Province.
20. In 2014, the additional funding is accommodated through existing budget allocations within Business Development. Future allocations will be considered within the annual budgeting process with Business Development and Invest Barrie and will be subject to Council approval.
21. The financial impacts to the City of Barrie over the three-year program period are estimated to a maximum of \$125,201 above the Provincial. While the agreement is for a three-year period, due to the Provincial March 31st fiscal year, it stretches over 4-year period with the City's calendar fiscal year-end. The estimated contribution breakdown is as follows: \$26,221.50 - 2014, \$36,019.5 - 2015, \$49,493.25 - 2016, \$13,474.25 - 2017 (Through March 31s, 2017).
22. It is anticipated that the financial impacts to the City will not reach the estimated maximum, as the GBBEC has already experienced efficiencies and cost-savings by being located within City Hall that are expected to result in a \$10,000 reduction in the 2014 contribution by the City. Other savings include a \$30,600 per annum savings in transfer for payment of the Barrie Transit Terminal (GBBEC's former location), staff unpaid time off and general operational efficiencies. GBBEC and Invest Barrie will continue to explore additional opportunities through sponsorship and new program development to generate additional revenue in support of operating expenditures of the Centre.
23. Identified costs for 2015 are funded through Invest Barrie base budget for 2015.
24. Program audit costs have been factored into the program budget and are funded by the Province of Ontario.

LINKAGE TO 2010-2014 COUNCIL STRATEGIC PLAN

23. The recommendations included in this Staff Report support the following goals identified in the 2010-2014 City Council Strategic Plan:
- Direct and Manage Economic Development
24. Continuing the partnership with the Province of Ontario to deliver small business support services, contributes to the goal of establishing Barrie as a centre for excellence in innovation and entrepreneurship by supporting and encouraging residents to start, grow or purchase an existing business. Entering into the Transfer Agreement with the Province of Ontario, will allow the GBBEC to obtain the provided funds necessary to deliver the program.

**APPENDIX 'A' – Letter of Agreement: City of Barrie and Province re: Greater Barrie
Business Enterprise Centre**

THE AGREEMENT effective as of the 1st day of April, 2014.

B E T W E E N:

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of Research and Innovation

(the "Province")

- and -

THE CORPORATION OF THE CITY OF BARRIE

(the "Recipient")

BACKGROUND:

The Recipient intends to undertake the activities and services relating to the Program as described in the Annual Business Plan and Budget, which are intended to provide important resources to entrepreneurs and businesses in the local municipality where the Recipient is located and the surrounding region.

The Recipient's above noted activities and services are expected to result in the establishment of new businesses, the expansion of existing businesses and job retention by addressing issues relating to barriers to business start-up, growth and job retention.

The Recipient has applied to the Province for funds to assist the Recipient in carrying out the Annual Business Plan and Budget and the Province wishes to provide such funds on the terms and conditions contained in this Agreement.

CONSIDERATION:

In consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties agree as follows:

ARTICLE 1
INTERPRETATION AND DEFINITIONS

1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the background and the headings do not form part of the Agreement; they are for reference only and shall not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency shall be to Canadian dollars and currency; and
- (e) "include", "includes" and "including" shall not denote an exhaustive list.

1.2 **Definitions.** In the Agreement, the following terms shall have the following meanings:

"Agreement" means this agreement entered into between the Province and the Recipient

and includes all of the schedules listed in section 28.1 and any amending agreement entered into pursuant to section 34.2.

“Annual Business Plan and Budget” means the annual business plan and budget of the Recipient for a given Funding Year, as may be amended from time to time, detailing all of the Recipient’s activities and services relating to the Program as approved by the Province.

“BPSAA” means the *Broader Public Sector Accountability Act, 2010* (Ontario), including any directives issued pursuant to that Act.

“Effective Date” means the date set out at the top of the Agreement.

“Eligible Expenditures” has the meaning set out in Schedule “G” which are incurred by the Recipient after the Effective Date and prior to the Expiry Date.

“Event of Default” has the meaning set out in section 14.1.

“Expiry Date” has the meaning set out in section 3.1.

“Failure” has the meaning set out in section 33.1(a).

“Force Majeure” has the meaning ascribed to it in Article 26.

“Funding Year” means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means her Majesty the Queen in right of Ontario, her ministers, agents, appointees and employees.

“Initial Business Plan and Budget” means the Business Plan and Budget for the first Funding Year attached to the Agreement as Schedule “A”.

“Maximum Funds” means \$317,805.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default, and includes any such period or periods of time by which the Province considers it reasonable to extend that time.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Program” has the meaning set out in schedule “B”.

“Reports” means the reports described in Schedule “D”.

“SBEC” has the meaning set out in Schedule “B”.

“SBEC Program Guidelines” means the guidelines attached as Schedule “B”.

“Term” has the meaning set out in section 3.1.

ARTICLE 2 REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 General. The Recipient represents, warrants and covenants that:

- (a) it is, and shall continue to be for the Term, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and shall continue to have for the Term, the experience and expertise necessary to deliver the Program and carry out the activities and services described in the Annual Business Plan and Budget;
- (c) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and shall continue to be true and complete for the Term;
- (d) it shall deliver the Program and carry out the activities and services described in the Annual Business Plan and Budget in compliance with all applicable SBEC Program Guidelines;
- (e) it shall submit an updated Annual Business Plan and Budget each year of the Term for approval by the Province in accordance with Schedule “D”;
- (f) it shall comply with the terms and requirements of Schedule “I” - Communications Protocol;
- (g) it is in compliance with all applicable federal and provincial laws and regulations and all municipal by-laws, and does not know of or have reasonable grounds to know of, any fact that could result in or give rise to non-compliance with any such laws, regulations or by-laws; and
- (h) it shall provide all services to the public described in the Annual Business Plan and Budget in accordance with the *French Language Services Act* (Ontario), by taking appropriate measures in that regard, including among other things, providing signs, notices and other information on such services and communicating with the public to make it known to members of the public that such services are available in French at the choice of a member of the public. In this regard, subject to the Province’s satisfaction, the Recipient shall, among other things that the Province may require from time to time, ensure that:
 - (i) the portions of the Recipient’s website relating to the activities and services described in the Annual Business Plan and Budget are available in French;

- (ii) all public documents relating to the activities and services described in the Annual Business Plan and Budget are available in French;
- (iii) bilingual (English/French) signs are posted as needed;
- (iv) it has developed a protocol for providing Francophone clients with services in French; and by no later than May 1 of every year during the Term, it shall submit a written report to the Province regarding its provision of French language services and how it is meeting the requirements of this section. The report shall be in a form and content satisfactory to the Province.

2.2 **Execution of Agreement.** The Recipient represents and warrants that:

- (a) it has the full power and authority to enter into the Agreement; and
- (b) it has taken all necessary actions to authorize the execution of the Agreement.

2.3 **Governance.** The Recipient represents, warrants and covenants that it has, and shall maintain, in writing, for the period during which the Agreement is in effect:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to ensure the ongoing effective functioning of the Recipient;
- (c) decision-making mechanisms;
- (d) procedures to provide for the prudent and effective management of the Funds;
- (e) procedures to enable the successful completion of the activities and services described in the Annual Business Plan and Budget;
- (f) procedures to enable the timely identification of risks to the completion of the activities and services described in the Annual Business Plan and Budget and strategies to address the identified risks;
- (g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 7; and
- (h) procedures to deal with such other matters as the Recipient considers necessary to ensure that the Recipient carries out its obligations under the Agreement.

2.4 **Supporting Documentation.** Upon request, the Recipient shall provide the Province with proof of the matters referred to in this Article 2.

ARTICLE 3 TERM OF THE AGREEMENT

3.1 **Term.** The term of the Agreement (the "Term") shall commence on the Effective Date and shall expire on June 30, 2017 (the "Expiry Date") unless terminated earlier pursuant to Article 12, Article 13 or Article 14.

ARTICLE 4
FUNDS AND CARRYING OUT THE ANNUAL BUSINESS PLAN AND BUDGET

4.1 Funds Provided. The Province shall:

- (a) provide the Recipient up to the Maximum Funds to pay for Eligible Expenditures;
- (b) provide the Funds to the Recipient in accordance with the payment schedule attached to the Agreement as Schedule "C";
- (c) deposit the Funds into an account designated by the Recipient provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Recipient.

4.2 Limitation on Payment of Funds. Despite section 4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the insurance certificate or other proof as provided for in section 11.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Recipient under the relevant Annual Business Plan and Budget;
- (c) the Province is not obligated to provide instalments of Funds until it has received the reports described in Schedule "D", as applicable, in a form and content acceptable to the Province;
- (d) any disbursement of Funds to the recipient shall be subject to applicable provisions of the Province's *Travel, Meal and Hospitality Expenses Directive*, as amended from time to time, and a summary of which is contained in Schedule "H" hereto;
- (e) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province's assessment of the information provided by the Recipient pursuant to section 7.1; and
- (f) if, pursuant to the provisions of the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
 - (i) reduce the amount of the Funds and, in consultation with the Recipient, change the Annual Business Plan and Budget; or
 - (ii) terminate the Agreement pursuant to section 13.1.

4.3 Use of Funds and Annual Business Plan and Budget. The Recipient shall:

- (a) carry out the Annual Business Plan and Budget:
 - (i) in accordance with the terms and conditions of the Agreement; and
 - (ii) in compliance with all federal and provincial laws and regulations, all municipal

by-laws, and any other orders, rules and by-laws related to any aspect of the Program;

- (b) use the Funds only for the purpose of paying for Eligible Expenditures; and
- (c) spend the Funds only in accordance with the Annual Business Plan and Budget.

4.4 **No Changes.** The Recipient shall not make any changes to the Annual Business Plan and Budget without the prior written consent of the Province.

4.5 **Interest Bearing Account.** If the Province provides Funds to the Recipient prior to the Recipient's immediate need for the Funds, the Recipient shall place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

4.6 **Interest.** If the Recipient earns any interest on the Funds:

- (a) the Province may deduct an amount equal to the interest from any further instalments of Funds; or
- (b) the Recipient shall pay an amount equal to the interest to the Province as directed by the Province.

4.7 **Maximum Funds.** The Recipient acknowledges that the Funds available to it pursuant to the Agreement shall not exceed the Maximum Funds.

4.8 **Rebates, Credits and Refunds.** The Recipient acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Recipient, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit or refund.

ARTICLE 5 ACQUISITION OF GOODS AND SERVICES, AND DISPOSAL OF ASSETS

5.1 **Acquisition.** Subject to section 32.1, if the Recipient acquires supplies, equipment or services with the Funds, it shall do so through a process that promotes the best value for money.

5.2 **Disposal.** The Recipient shall not, without the Province's prior written consent, sell, lease or otherwise dispose of any asset purchased with the Funds or for which Funds were provided, the cost of which exceeded \$10,000 at the time of purchase.

ARTICLE 6 CONFLICT OF INTEREST

6.1 **No Conflict of Interest.** The Recipient shall carry out the Annual Business Plan and Budget and use the Funds without an actual, potential or perceived conflict of interest.

6.2 **Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions, has outside

commitments, relationships or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased and impartial judgment relating to the Annual Business Plan and Budget and the use of the Funds.

6.3 Disclosure to Province. The Recipient shall:

- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as either an actual, potential or perceived conflict of interest; and
- (b) comply with any terms and conditions that the Province may prescribe as a result of the disclosure.

ARTICLE 7 REPORTING, ACCOUNTING AND REVIEW

7.1 Preparation and Submission. The Recipient shall:

- (a) submit to the Province at the address provided in section 18.1, all Reports in accordance with the timelines and content requirements set out in Schedule "D", or in a form as specified by the Province from time to time;
- (b) submit to the Province at the address provided in section 18.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;
- (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
- (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

7.2 Record Maintenance. The Recipient shall keep and maintain:

- (a) all financial records (including invoices) relating to the Funds or otherwise to the Annual Business Plan and Budget in a manner consistent with generally accepted accounting principles; and
- (b) all non-financial documents and records relating to the Funds or otherwise to the Annual Business Plan and Budget.

7.3 Inspection. The Province, its authorized representatives or an independent auditor identified by the Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the activities and services described in the Annual Business Plan and Budget and the Recipient's expenditure of the Funds and, for these purposes, the Province, its authorized representatives or an independent auditor identified by the Province may:

- (a) inspect and copy the records and documents referred to in section 7.2; and
- (b) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds and/or the activities and services described in the Annual Business Plan and Budget.

- 7.4 **Disclosure.** To assist in respect of the rights set out in section 7.3, the Recipient shall disclose any information requested by the Province, its authorized representatives or an independent auditor identified by the Province, and shall do so in a form requested by the Province, its authorized representatives or an independent auditor identified by the Province, as the case may be.
- 7.5 **No Control of Records.** No provision of the Agreement shall be construed so as to give the Province any control whatsoever over the Recipient's records.
- 7.6 **Auditor General.** For greater certainty, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

ARTICLE 8 CREDIT

- 8.1 **Acknowledge Support.** Unless otherwise directed by the Province, the Recipient shall, in a form approved by the Province, acknowledge the support of the Province in any publication of any kind, written or oral, relating to the activities and services described in the Annual Business Plan and Budget.
- 8.2 **Publication.** The Recipient shall indicate, in any of its publications, of any kind, written or oral, relating to the activities and services described in the Annual Business Plan and Budget, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

ARTICLE 9 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

- 9.1 **FIPPA.** The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Program and the Annual Business Plan and Budget or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

ARTICLE 10 INDEMNITY

- 10.1 **Indemnification.** The Recipient hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Program, the activities and services described in the Annual Business Plan and Budget or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Province.

ARTICLE 11 INSURANCE

- 11.1 **Recipient's Insurance.** The Recipient represents and warrants that it has, and shall maintain for the Term, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out activities and services similar to those described in the Annual Business Plan and Budget would maintain, including commercial general liability insurance on

an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than two million dollars (\$2,000,000) per occurrence. The policy shall include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30 day written notice of cancellation, termination or material change.

11.2 **Proof of Insurance.** The Recipient shall provide the Province with certificates of insurance, or other proof as may be requested by the Province, that confirms the insurance coverage as provided for in section 11.1. Upon the request of the Province, the Recipient shall make available to the Province a copy of each insurance policy.

ARTICLE 12 TERMINATION ON NOTICE

12.1 **Termination on Notice.** The Province may terminate the Agreement at any time upon giving at least 30 days Notice to the Recipient.

12.2 **Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section 12.1, the Province may:

- (a) cancel all further instalments of Funds;
- (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and/or
- (c) determine the reasonable costs for the Recipient to wind down the activities and services described in the Annual Business Plan and Budget, and:
 - (i) permit the Recipient to offset the costs determined pursuant to section 12.2(c), against the amount owing pursuant to section 12.2(b); and/or
 - (ii) subject to section 4.7, provide Funds to the Recipient to cover the costs determined pursuant to section 12.2(c).

ARTICLE 13 TERMINATION WHERE NO APPROPRIATION

13.1 **Termination Where No Appropriation.** If, as provided for in section 4.2(f), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately by giving Notice to the Recipient.

13.2 **Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section 13.1, the Province may:

- (a) cancel all further instalments of Funds;

- (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and/or
- (c) determine the reasonable costs for the Recipient to wind down the activities and services described in the Annual Business Plan and Budget and permit the Recipient to offset such costs against the amount owing pursuant to section 13.2(b).

13.3 **No Additional Funds.** For purposes of clarity, if the costs determined pursuant to section 13.2(c) exceed the Funds remaining in the possession or under the control of the Recipient, the Province shall not provide additional Funds to the Recipient.

ARTICLE 14

EVENT OF DEFAULT, CORRECTIVE ACTION AND TERMINATION FOR DEFAULT

14.1 **Events of Default.** Each of the following events shall constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the activities and services described in the Annual Business Plan and Budget;
 - (ii) use or spend Funds; and/or
 - (iii) provide, in accordance with section 7.1, Reports or such other reports as may have been requested pursuant to section 7.1(b);
- (b) the Recipient's operations, or its organizational structure, changes such that it no longer meets one or more of the applicable eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
- (d) the Recipient ceases to operate; and
- (e) an event of Force Majeure that continues for a period of 60 days or more.

14.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the activities and services described in the Annual Business Plan and Budget;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;

- (e) cancel all further instalments of Funds;
- (f) demand the repayment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand the repayment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand the repayment of an amount equal to any Funds the Province provided to the Recipient; and/or
- (i) terminate the Agreement at any time, including immediately, upon giving Notice to the Recipient.

14.3 **Opportunity to Remedy.** If, in accordance with section 14.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province shall provide Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

14.4 **Recipient not Remediating.** If the Province has provided the Recipient with an opportunity to remedy the Event of Default pursuant to section 14.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province, the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections 14.2(a), (c), (d), (e), (f), (g), (h) and (i).

14.5 **When Termination Effective.** Termination under this Article shall take effect as set out in the Notice.

ARTICLE 15 FUNDS AT THE END OF A FUNDING YEAR

15.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article 14, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Annual Business Plan and Budget, the Province may:

- (a) demand the return of the unspent Funds; or
- (b) adjust the amount of any further instalments of Funds accordingly.

**ARTICLE 16
FUNDS UPON EXPIRY**

16.1 **Funds Upon Expiry.** The Recipient shall, upon expiry of the Agreement, return to the Province any Funds remaining in its possession or under its control.

**ARTICLE 17
REPAYMENT**

17.1 **Debt Due.** If:

- (a) the Province demands the payment of any Funds or any other money from the Recipient; or
- (b) the Recipient owes any Funds or any other money to the Province, whether or not their return or repayment has been demanded by the Province, such Funds or other money shall be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient shall pay or return the amount to the Province immediately, unless the Province directs otherwise.

17.2 **Interest Rate.** The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.

17.3 **Payment of Money to Province.** The Recipient shall pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and mailed to the Province at the address provided in section 18.1.

**ARTICLE 18
NOTICE**

18.1 **Notice in Writing and Addressed.** Notice shall be in writing and shall be delivered by email, postage-prepaid mail, personal delivery or fax, and shall be addressed to the Province and the Recipient respectively as set out below, or as either Party later designates to the other by Notice:

To the Province:

The Ministry of Research and
Innovation

56 Wellesley Street West
Toronto, Ontario
M7A 2E7

Attention: Madge Linton,
Manager, Entrepreneurship
Partnerships

Fax: (416) 325-6538

To the Recipient:

The Corporation of the City
of Barrie

70 Collier Street
Barrie, Ontario
L4M 4T4

Hany Kirolos
Director, Strategy and
Economic Development

Fax: (705) 739-4288
Email:hkirolos@barrie.ca

- 18.2 **Notice Given.** Notice shall be deemed to have been received:
- (a) in the case of postage-prepaid mail, seven days after a Party mails the Notice; or
 - (b) in the case of email, personal delivery or fax, at the time the other Party receives the Notice.
- 18.3 **Postal Disruption.** Despite section 18.2(a), in the event of a postal disruption:
- (a) Notice by postage-prepaid mail shall not be deemed to be received; and
 - (b) the Party giving Notice shall provide Notice by email, personal delivery or by fax.

ARTICLE 19 CONSENT BY PROVINCE

- 19.1 **Consent.** The Province may impose any terms and/or conditions on any consent the Province may grant pursuant to the Agreement.

ARTICLE 20 SEVERABILITY OF PROVISIONS

- 20.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement shall not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision shall be deemed to be severed.

ARTICLE 21 WAIVER

- 21.1 **Waivers in Writing.** If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver in accordance with the Notice provisions in Article 18. Any waiver must refer to a specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

ARTICLE 22 INDEPENDENT PARTIES

- 22.1 **Parties Independent.** The Recipient acknowledges that it is not an agent, joint venturer, partner or employee of the Province, and the Recipient shall not take any actions that could establish or imply such a relationship.

ARTICLE 23 ASSIGNMENT OF AGREEMENT OR FUNDS

- 23.1 **No Assignment.** The Recipient shall not assign any part of the Agreement or the Funds without the prior written consent of the Province.
- 23.2 **Agreement to Extend.** All rights and obligations contained in the Agreement shall extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

**ARTICLE 24
GOVERNING LAW**

- 24.1 **Governing Law.** The Agreement and the rights, obligations and relations of the Parties shall be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement shall be conducted in Ontario.

**ARTICLE 25
FURTHER ASSURANCES**

- 25.1 **Agreement into Effect.** The Recipient shall do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

**ARTICLE 26
CIRCUMSTANCES BEYOND THE CONTROL OF EITHER PARTY**

- 26.1 **Force Majeure Means.** Subject to section 26.3, Force Majeure means an event that:
- (a) is beyond the reasonable control of a Party; and
 - (b) makes a Party's performance of its obligations under the Agreement impossible, or so impracticable as reasonably to be considered impossible in the circumstances.
- 26.2 **Force Majeure Includes.** Force Majeure includes:
- (a) infectious diseases, war, riots and civil disorder;
 - (b) storm, flood, earthquake and other severely adverse weather conditions;
 - (c) lawful act by a public authority; and
 - (d) strikes, lockouts and other labour actions, if such events meet the test set out in section 26.1.
- 26.3 **Force Majeure Shall Not Include.** Force Majeure shall not include:
- (a) any event that is caused by the negligence or intentional action of a Party or such Party's agents or employees; or
 - (b) any event that a diligent Party could reasonably have been expected to:
 - (i) take into account at the time of the execution of the Agreement; and
 - (ii) avoid or overcome in the carrying out of its obligations under the Agreement.
- 26.4 **Failure to Fulfil Obligations.** Subject to section 14.1(e), the failure of either Party to fulfil any of its obligations under the Agreement shall not be considered to be a breach of, or Event of Default under, the Agreement to the extent that such failure to fulfill the obligation arose from an event of Force Majeure, if the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of the Agreement.

ARTICLE 27 SURVIVAL

27.1 **Survival.** The provisions in Article 1, any other applicable definitions, sections 4.6(b), 5.2, 7.1 (to the extent that the Recipient has not provided the Reports or other reports as may be requested by the Province to the satisfaction of the Province), 7.2, 7.3, 7.4, 7.5, 7.6, Articles 8 and 10, sections 12.2, 13.2, 13.3, 14.1, 14.2(d), (e), (f), (g) and (h), Articles 16, 17, 18, 20, 24, 27, 28, 30, 31 and 34, and all applicable cross-referenced provisions and schedules shall continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement.

ARTICLE 28 SCHEDULES

28.1 **Schedules.** The Agreement includes the following schedules:

- (a) Schedule "A" – Annual Business Plan and Budget;
- (b) Schedule "B" – SBEC Program Guidelines;
- (c) Schedule "C" – Payment Schedule;
- (d) Schedule "D" - Reporting Requirements;
- (e) Schedule "E" - Financial Certificate;
- (f) Schedule "F" - Request for Disbursement;
- (g) Schedule "G" - Eligible Expenditures;
- (h) Schedule "H" - Summary of the *Travel, Meal and Hospitality Expenses Directive*;
- (i) Schedule "I" - Communications Protocol; and
- (j) Schedule "J" – Auditor's Certificate.

ARTICLE 29 COUNTERPARTS

29.1 **Counterparts.** The Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

ARTICLE 30 JOINT AND SEVERAL LIABILITY

30.1 **Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities shall be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

**ARTICLE 31
RIGHTS AND REMEDIES CUMULATIVE**

- 31.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

**ARTICLE 32
BPSAA**

- 32.1 **BPSAA.** For the purposes of clarity, if the Recipient is subject to the BPSAA and there is a conflict between any of the requirements of the Agreement and the requirements of the BPSAA, the BPSAA shall prevail.

**ARTICLE 33
FAILURE TO COMPLY WITH OTHER AGREEMENTS**

- 33.1 **Other Agreements.** If the Recipient:
- (a) has failed to comply (a "Failure") with any term, condition or obligation under any other agreement with Her Majesty the Queen in right of Ontario or a Crown agency;
 - (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
 - (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
 - (d) such Failure is continuing, the Province may suspend the payment of Funds for such period as the Province determines appropriate.

**ARTICLE 34
ENTIRE AGREEMENT**

- 34.1 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.
- 34.2 **Modification of Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of Research and Innovation**

Bill Mantel, Date _____
Assistant Deputy Minister
Research, Commercialization and Entrepreneurship Division

THE CORPORATION OF THE CITY OF BARRIE

By: _____ Date _____
Jeff Lehman
Mayor

By: _____ Date _____
Dawn McAlpine
City Clerk, Director of Legislative and Court Services

I have authority to bind the Recipient.

SCHEDULE "A"

INITIAL BUSINESS PLAN AND BUDGET



**Small Business Enterprise Centre (SBEC)
Business Plan**

For

**Entrepreneurship Branch
Ministry of Research and Innovation (MRI)**

Effective April 1, 2014 – March 31, 2017

| | |
|------------------------|---|
| SBEC Name: | Greater Barrie Business Enterprise Centre |
| Submitted By: | Stephannie Schlichter, Manager GBBEC |
| Date Submitted: | Monday, July 7, 2014 |
| Telephone: | 705-739-4220, ext. 5036 |
| Email: | Stephannie.schlichter@barrie.ca |

**Economic
Development/
Partner's
Signature**

Multi-Year Business Plan

EXECUTIVE SUMMARY

1. ACCOMPLISHMENTS

The 2013/2014 fiscal year was a year of transition for the GBBEC resulting in a wealth of opportunities for the GBBEC to increase its programming/services and overall exposure within the community as a relevant resource for entrepreneurs.

In June, 2012, the City of Barrie completed a strategic economic development session with local businesses entitled Ideas in Motion. Identified as a key driver of current and future economic growth in the City, is the continued growth and stability of the small and medium-sized enterprises (SME). To that end, the City of Barrie is seeking to establish itself as a centre for excellence in innovation and entrepreneurship. The first step toward delivering on this outcome is to align and connect Barrie's business support infrastructure and services to enhance the City's impact on economic development in the community.

Since 2012, work has been done within the City's internal organizational structure to enhance service delivery bringing Business Development, the Department of Culture and Downtown Revitalization into one strategic division, Invest Barrie. To complete the vision of aligning Barrie's business support services the City of Barrie integrated its service partner, the Greater Barrie Business Enterprise Centre (GBBEC) into the Invest Barrie division in February, 2014.

Following the integration, the GBBEC relocated from the Barrie Transit Terminal to the 3rd Floor of Barrie City Hall on March 12, 2014, providing more stream-lined access to business information and support in the City.

Additionally, the Management of the GBBEC was integrated within the Business Development Office to provide a more global perspective to the operations as it relates to the overall strategic economic development direction of the City.

The integration of the GBBEC with Invest Barrie achieves the following objectives:

- Align and connect Barrie's business support infrastructure and services to enhance the City's impact on economic development in the community;*
- provide one window service delivery for economic development business services to increase investor and community confidence in doing business in Barrie;*
- improve the reach of GBBEC into greater Simcoe County to position the GBBEC as a regional centre for SME support and innovation;*
- the development of a self-sustaining funding model for the GBBEC to maintain levels of service and operations;*
- establish a dedicated volunteer Board of Advisors with representation from the public and private sectors who are committed to meeting the demands of small business in an effort to accelerate the sustainable growth of small business in the Region;*
- establish meaningful partnerships with Post Secondary institutions and other relevant business service providers to leverage resources and expertise for the purpose of enhancing entrepreneurship support, education, resources and programming in the community.*

Over all operations for the GBBEC for 2013/2014 fiscal year remained relatively comparable with 2012-13 results. Since relocating to Barrie City Hall in March, 2014, the GBBEC has experienced

an increase in traffic and inquiries, which is expected to grow and carry forward into the 2014-2017 fiscal periods.

Economic Impact figures are listed below:

Economic Impact and Consultations – Fiscal 2013/2014

| Statistic | Projected** | Actual | Variance |
|--------------------------------|--------------------|---------------|-----------------|
| Number of Businesses Started | - 75 | - 82 | - +7 |
| Number of Businesses Expanded | - 25 | - 42 | - +17 |
| Number of Jobs Created | - 200 | - 148 | - (52) |
| Total Inquiries | - 1800 | - 1123 | - (677) |
| Total Web Hits | - 25000 | - 54249 | - +29249 |
| Website Unique Visitors | - N/A | - 7904 | - - |
| New Consultations | - | - 229 | - - |
| Repeat Consultations | - | - 115 | - - |
| Total New/Repeat Consultations | - 400 | - 344 | - (56) |
| Seminars | - 25 | - 22 | - (3) |
| Hosted Events/Networking | - N/A | - 5 | - - |

****Note: Forecasts are based on projections referenced in 2013/2014 business plan.**

2. FUTURE DIRECTIONS

The GBBEC is seeking to harness a wealth of opportunities to build its brand, increase programming and overall connection with local entrepreneurs by strengthening community partnerships and leveraging their resources to increase service and support for new and existing entrepreneurs.

The GBBEC is a participating member of the ONE Network and will continue to be an active participant within the network. GBBEC is part of the RT4 Network within ONE who continue to meet on a quarterly to semi-annual basis to exchange information and explore ways to best connect our programs and services based upon the strategic exercise completed in 2013. The Manager of GBBEC sits on a variety of committees and meetings where regular engagement with local ONE Network participants are present including Regional Advisors, RIC's and neighbouring SBEC's. We strive to maintain current information on programs and services and will continue to refer clients and seek collaborative opportunities wherever we can.

The focus will be to continue to build on the core services of the GBBEC which are to provide advisory and educational services to those seeking or who have started operating their own

business. Specifically, the GBBEC expects to experience the following program/service enhancements over the coming 3 years.

a. Meeting the Demand of Increasing Inquiries/Consultations

The GBBEC services the City of Barrie and surrounding County of Simcoe with the exception of The Town of Collingwood, the Town of The Blue Mountains, Clearview Township, and the Town of Wasaga Beach who are supported by the South Georgian Bay Small Business Enterprise Centre.

Barrie is considered Simcoe region's urban anchor and is located within the Greater Golden Horseshoe, one of the fastest growing North American regions. Barrie's population is 141,000 and expected to grow to 230,000 by 2031. Simcoe County's population is 279,766 and is close to 450,000 when the Cities of Barrie and Orillia are added creating a significant service area, both in geography and populous for the GBBEC to service.

External factors impacting service levels include: Unemployment rates for the area have fluctuated from 5.2% through 8.2%, with an overall average of 7% over the fiscal period, which is relatively consistent with Provincial and Federal rates over the same time period. Barrie and area has also experienced increasing enrollment in the area's post-secondary institutions including a focus on entrepreneurship through Georgian College's Henry Bernick Centre for Entrepreneurship, which positively contributes to a community's entrepreneurial culture.

Internal factors impacting service levels include: GBBEC's relocation to Barrie City Hall, the strategic regionalization pilot with Simcoe County and a greater market penetration and awareness through marketing and municipal initiatives all pose opportunities for the GBBEC to develop new programming, partners and achieve greater reach to the communities that it serves.

As such, implementing better ways to delivery information through partnering with other business service organizations for education programs, delivering small group consultations and expanding information access points via web tools will all be explored to ensure that clientele continue to receive prompt access to information, advisory services and programs that the GBBEC has a reputation for delivering.

b. Regional Pilot Project with County of Simcoe

In June 2014, the County of Simcoe provided initial approval (ratification pending for August, 2014) for a two-year pilot project to enable GBBEC to increase accessibility to entrepreneurs in Simcoe County as outlined below:

The GBBEC does not currently provide in-market outreach services to the surrounding communities it serves, but rather provides service via its physical office location in the City of Barrie. This lack of in-market, in-person service provided by GBBEC was identified as an existing gap within the local economic development ecosystem. A two-year pilot project would provide financial and in-kind assistance enabling GBBEC to deliver the following:

- Hire a full-time Small Business Advisor who would be dedicated to providing outreach services in the GBBEC coverage area outside of the City of Barrie who would report directly to GBBEC;
- In-market presence would be established in municipalities that provide support (either financial or in-kind) for office / meeting space as well as internet / phone service and

administrative resources such as access to a photocopier and fax, IT support, etc., required to support the provision of services in the community.

- *Deliver business fundamentals on a bi-monthly to quarterly basis including starting a business, developing a business plan and marketing in the outreach areas.*
- *Provision of FAQs for front-line municipal staff on the services available through the pilot. The FAQs would be developed in conjunction with the CFDCs to help delineate between the two types of organizations to ensure referrals are made to the most appropriate service provider.*
- *Work with the City of Barrie on the creation of a name that is more inclusionary of the region in which it serves as well as the an advisory board to oversee the pilot to increase access to the services of GBBEC.*

c. Positioning GBBEC as First Point of Contact for Entrepreneurs in Barrie & Simcoe County

c.1. Re-branding GBBEC

The GBBEC will be re-named to better reflect the regional area that it serves. The re-naming will also result in a need for a brand refresh and identity to re-launch the GBBEC into the community.

c.2. Barrie Entrepreneurs Connect Portal

The City of Barrie, in partnership with Georgian College, is in the process of creating an innovative web portal called Barrie Entrepreneurs Connect (BEC). The intention of this web portal is to connect residents and entrepreneurs in the area with each other through their sharing their experiences and their usage of various government programs/services such as the local Small Business Enterprise Centre network, Canada Business, NRC/IRAP amongst others. As such, the portal will provide linkage to these programs and services in order to connect entrepreneurs with the right programs and services that can help entrepreneurs start a business, grow a business or finance a business.

c.3. Updating GBBEC Website

As a result of the re-branding exercise and the need to maintain an electronic identity for the GBBEC that is current, informative and useful for clientele, an update is required.

d. Develop an Engaged, Formal Advisory Board

Developing a high-functioning, engaged Advisory Board comprised of key stakeholders will provide strategic influence to the policies and programs delivered by the GBBEC in fulfilling its mandate to provide one-window service support for business from pre-start up through to business expansion. An effective Advisory Board will also further the City's objective of positioning Barrie and Simcoe County as a centre of excellence in innovation and entrepreneurship.

The size of the Advisory Board will be limited to 16 members and will consist of its main government partners, major partners and sponsors and key individuals who represent sectors that are of significant influence and/or strategic importance in furthering the mandate of the GBBEC.

Guidelines for the operation and function of the Advisory Board will be developed and approved by the main government funding partners and Board as a whole.

e. Expanding/Regionalizing Programming

As a deliverable through Simcoe County's pilot project, the GBBEC will be endeavoring to bring seminars and programming (Access to Professionals, etc.) within communities located in Simcoe County. The support of a Mobile Small Business Consultant will provide the

human resource power required to foster local relationships with professionals and service providers.

f. Relocation of Invest Barrie and GBBEC

The intended long-term vision is for the GBBEC to reside within the Invest Barrie Office. This office space is currently under construction, in a new development adjacent to Barrie City Hall. The space will satisfy the criterion as determined by MRI. Construction of the space is expected to be completed for occupation in fiscal 2015.

g. Developing Signature Entrepreneurial Programming/Events

Over the next 3 year period, the GBBEC will be looking to develop signature programming that promotes entrepreneurship in the community and to youth. Community partners will be sought to sponsor and support the delivery of this programming that does not currently exist in the marketplace.

The intent of these initiatives will be to celebrate and promote entrepreneurship, raise the community profile and impact of the GBBEC and promote the programs/services of GBBEC.

Regional Overview/Profile and Assessment

3. KEY OBJECTIVES AND STRATEGIC PLAN

| Client Groups | Objectives | Numbers |
|---------------------------|--|------------------------------------|
| Business start-ups | | |
| | 1. Introduce small-group general business start-up consultations | 3/sessions per month. |
| | 2. Formalize the Access to Professionals Program for expert-specific advisory access. Increase client utilization of program | Roster of 2-3 Experts per Subject. |
| | 3. Implement Regional Pilot Project with Simcoe County over 2-year period | 20 Regional consults per month |
| | 4. Providing a seminar series of relevant business topics | 25 per annum |

Please explain how you will accomplish the key objectives listed above.

Small group general business start-up consultations will be marketed to those who are at the very initial stages of exploring business start-up. Groups will be limited to 3-4 attendees and will allow for imparting the fundamental start-up information, while in a small group session to provide individualized advice in a peer learning environment. The Small Business Consultant will lead the session with the intent of making her time more efficiently utilized.

With the support of SBEC best practices, GBBEC will seek to develop an application form and from its trusted networks will seek to roster 2-3 experts in each core business area to serve as a trusted professional for both general referral and for scheduled consultations where the professional will provide 1-hour of complimentary service in support of the entrepreneur.

The 2-year Pilot project with Simcoe County will initiate with the recruitment of a mobile small business advisor who will work to develop relationships in municipalities in Simcoe County to

generate awareness for the service and referrals for consultations. They will also support a marketing and awareness campaign to educate the community about the local service. It is expected that the 2-year period will begin in 1st quarter of 2015 and that the service will build to 20 consultations per month within 18 months of implementation.

Currently, there are a great deal of both public and private business support services operating in the community providing networking, education and other programming. The GBBEC will be re-designing its seminar delivery to complement what is existing in the marketplace, partnering with like organizations to co-deliver sessions where it derives the greatest value back to entrepreneurs (targeted to both existing and new entrepreneurs) and provide general and very topic specific programming at both fee and non-fee basis.

Existing business (Support/Development)

| | | |
|--|--|---|
| | 1. Increase proportion of business clientele that are existing businesses | 30% of new consultations from existing businesses |
| | 2. Increase attendance at Bridges to Better Business | 200 registrants |
| | 3. Participate in networking events that are targeted to existing businesses where GBBEC has opportunity to present/promote service to larger audience | 10 per annum |

Please explain how you will accomplish the key objectives listed above.

For 2013/2014 fiscal year, approximately 20% of new consultations came from existing businesses. The GBBEC has an opportunity to provide greater service to this community. Over the next 3 years, the GBBEC will be undertaking a variety of initiatives that will increase awareness of GBBEC services to existing businesses. It is expected that the integration of GBBEC into Invest Barrie and the future co-location will create a natural flow of existing businesses to GBBEC through the work that Business Development, Culture and Downtown Revitalization staff do with local businesses.

The GBBEC is working with a committee of local business service providers to develop Barrie Business Week for small business week in October. Working as a cohesive group removes duplication of events and a large target market for marketing and promotional support. Bridges will be one of the events scheduled for the week and is expected that with the support of local community members that it will ensure robust programming that will attract a larger audience. Topics are being developed to support start-up, but also a significant portion of the program will be dedicated to the growth and development of existing businesses.

The GBBEC will also seek to better engage with the existing business community by participating in networking events where the GBBEC can announce its program/service offerings including Chamber of Commerce events, BNI presentations and Rotary Club presentations. Both the Manager and Small Business Consultant will be participating allowing for greater outreach and profile opportunities.

Youth, including: Youth Facing Multiple Barriers, and/or in High Needs Areas and other groups such as: Francophone, Aboriginal, and Recent Immigrants.

| | | |
|--|---|------------------------------------|
| | 1. Develop a formal High School formal presentation program for entrepreneurial exploration and youth program promotion | Goal to 20 presentations per annum |
| | 2. Strengthen relationships and outreach to Post-Secondary institutions for program promotion | 10 post-secondary |

| | | |
|---|--|--------------------|
| | | outreach per annum |
| <p>Please explain how you will accomplish the key objectives listed above.</p> <p><i>As the GBBEC works to increase its community profile through a variety of channels, it is expected that program awareness will also increase. The development of a high school outreach program that involves an engaging and interactive activity to promote entrepreneurial exploration, will be a key tool to engage local schools and increase demand for GBBEC to have a presence. The GBBEC will also be more heavily engaging in social media activity related to Summer Company through Twitter and Facebook pages.</i></p> <p><i>The GBBEC will also be more actively engaging with Georgian College, Lakehead University and Laurentian University to deliver presentations to students, set-up booths on campus to promote programs and engage with faculty to educate them on the programs and services of GBBEC. The Manager of the GBBEC sits on 2 program advisory boards and continues to work to foster these relationships.</i></p> | | |

Strategic Overview

Projected Economic Impact and Consultations – Fiscal 2014/2015 through 2016/2017

| Statistic | 2014/2015 | 2015/2016 | 2016/2017 |
|--------------------------------|-----------|-----------|-----------|
| Number of Businesses Started | – 100 | – 125 | – 125 |
| Number of Businesses Expanded | – 30 | – 35 | – 40 |
| Number of Jobs Created | – 200 | – 225 | – 225 |
| Total Inquiries | – 1500 | – 1800 | – 1800 |
| Website Unique Visitors | – 8000 | – 9000 | – 9000 |
| New Start-Up Consultations | – 236 | – 265 | – 265 |
| New Existing Consultations | – 79 | – 113 | – 113 |
| Repeat Consultations | – 135 | – 162 | – 162 |
| Total New/Repeat Consultations | – 450 | – 540 | – 540 |
| Seminars | – 25 | – 30 | – 35 |
| Seminar Attendance | – 300 | – 350 | – 400 |

Critical to the success of establishing Barrie and Simcoe County as a centre for excellence in innovation and entrepreneurship will be the commitment of all internal and external stakeholders to

support and champion the mandate of the GBBEC to provide one-window service support for business from pre-start up through to business expansion.

Creating a supportive and business-friendly community where entrepreneurs have the environment in which to thrive requires the commitment of many stakeholders in the community.

Specifically, the stakeholders of the GBBEC include municipal and provincial government, local public and private business service organizations such as BERN and CFDC's, networking organizations, Chamber of Commerce and post-secondary institutions and others that service/support entrepreneurs in the community.

The volume and diversity of stakeholders dictates that effective communication, cohesive strategic direction and resource leveraging will be critical to delivering on the vision of becoming a regional centre of excellence in innovation and entrepreneurship. Centralizing GBBEC and Business Development functions is the first step in creating a single point of entry for all businesses to access support services and information. Leveraging this centralized relationship will contribute to the development of more effective strategic partnerships with external business service organizations/institutions (i.e. Georgian College). Business Development and the GBBEC will actively seek to develop and implement programs and services with strategic community partners that will positively impact the long term success, growth and viability of businesses in the local and regional community.

The GBBEC is identified in all promotional materials and communications with clientele that it is a Provincial program delivered in partnership with the local Municipality. All GBBEC digital and hard copy promotional material identifies the Provincial and ONE Network logos. With the impending co-location with Invest Barrie, appropriate signage will be created to identify that GBBEC is a provincial organization.

5. PARTNERSHIP COMMUNICATIONS

Integral to the long-term viability of the GBBEC will be the financial support of private sector sponsors. In a time of corporate fiscal restraint and expanding philanthropic and sponsorship demands on corporations, the GBBEC will need to provide a strong value proposition to attract and secure private sponsorship dollars.

The GBBEC will first seek out sponsorships from traditional key business sectors including accounting, legal, financial and e-business supports. The goal will be to build to annual sponsorship of \$20,000 per annum.

Terms of the sponsorship agreement, including exposure, exclusivity and event opportunities will be determined by the GBBEC Manager utilizing SBEC best practices and in collaboration with the Advisory Board.

In-kind sponsorships from media partners and other key services such as printers, etc. will also be explored in an effort to offset the cost-structure of the GBBEC and free up operational funds to focus on core and enhanced service delivery.

Over the 2014/15 fiscal year, the Manager of the GBBEC will be seeking to secure the above sponsorships.

6. ONTARIO VISUAL IDENTITY

The Greater Barrie Business Enterprise Centre currently maintains the provincial logo on a majority of marketing material. Any print materials or literature featuring information regarding Summer Company or Starter Company also prominently highlight the Ontario Trillium logo in a visible setting.

The Ontario Trillium Logo is currently displayed on:

- GBBEC website and social media
- Presentations
- GBBEC publications, literature and marketing/promotional materials

7. ECONOMIC IMPACT

Tracking for the 2014/2015 year and forward, GBBEC will be utilizing the Excel spreadsheet developed by the Ministry for SBEC's. When a client has a consult, they will be scheduled for a 3 month follow up. During the follow up the client will be asked if they have made their first sale (business started), hired, and to see if the GBBEC can be of further assistance and schedule for another follow-up at the 6, 9, or 12 month point. These figures will be entered into the excel document and will track jobs created, businesses started, and business expanded. If attempts to follow up with the client at the 3 month mark are unsuccessful after 2 attempts, they will moved to the 6 month point for a final follow up call. If at the 6 month, 3 follow-up attempts have been made and are still unsuccessful, no more further attempts will be done to contact the client.

Clients will be followed up via telephone, email, survey, or a combination. A script has been developed to use for follow up calls as well as a follow up form to make notes and record the stats.

Aggregate data is utilized to report to the MRI and City of Barrie. With the Pilot Project with the County of Simcoe and the planned creation of an Advisory Board, it is expected that reporting will also be completed on a semi-annual basis to these groups.

BUSINESS OPERATIONS

To complete the vision of aligning Barrie's business support services the City of Barrie integrated its service partner, the Greater Barrie Business Enterprise Centre (GBBEC) into the Invest Barrie division in February, 2014.

Following the integration, the GBBEC relocated from the Barrie Transit Terminal to the 3rd Floor of Barrie City Hall on March 12, 2014, providing more stream-lined access to business information and support in the City.

Additionally, the Management of the GBBEC was integrated within the Business Development Office to provide a more global perspective to the operations as it relates to the overall strategic economic development direction of the City.

Currently, the Manager of the GBBEC is a seconded Business Development Officer who oversees the operations of the GBBEC on a half-time basis and maintains her role supporting local business retention for the remaining half-time. The GBBEC Manager reports into the Director of Business Development. The Manager develops and implements the annual GBBEC business plan and completes all required reporting and liaising with MRI as its key funding partner.

Financial management, accounting and reporting will be completed by the GBBEC Manager in-line with City of Barrie financial policies and the support of the City's Finance Department who administer the GBBEC accounts. The Manager will be responsible for developing the annual budget and managing the funds for service delivery as determined by the budget.

Accountability and strategic direction will also be provided by the creation of an Advisory Board.



8. CLIENT MARKETING AND OUTREACH

The Greater Barrie Business Enterprise Centre markets its services and programs through outreach activities, advertising, website, events, networking and referrals. GBBEC will continue to market its resources through these mediums, with an anticipated increase to market our new location and services available. With minimal marketing at this point of advertising our new workspace located in the municipal City Hall, the GBBEC has already noted a significant increase in clientele and inquiries.

Outreach Activities: *GBBEC staff currently attend and participate in a wide range of outreach activities. The City of Barrie has become a hub for local area businesses, and features numerous varieties of business events on a regular basis. By attending general networking events hosted by prominent business organizations, GBBEC can develop and maintain relationships with leading professionals and community figures.*

Other outreach activities routinely attended or hosted include connections and/or presentations at post-secondary and secondary schools, hosted events at GBBEC facilities, and partnered events with local community organizations (Chambers of Commerce, Barrie Public Library, etc.)

Print & Media: *GBBEC currently utilizes relationships with two television stations (CTV and Rogers TV), four newspapers (Examiner, Advance, Snapd, Advance) as well as four radio stations (B101, Chay Today, KoolFm, Rock 95) to promote hosted events and activities through advertisements, articles and on-site media presence. GBBEC regularly distributes brochures, flyers and posters to local partners, community organizations, and other complementary organizations (Barrie Public Library, Georgian College, Chamber of Commerce).*

Email Marketing: *GBBEC maintains a monthly newsletter that is distributed through email marketing campaigns. These newsletters include information regarding GBBEC events and resources, local events, client success stories, and other areas of interest to GBBEC clients and partners.*

Social Media: *GBBEC actively maintains a Twitter and Facebook page, which are complemented by the social media connections with the City of Barrie, as well as Summer Company. GBBEC social media is primarily used to distribute information regarding Summer Company, upcoming events, services, resources, changes or trends to the business environment, and other areas of interest to GBBEC clients and partners.*

Website: *GBBEC currently maintains an independent website, and serves to promote GBBEC services, resources, and upcoming events.*

9. EVENTS

| | | Expected Numbers |
|--|-------------------------------|------------------|
| Planned Events | | |
| | 1. E-Business | 1/Year |
| | 2. Bridges to Better Business | 1/Year |
| | 3. Youth | 1 – 2015/16 |
| <p>Please explain how you will execute the events listed above (including date/time ranges for planned events).</p> <p>E-Business: Will seek to deliver on an annual basis with a focus on leveraging e-commerce sites (Etsy, etc.), regulatory issues and social media. The event will include workshops and seminars with a focus on applied learning. The events will be targeted for February 2015, February 2016, February 2017</p> <p>Bridges to Better Business: As part of GBBEC's efforts to coordinate and partner with the business service community, we are working on a Small Business Week Committee with the Greater Barrie Chamber of Commerce, Business Development Bank of Canada, Business Enterprise Resource Network, Barrie Public Library, BNI, Georgian College and Simcoe County Young Professionals Association to develop a cohesive schedule of events for Small Business Week, with each partner taking a lead role in delivering. Bridges to Better Business will be the signature full-day event for the week with a focus on knowledge building for business growth. It is expected that by leveraging this partnership, events will be promoted as part of a week, there will not be duplication of community events and overall attendance will be greater. As such, the event is targeted to run in Small Business Week for October 2014, October 2015, and October 2016.</p> <p>Youth: The GBBEC will be exploring the delivery of an annual youth business awards program, provides opportunity to celebrate the impact young entrepreneurs have on the local economy, their business success and the promotion of youth programming such as Futurpreneur, Starter Company and Summer Company. The format is expected to be somewhat similar to a Top 20 under 20 style of event with categories for Social Enterprise, New Business, Tech Start-Up, etc. The GBBEC will be seeking partners such as Georgian College and Futurpreneur in addition to the local Chambers of Commerce and media to provide support. The intent would be for the event to be an annual gala-style event, but delivered in a modern, youthful format, to reflect the audience. It is expected that this program would not be delivered until 2015/2016.</p> | | |

10. HUMAN RESOURCES

With the integration of the GBBEC into Invest Barrie and the resulting shift in management structure, the Small Business Consultant, Youth Programs Coordinator and GBBEC Clerk Positions have been created as temporary City employee positions and the recruitment process is expected to take place in the first quarter of the 2014/2015 fiscal period.



GBBEC Manager: Currently, the Manager of the GBBEC is a seconded Business Development Officer who oversees the operations of the GBBEC on a half-time basis and maintains her role supporting local business retention for the remaining half-time. The GBBEC Manager reports into the Director of Business Development. The Manager develops and implements the annual GBBEC business plan and completes all required reporting and liaising with MRI as its key funding partner.

The secondment position will be evaluated by the incumbent and senior management upon its expiry in September 2015, to determine how it should be structured within the organization on a permanent basis.

Small Business Consultant (2): Currently one FTE Small Business Advisor position is operating out of the City of Barrie GBBEC location. Their primary function is providing front line business advisory service and information/guidance/support/referral to individuals and groups who are at the pre start-up, start-up or currently in business for less than 5 years. In addition, the Small Business Consultant is responsible for supporting the GBBEC Manager with seminar development/delivery, outreach and other government programs and events as part of the MRI partnership (i.e. Bridges to Better Business).

A second FTE Small Business Consultant will be recruited for the 2-year pilot project with Simcoe County. That individual will be providing in-market business consultancy service, seminar development and supporting the GBBEC Manager with outreach directly to the municipalities within the County of Simcoe. Results from the pilot project will be evaluated and the future of the role will be determined at that time.

Youth Programs Coordinator (1): Is currently an FTE position partially funded through core funding to promote and administer the suite of MRI youth program initiatives and events including Summer Company and Starter Company. Additionally, the position also supports the operations of the centre by providing front line customer service to entrepreneurs and provide basic business start-up support to prospective clients. The position also involves supporting the marketing, promotion and social media components of the operation with the GBBEC Manager. This position is currently full-time. Its ongoing status will be determined based upon the continuance of non-core funding programs directed toward youth.

GBBEC Clerk: Supports the administrative function of the GBBEC. This position is part-time and provides administrative support to assist the GBBEC team with customer service, responding to general inquiries, database entry, financial administration, event planning and registration, scheduling meetings, recording and distributing minutes for Board of Advisors meetings.

11. BILINGUAL SERVICES (for SBECs in officially designated bilingual areas)

In previous years of GBBEC operations, the need for bilingual services has not arisen. Should a client or potential partner wish to have access, GBBEC has developed and maintained

relationships with local organizations (Georgian Career Centre/ College Boreal) to ensure that a translator can be made available or alternative arrangements made to ensure that the needs of the client are met in a timely manner.

All marketing and promotions material provided by MRI and other organizations/partners are displayed in the GBBEC office to ensure that both French and English versions are easily accessible and available to those that wish to obtain them.

12. ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES

All GBBEC staff have completed AODA training, and any future staff will also receive AODA training at the resources of the City of Barrie and its Human Resources Department. All GBBEC staff have signed and understand the standards as set out by the City of Barrie as per the AODA.

The new GBBEC office is located within Barrie City Hall, which is in accordance with the AODA. All visitors to the building have access to sidewalk ramps, elevators, electronic doors, and accessible parking spaces. GBBEC staff are trained to be aware of sensitivities and needs of clients who may require accommodated services based on mental, physical, language, or learning deficiencies and difficulties.

13. BUDGET

Small Business Enterprise Centre (SBECE) Core Agreement Budget

| Greater Barrie Business Enterprise Centre | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------------|------------------|------------------|-----------------------|-----------------|------------------|------------------|------------------|------------------|-----------------------|-----------------|------------------|------------------|------------------|------------------|-----------------------|-----------------|------------------|------------------|------------------|------------------|-----------------------|------------------|------------------|--|
| Organization Name: | | | | | | | | | | | | | | | | | | | | | | | | | |
| Yr 1 (2014/15) | | | | | | Yr 2 (2015/16) | | | | | | Yr 3 (2016/17) | | | | | | PROJECT TOTALS | | | | | | | |
| MRI | Other Source* | Other Source* | Other Source* | In-Kind Contributions | Total Yr 1 | MRI | Other Source* | Other Source* | Other Source* | In-Kind Contributions | Total Yr 2 | MRI | Other Source* | Other Source* | Other Source* | In-Kind Contributions | Total Yr 3 | MRI | Other Source* | Other Source* | Other Source* | In-Kind Contributions | Grand Total | | |
| | City of Barrie | County of Simcoe | Sponsor/Partners | | | | City of Barrie | County of Simcoe | Sponsor/Partners | | | | City of Barrie | County of Simcoe | Sponsor/Partners | | | | City of Barrie | County of Simcoe | Sponsor/Partners | | | | |
| Expenses by Source | | | | | | | | | | | | | | | | | | | | | | | | | |
| Staffing Expenses | | | | | | | | | | | | | | | | | | | | | | | | | |
| GBBEC Manager | \$9,277 | \$25,362 | \$3,000 | | \$37,639 | \$3,058 | \$25,772 | \$5,000 | \$5,000 | | \$38,830 | | \$40,767 | \$3,000 | \$10,000 | | \$53,767 | \$12,335 | \$91,901 | \$11,000 | \$15,000 | | | \$130,236 | |
| Small Business Consultant - FTE | \$49,232 | | | | \$49,232 | \$52,147 | | | | | \$52,147 | \$55,970 | | | | | \$55,970 | \$157,349 | \$0 | \$0 | \$0 | | | \$157,349 | |
| Small Business Consultant (Simcoe) - FTE | | | \$12,810 | | \$12,810 | | | \$51,236 | | | \$51,236 | | | \$40,899 | | | \$40,899 | \$0 | \$0 | \$104,947 | \$0 | | | \$104,947 | |
| Youth Programs Coordinator - FTE | \$5,780 | | | | \$5,780 | \$5,780 | | | | | \$5,780 | \$7,792 | | | | | \$7,792 | \$19,352 | \$0 | \$0 | \$0 | | | \$19,352 | |
| GBBEC Clerk - PTE | \$18,836 | | | | \$18,836 | \$21,361 | | | \$5,000 | | \$26,361 | \$17,685 | | | \$10,000 | | \$27,685 | \$57,882 | \$0 | \$0 | \$15,000 | | | \$72,882 | |
| Fringe Benefit Expenses | | | | | | | | | | | | | | | | | \$0 | \$0 | \$0 | \$0 | \$0 | | | \$0 | |
| GBBEC Manager (40% - 14/15, 44% - 15/16, 50% - 16/17) | | \$4,000 | | | \$4,000 | | \$5,000 | | | | \$5,000 | | \$5,000 | | | | \$5,000 | \$0 | \$14,000 | \$0 | \$0 | | | \$14,000 | |
| Small Business Consultant - FTE | \$4,471 | | | | \$4,471 | \$4,672 | | | | | \$4,672 | \$4,764 | | | | | \$4,764 | \$13,907 | \$0 | \$0 | \$0 | | | \$13,907 | |
| Small Business Consultant (Simcoe) - FTE | | | \$1,153 | | \$1,153 | | | \$4,610 | | | \$4,610 | | | \$3,552 | | | \$3,552 | \$0 | \$0 | \$9,315 | \$0 | | | \$9,315 | |
| Youth Programs Coordinator - FTE | \$1,445 | | | | \$1,445 | \$1,445 | | | | | \$1,445 | \$1,520 | | | | | \$1,520 | \$4,410 | \$0 | \$0 | \$0 | | | \$4,410 | |
| GBBEC Clerk - PTE | \$2,221 | | | | \$2,221 | \$2,339 | | | | | \$2,339 | \$2,466 | | | | | \$2,466 | \$7,026 | \$0 | \$0 | \$0 | | | \$7,026 | |
| Sub-Total | \$91,262 | \$29,362 | \$16,962 | \$0 | \$137,586 | \$90,882 | \$38,772 | \$60,848 | \$10,000 | \$0 | \$192,422 | \$90,197 | \$45,767 | \$47,451 | \$20,000 | \$0 | \$203,415 | \$272,261 | \$105,901 | \$125,261 | \$30,000 | | | \$533,424 | |
| Program Operating Expenses | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rent | | | | \$38,000 | \$38,000 | | | | | | \$38,000 | \$38,000 | | | | | \$38,000 | \$38,000 | \$0 | \$0 | \$0 | \$0 | | \$114,000 | |
| Seminars/Workshops | \$1,000 | | \$2,000 | | \$5,500 | \$1,000 | \$2,500 | | \$2,500 | | \$6,000 | | | \$1,750 | | \$2,500 | \$4,250 | \$2,000 | \$0 | \$6,250 | \$0 | \$7,500 | | \$15,750 | |
| Cover | | \$100 | | | \$100 | | \$100 | | | | \$100 | | | \$100 | | | \$100 | \$0 | \$300 | \$0 | \$0 | | | \$300 | |
| Travel | \$2,000 | | \$6,000 | | \$8,000 | \$2,000 | | \$10,000 | | | \$12,000 | \$2,000 | | \$4,000 | | | \$6,000 | \$6,000 | \$0 | \$20,000 | \$0 | | | \$26,000 | |
| Training & Conferences | \$1,500 | \$1,000 | | | \$2,500 | \$1,500 | \$1,000 | | | | \$2,500 | \$1,500 | \$2,000 | | | | \$3,500 | \$4,500 | \$4,000 | \$0 | \$0 | | | \$8,500 | |
| Memberships | \$0 | \$500 | \$1,000 | | \$1,500 | \$0 | \$500 | \$1,000 | | | \$1,500 | \$0 | \$500 | \$1,000 | | | \$1,500 | \$0 | \$1,500 | \$3,000 | \$0 | | | \$4,500 | |
| Meeting Expenses | \$1,000 | \$500 | | | \$1,500 | \$1,000 | \$500 | | | | \$1,500 | \$1,000 | \$1,000 | | | | \$2,000 | \$3,000 | \$2,000 | \$0 | \$0 | | | \$5,000 | |
| Reference Materials & Subscriptions | \$238 | | | | \$238 | \$238 | | | | | \$238 | \$238 | | | | | \$238 | \$714 | \$0 | \$0 | \$0 | | | \$714 | |
| Marketing Material (Design/Printing) | \$1,000 | | \$3,500 | | \$2,500 | \$7,000 | \$1,000 | | \$1,723 | | \$2,500 | \$5,223 | | | \$0 | \$2,500 | \$2,500 | \$2,000 | \$0 | \$5,223 | \$0 | \$7,500 | | \$14,723 | |
| Advertising | | | | \$3,000 | \$3,000 | | | | | | \$3,000 | \$3,000 | \$0 | | | \$3,000 | \$3,000 | \$0 | \$0 | \$0 | \$0 | | | \$9,000 | |
| Telephone | | \$1,500 | | | \$1,500 | | \$1,500 | | | | \$1,500 | | \$2,000 | | | | \$2,000 | \$0 | \$5,000 | \$0 | \$0 | | | \$5,000 | |
| Mentors/Speakers/Professionals*** | | | | \$5,000 | \$5,000 | | | | | | \$6,000 | | | | | | \$7,500 | \$7,500 | \$0 | \$0 | \$0 | | | \$18,500 | |
| Computer/IT Costs | | | \$2,000 | | \$2,000 | | | | | | \$0 | | | | | | \$0 | \$0 | \$0 | \$2,000 | \$0 | | | \$2,000 | |
| Sub-Total | \$6,738 | \$3,600 | \$14,500 | \$0 | \$51,800 | \$75,838 | \$6,738 | \$3,600 | \$15,223 | \$0 | \$52,000 | \$77,561 | \$4,738 | \$5,600 | \$6,750 | \$0 | \$53,500 | \$70,588 | \$18,214 | \$12,800 | \$36,473 | | | \$158,500 | |
| Event Expenses | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bridges to Better Business | \$4,000 | \$500 | \$1,000 | \$2,000 | \$3,000 | \$10,500 | \$4,500 | \$500 | \$1,000 | \$2,000 | \$3,000 | \$11,000 | \$3,500 | | \$1,000 | \$3,000 | \$3,000 | \$10,500 | \$12,000 | \$1,000 | \$3,000 | \$7,000 | \$9,000 | \$32,000 | |
| E-Business | \$1,000 | | | \$500 | \$1,500 | \$500 | | | | \$500 | \$500 | \$1,500 | \$500 | | \$500 | \$500 | \$1,500 | \$2,000 | \$0 | \$0 | \$1,000 | \$1,500 | | \$4,500 | |
| Youth | \$1,285 | \$0 | | | \$2,000 | \$3,285 | \$1,285 | | | | \$1,500 | \$2,500 | \$5,285 | \$1,000 | | \$1,500 | \$2,500 | \$5,000 | \$3,570 | \$0 | \$0 | \$3,000 | \$7,000 | \$13,570 | |
| Sub-Total | \$6,285 | \$500 | \$1,000 | \$2,000 | \$5,500 | \$15,285 | \$6,285 | \$500 | \$1,000 | \$4,000 | \$6,000 | \$17,785 | \$5,000 | \$0 | \$1,000 | \$5,000 | \$6,000 | \$17,000 | \$17,570 | \$1,000 | \$3,000 | \$11,000 | \$17,500 | \$50,070 | |
| Administrative (no more than 10% of total costs) | | | | | | | | | | | | | | | | | | | | | | | | | |
| Audit | | | | | | | | | | | | \$0 | \$5,000 | | | | \$5,000 | \$5,000 | \$1,500 | \$0 | \$0 | | | \$6,500 | |
| Office Supplies | \$1,000 | \$500 | \$600 | | \$2,100 | \$1,460 | \$500 | \$800 | | | \$2,760 | \$1,000 | \$500 | \$500 | | | \$2,000 | \$3,460 | \$4,000 | \$1,500 | \$0 | | | \$9,360 | |
| Printing/Copying | \$650 | \$1,000 | \$1,000 | | \$3,650 | \$650 | \$1,000 | \$1,000 | | | \$3,650 | | \$2,000 | \$500 | \$1,000 | | \$3,500 | \$1,300 | \$0 | \$2,500 | \$2,000 | \$1,000 | | \$6,600 | |
| Sub-Total | \$1,650 | \$1,500 | \$1,600 | \$0 | \$4,750 | \$2,110 | \$1,500 | \$1,800 | \$1,800 | \$0 | \$6,410 | \$6,000 | \$2,500 | \$1,000 | \$1,000 | \$0 | \$10,500 | \$9,760 | \$5,500 | \$4,400 | \$2,000 | \$1,000 | | \$22,660 | |
| Total Expenses | \$105,935 | \$34,962 | \$34,062 | \$2,000 | \$57,500 | \$234,459 | \$105,935 | \$36,372 | \$78,871 | \$15,000 | \$58,000 | \$294,178 | \$105,935 | \$53,867 | \$56,201 | \$26,000 | \$59,500 | \$301,503 | \$317,805 | \$125,201 | \$169,134 | \$43,000 | \$175,000 | \$830,141 | |
| Total Requested MRI Funding | | | | | | | | | | | | | | | | | | | | | | | | \$317,805 | |
| TOTAL PROJECT COST | | | | | | | | | | | | | | | | | | | | | | | | \$830,141 | |

* Other Source - Funding sources for the project (approved or pending approval) other than MRI or applicable
 ** Staffing Expenses include base salary +27% for full-time permanent staff (GBBEC Manager only) and 12% for temporary staff for remittance costs associated with benefits, vacation, source deductions, WSIB, etc.
 *** Youth Programs Coordinator FTE Position until end of fiscal 2016 - Continuance dependent upon Starter Company Program
 **** 64% of Youth Programs Coordinator contributed by Starter Company
 ***** Small Business Consultant - for 2014/15 fiscal year, 64% of salary will be contributed by Starter Company as Youth Programs Coordinator will be transitioning to maternity leave - require re-training time.
 ***** 40% of GBBEC Manager Salary to come from Core Funding, 10% Starter Company, 50% City of Barrie - Business Development and Simcoe County for 2014/2015 Fiscal Period
 ***** 44% of GBBEC Manager Salary to come from Core Funding, 6% Starter Company, 50% City of Barrie - Business Development & Simcoe County for 2016/2016 Fiscal Period
 ***** Small Business Consultant (Simcoe) is expected to be hired for Jan 1, 2015 for a 2-year period.
 ***** Small Business Consultant and Youth Programs Coordinator Positions are currently being evaluated as part of the City's CUPE Union position re-evaluation project. Wages are subject to change dependent upon results.
 ***** \$10,000 per annum has been allocated to the Youth Programs Coordinator position as part of the Summer Company program delivery - which is funded independently from MEDTE. As such, this contribution is not reflected in the core funding budget.
 ***** Mentors/Speakers/Professionals reflects hours provided by individuals in this category that would normally charge for their expertise, but provide in-kind as part of their contribution to GBBEC Programming. Assuming Rate of \$50/hr.

Seminars/Workshops - Consists of costs associated with the delivery of seminars/workshops to GBBEC clientele including room rental, speaker fee, videography and other incidentals.
 Travel, Parking & Mileage - Reflects costs associated for conducting outreach via networking, business visits, mobile consulting. Km are reimbursed based on City of Barrie policy.
 Training & Conferences - Costs associated with staff participation in training and conferences as prescribed by MRI (i.e. SBECE Conference) and other professional development activities.
 Meeting Expenses - Costs associated with meetings relating to GBBEC activity such as Advisory Board Meetings, sponsorship partner meetings, etc.
 Marketing Material - Costs associated with the design production, printing and digital design of marketing material GBBEC. Includes website, pamphlets, signage, etc.
 Bridges to Better Business - Costs associated with the delivery of the annual Bridges Event. Includes venue rental, refreshments, speaker fees, marketing and promotional costs and other incidentals.
 E-Business - Costs associated with the delivery of E-Business Events. Includes venue rental, refreshments, speaker fees, marketing and promotional costs and other incidentals.
 Youth - Costs associated with the delivery of a Youth Event. Includes venue rental, refreshments, speaker fees, marketing and promotional costs and other incidentals.
 Office Supplies - Costs incurred to supply the office with the equipment required to operate an office environment includes stationary, office equipment, etc.

14. CLIENT SERVICE STANDARDS

All GBBEC clients are greeted immediately by staff members, and assessed based on their needs and inquiries. For those clients who are seeking to book an appointment with the Consultant, or for those who it is recommended that they book an appointment to further discuss their inquiries, appointments are booked for within a week or as soon as possible, dependent on client's availability and Consultant's pre-booked appointments. Clients are encouraged to book appointments with the Consultant to ensure that they are given an appropriate amount of time to have their needs met and questions answered. Consultations are also available by email or pre-booked by phone to meet the needs of clients who may not be available during GBBEC office hours.

All telephone and email inquiries are responded to within 24 hours during the weekdays. If an immediate response is not yet available for the client, they are contacted regardless, to alert the client that we have received their inquiry, and will be providing a more thorough response when the information is available. Social media inquiries are responded to within 24 hours during weekdays.

The City of Barrie is currently undertaking a Customer Service Strategy. GBBEC will ensure its compliance with both the MRI and City standards.

SCHEDULE "B"

SBEC PROGRAM GUIDELINES



| |
|--|
| <p style="text-align: center;">MINISTRY OF RESEARCH AND INNOVATION (MRI) SMALL BUSINESS ENTERPRISE CENTRE (SBEC) GUIDELINES</p> |
|--|

I. BACKGROUND

In recognition of the vital role that entrepreneurial activity and businesses play in Ontario's economy and specifically in the growth and prosperity of local communities, the Province of Ontario (and various Municipalities agreed to establish the "Small Business Enterprise Centres" ("SBECs") that resulted in the creation and operation of SBECs in local communities across the province.

The SBEC program (the "Program") began in the mid 1980's with a few pilot Business Self-Help Offices (BSHOs). There are currently 57 SBEC locations across Ontario.

II. PROGRAM DESCRIPTION

The Ministry of Research and Innovation ("MRI") provides discretionary funding to municipalities and non-profit entities, through the Program (as further described below), for SBECs. SBECs provide client services and supports to entrepreneurs and new businesses within a municipality and surrounding service region. The SBECs assist in the formation and support of new businesses by promoting their early growth and success.

The Program is part of the Ontario Network of Entrepreneurs ("ONE"). ONE was launched on May 15, 2013 and is made up of MRI funded SBECs, Regional Innovation Centres ("RICS") and MRI's Business Advisory Services.

III. PROGRAM MANDATE

The mandate of the Program is to help build a prosperous and fair Ontario by:

1. Assisting small "Main Street" businesses, including entrepreneurs and new business start-ups.
2. Providing stability and early-growth support to existing small businesses which are typically:
 - Less than five (5) years in operation, and
 - Have under ten (10) employees
3. Improving the success rate and longevity of small businesses in Ontario.
4. Raising the profile and promoting small businesses in Ontario as an important part of the community and as a viable career choice.

SBECs provide:

- Training and business skills development to help small businesses maintain or expand their own business;
- Business supports to help start businesses, and to help businesses to prosper and expand;
- A variety of services, events, and activities targeted at supporting small businesses;
- Data collection of a number of metrics to help understand and assess the local economic environment and performance;
- Support to youth entrepreneurs by participating in youth entrepreneurship programming as identified by the Province, such as Summer Company, and outreach to organizations who serve vulnerable youth, such as, but not limited to the following:
 - Francophone,
 - Aboriginal,
 - Youth facing multiple barriers, and/or
 - Youth in high needs areas.

IV. FUNDING ARRANGEMENTS

1. MINISTRY AND MUNICIPAL/NON-PROFIT FUNDING ARRANGEMENTS

- The Program is funded in part by MRI.
- The Ministry of Northern Development and Mines (“MNDM”) funds the Program in Northern Ontario locations, in partnership with MRI. Under the Program, individual municipalities or other non-profit entities receive discretionary grant funding from MRI or MNDM for the delivery of the Program and services within local communities.
- The municipality or non-profit entity may also provide their own funding for operation of the SBEC.
- SBECs are not MRI offices, agencies or otherwise a part of MRI or the Province; SBEC staff are primarily municipal employees or employees of non-profit entities. SBECs are managed locally, coordinated and networked provincially, and eligible for financial support under grant agreements (“Grant Agreements”) with the relevant Ministry, and other private sector supports.
- SBECs must enter into a Grant Agreement acceptable to MRI in order to receive any funding under the Program.
- Funding by the Province for this program is discretionary and the Program is a non-entitlement program. As such, notwithstanding that an applicant for funding has submitted a complete application and met all program criteria, there is no guarantee that the applicant will be awarded funding by the Province.

2. OTHER PUBLIC SUPPORTS OR PRIVATE SECTOR PARTNERSHIPS/SPONSORSHIPS

SBECs are encouraged to seek public supports in addition to funding that may be provided by the Province or private sector partnerships/sponsorships in order to supplement the resource base available for client services. Additional funding supports may be in the form of cash, in-kind, and program/project base contributions.

PROGRAM REQUIREMENTS AND SERVICES

1. GENERAL DESCRIPTION:

Under the Grant Agreements, individual SBECs must be engaged in business activities in their communities, the surrounding community area (the "Service Region") and the ONE region and meet the following requirements:

- SBECs are required to engage with the community by offering business services, financing options, programs, events, and activities to clients throughout the Service Region.
- SBECs must also undertake data collection, participate in MRI youth entrepreneurship programming and other MRI programming, maintain client information in a confidential manner, and maintain appropriate organizational insurance coverage.
- SBECs are required to attend and participate in all MRI and MNDM sponsored or funded events, such as Regional Meetings and ONE Conference events.
- SBECs are required to follow these Program Guidelines.

2. COMMUNITY ENGAGEMENT:

As ONE members, SBECs should be:

- Active in the community, developing, and promoting their Centres as a visible resource, and
- Providing services within the Program Mandate to all individuals who visit or contact the SBEC, regardless of their place of residence.

3. EVENTS, ACTIVITIES AND SERVICES:

- As part of ONE, SBECs should undertake business outreach and networking activities with organizations who serve: vulnerable youth, such as, but not limited to the following: Francophone, Aboriginal, youth facing multiple barriers, and/or youth in high needs areas.
- Business outreach and networking activities should also include: local businesses, Chambers of Commerce, post-secondary institutions etc. within the specific SBEC's Service Region, which may be both within and outside the Municipality Administrative Area.

Events to be organized by SBECs in connection with the Program are to focus on entrepreneurship, small and medium business, and business development. These business outreach and networking activities may include but are not limited to offering or undertaking:

- Information kiosks,
- Workshops/seminars,
- Speaking engagements,
- Small business and entrepreneurship events targeted at:
 - E-Business events,
 - Bridges to Better Business events,
 - Women, including events for International Women's Day,

- The Francophone community,
- The Aboriginal community,
- The youth community,
- Accessibility events, and
- Other local business events.
- Mentoring,
- Youth outreach activities, including but not limited to
 - High school activities,
 - Post-secondary activities, and
 - Activities targeted at youth not- in-school
- Business referrals.

A description of the types of small business and entrepreneurship events in connection with the Program is outlined in the table below.

| EVENT DESCRIPTIONS | |
|--|---|
| E-Business | Events in support of the Province's small and medium sized businesses to help improve operational efficiencies through the use of e-business solutions and to encourage expanded market reach through use of Internet technologies. Under the Grant Agreements, funding for these events will be in the range of \$500 - \$5,000 per event, depending on the number of participants/events. |
| Bridges for Better Business | Events in support of the Province's established small businesses and entrepreneurs. Bridges events may be held throughout the year; however, most of these events are held in October as part of the annual Salute to Small Business month. Under the Grant Agreements, funding for these events will be up to a maximum of \$8,000 per event. |
| International Women's Day (IWD) | Events in support of Ontario's women entrepreneurs and women-owned businesses to commemorate IWD which occurs on or near March 8 th . Under the Grant Agreements, funding for these events will be up to a maximum of \$4,000 per event. |
| Francophone | Events in support of Ontario's Francophone entrepreneurs. The events are held in French. Under the Grant Agreements, funding for these events will be up to a maximum of \$4,000 per event. |
| Aboriginal | Events in support of Ontario's Aboriginal entrepreneurs and Aboriginal-owned businesses. Under the Grant Agreements, funding for these events will be up to a maximum of \$4,000 per event. |
| Youth | Events in support of Ontario's youth entrepreneurs. Youth events may be held throughout the year. |
| Accessibility | Events in support of making businesses more aware of the <i>Accessibility for Ontarians with Disabilities Act</i> ("AODA") regulation and compliance issues with the AODA. Accessibility events may be held throughout the year. |

| EACH SBEC IS EXPECTED TO OFFER THE FOLLOWING SERVICES | |
|--|---|
| Maintain information for new entrepreneurs and new and existing small business owners. | Facilitate third party "professional consultations" on an as-needed basis. Fees, if any, determined by the SBEC and local market conditions. |
| Promote and distribute publications and materials related to the Program. | Conduct and/or facilitate seminars and workshops for new and existing entrepreneurs on topics related to business start-up, operations and management. Fees, if any, are to be determined by the SBEC and local market conditions. |
| Process – on a non-fee basis – general inquiries (face-to-face and electronically) related to business start-up and growth, operations and management and programs/services available. | Provide mentoring and/or coaching service to small business owners. Fees, if any, are to be determined by the SBEC and local market conditions. |
| Provide clients free access to computer workstations and the internet for the purpose of business planning and research. | Promote and deliver all aspects of small business and youth entrepreneurship programs, including Summer Company. |
| Offer one-on-one initial consultations to clients on a non-fee basis. | <ul style="list-style-type: none"> • Provide outreach services to: <ul style="list-style-type: none"> ○ The region served by the SBEC on a market need basis; ○ Organizations who serve vulnerable youth; and ○ Local businesses, Chambers of Commerce, post-secondary institutions etc. |
| Provide one-on-one consultations at an advanced/in-depth level to small business owners – such consultations may be offered on a cost recovery/fee basis. | Develop, promote and provide networking opportunities for small business owners. |
| Actively promote programs related to small business opportunities. | <ul style="list-style-type: none"> • Each SBEC is expected to offer some targeted events each fiscal year (E-Business and Bridges for Better Business events). • Other events such as, but not limited to: Women's, Francophone, Aboriginal, Youth, and/or Accessibility events can also be offered. |
| Provide all services to the public under the Grant Agreement in accordance with the <i>French Language Services Act (Ontario)</i> . | |

4. DATA COLLECTION:

SBECs will be required to collect, compile, analyze, and report to MRI on the nature and number of:

- Client contacts and consultations
- Seminars/workshops, and on-line training modules
- Activities related to MRI's youth entrepreneurship programs and other appropriate youth programs
- Outreach and networking activities
- Business events hosted, including number of participants
- Jobs created
- Businesses started
- Other indicators of economic impact
- Data collection for provincial youth entrepreneurship programs, such as Summer Company
- Collaborative activities within the Ontario Network of Entrepreneurs (ONE) or with other ONE members
- Outcomes and surveys of targeted events, such as E-Business, Bridges for Better Business, Women's, Francophone, Aboriginal, Youth, and/or Accessibility events
- Success stories for both regular business clients and youth clients, including Summer Company clients
- Business publications and other appropriate promotional materials distributed

5. CLIENT CONFIDENTIALITY:

Under the *Freedom of Information and Protection of Privacy Act* (Ontario) ("FIPPA") provincial organizations are responsible for protecting the personal information that they hold to carry out their responsibilities.

The privacy protection rules of FIPPA govern all aspects of personal information, including its collection, use, disclosure, retention, and secure destruction.

- SBECs shall collect and maintain client records and information to the appropriate standards so that:
 - When collecting personal information from clients, precautions are taken to ensure this information is safeguarded from unauthorized collection, use, disclosure, retention, and secure destruction.
 - All records containing personal information and personal information banks shall be kept in compliance with FIPPA requirements and standards.

SBEC DELIVERABLES AND REPORTING TIMELINES CHART

| NAME OF DELIVERABLE | DUE DATE* |
|---|--|
| 1. Initial Business Plan and Budget (including initial multi-year budget forecast) and Conflict of Interest Guidelines | On or before Grant Agreement is executed. |
| 2. Annual Business Plan and Budget for each Funding Year subsequent to the first Funding Year. | On a date or dates specified by the Province within the Grant Agreement or upon request from the Province. |
| 3. Proof of Insurance Certificate | On or before Grant Agreement is executed and annually for the term of the Grant Agreement. |
| 4. Interim Financial Report along with Financial Certificate. | On a date or dates specified by the Province within the Grant Agreement or upon request from the Province. |
| 5. Annual Full Financial Reports for the first and second Funding Years along with Financial Certificate and a request for disbursement form. | On a date or dates specified by the Province within the Grant Agreement or upon request from the Province. |
| 6. Monthly Reporting – Enterprise Centre Reporting (ECR) reporting on Ministry specific metrics/outcomes for SBECs | Due within the 10 business days of the end of each month. |
| 7. Events Reporting | Due within 30 days of the event end date. |
| 8. Final Report and Audit Report | On a date or dates specified by the Province within the Grant Agreement or upon request from the Province. |
| 9. Other reports or information requests specified from time to time as required by the Province | On such date or dates specified by the Province. |

*All specific dates/timelines are to be specified within the individual Grant Agreement.

DELIVERABLE DETAILS

1. THE BUSINESS PLAN:

Should provide all costs associated with operation of the SBEC for the Grant Agreement funding period. These costs should include, but not be limited to the following types of costs with associated details. An updated annual Business Plan will be required for each fiscal year of the Grant Agreement funding period.

- | | |
|---|--|
| <ul style="list-style-type: none"> ● Anticipated outreach services ● Mentoring activities ● Training activities ● Revenue generation ● Audit costs ● Any anticipated signage and moving costs | <ul style="list-style-type: none"> ● All types of events, including targeted events ● Travel and hospitality costs ● Administration costs ● Funding from all other sources, such as partners for the term of the Grant Agreement |
|---|--|

BUSINESS PLAN FORMAT

| | |
|---|---|
| Executive Summary | <p>A high level summary for the multi-year business plan:</p> <ul style="list-style-type: none">• The top three to five major successes in the past years;• What the SBEC will focus on in the coming year;• Shifts in focus from the past and why; and,• Objectives and priorities for the period of the Grant Agreement and where the SBEC wants to be as an organization. <p>For the annual revised business plan as per the Grant Agreement requirement, include the same information.</p> |
| Regional Overview/Profile and Assessment | <p>Include relevant research, market analysis, trends and competitive analysis to demonstrate the SBECs understanding of the industry and region. A list of the SBEC's key objectives for the following client groups; including but not limited to:</p> <ul style="list-style-type: none">○ Increase consultations to established businesses,○ Visits to local high schools,○ Partnering with relevant organizations,○ Increase regional outreach to cover larger service area (in the North, boundaries should match MNDM regions), etc.○ Include target numbers as appropriate, and○ Include ONE partner information for the area. |
| Strategic Overview | <p>This section should outline what key objectives and activities the SBEC will accomplish. There should be a clear linkage to how these key objectives and activities support the regional overview and assessment referred to in the previous section, including work through ONE members' collaboration and coordination of activities.</p> <p>It is important that the SBECs show how they are helping build capacity in their regions – including how their activities complement those of other key industries, economic development, community stakeholders, and other ONE members.</p> <p><u>Community Relationships</u></p> <p>A description of existing community relationships, including sponsors, and organizations and groups that the SBEC works with and how they will support the SBEC in accomplishing stated goals, such as:</p> <ul style="list-style-type: none">• Plans to improve or leverage relationships with community groups and organizations,• Work done on behalf of, or requested by the municipality or non-profit board and the potential impacts to the SBEC,• Collaborative and coordinated work with other ONE members, and• A description of how the SBEC maintains a distinct image as an Ontario based organization to its clients while working in partnership with other organizations (signage, defined workspace, etc.). |

**Business
Operations**

A description of how the SBEC maintains good visibility and communication/results reporting with the local government, partners and other sponsors and describe any plans for improvement.

Economic Impact

An explanation of how economic impact figures are tracked, i.e. jobs created, businesses started, businesses expanded, etc.

Tracking

An explanation regarding the tool the SBEC currently uses to track client activity, i.e. customer and contract management software, telephone follow-up, survey, etc. and how reports are communicated to partners.

Briefly describe how well this approach has worked for the SBEC and partners.

Operations

Describe how the business operations of the SBEC have changed to support the strategic focus and objectives of the Program, including:

- Outline/update the organizational structure;
- Ensure that there are clear and accountable monitoring of activities and reporting mechanisms within the organization and to government;
- Outline the engagement and communication mechanisms used to ensure stakeholder engagement.

Identify any barriers or possible risks to successfully delivering on the plan and include what steps are being undertaken to address these risks.

A list of the SBEC's current staff levels (full-time and part-time), roles and responsibilities and any projected changes.

Marketing, Advertising, and Outreach

An explanation of marketing, advertising, and outreach plans and schedule including how the SBEC markets/advertises the Centre's services to:

- Municipal councils,
- Aboriginal communities
- Community groups,
- Youth organizations, etc. (as suitable for the community)

Identify how the SBEC markets/advertises the Centre's services through:

- Media types, including Social Media
- Virtual kiosks,
- Formal marketing/advertising campaigns,
- Free media, and
- Outreach programs.

Official Languages (French and English) Services

If the SBEC is in a designated bilingual area an explanation of how the SBEC ensures that clients can receive services in both official languages. A description of how the SBEC complies with the French Languages Services Act. If the SBEC are not fully in compliance, describe the plans to achieve compliance including timeline.

Accessibility

A description of how the SBEC complies with the AODA regulations, including training for existing and future SBEC employees. If the SBEC is not fully in compliance with the AODA, describe the plans to achieve compliance including a timeline.

Other Sources of Funding

Outline of funding from MRI and any additional funding from other sources that the SBEC may apply for in upcoming fiscal year. Include an income statement for the SBEC for each fiscal year.

Service Standards

Explanation of existing client service standards for wait times, etc. and how those standards were arrived at.

2. INSURANCE CERTIFICATE

All funding recipients under the Grant Agreements are required to carry at least \$2 million commercial general liability insurance coverage before the Grant Agreement can be executed.

Generally, a certificate of insurance should:

- State that the insured party is the recipient organization with whom MRI and MNDM has contracted. This is important since a policy will only respond to cover the Named Insured on the policy.
- Identify the date of coverage (e.g., the dates should cover the duration of the Grant Agreement).
- Identify MRI/MRI or MNDM as an additional insured, represented in the following language, ***“Her Majesty the Queen in Right of Ontario, as Represented by the Minister of Research and Innovation” Or “Her Majesty the Queen in Right of Ontario, as Represented by the Minister of Northern Development and Mines.”*** This phrase should appear on the certificate face under a memo heading or special note box.
- Identify the type (a) and amount (b) of coverage (e.g. Commercial General Liability insurance is listed and is on an occurrence basis for \$2 million).
- Include a statement that the certificate holder (MRI/MNDM) will be notified of any cancellation or material change within 30 days.
- Include the signature of an authorized insurance representative.

3. MONTHLY REPORTING

Under the Grant Agreements, SBECs will be required to ensure that the following information is recorded and tracked in the Enterprise Centre Reporting (ECR) system (in addition to the fields identified in the ECR system):

- Total business started
- Total businesses expanded
- Total jobs created
- Total inquiries and language of inquiry (French etc.)
- Consultations
- Online engagement
- Number of new clients (and repeat clients)
- Success stories
- Types of referrals
- Seminar activities and attendance
- Business development activities and connections
- Youth outreach connections
- Events (including attendance and surveys)

4. EVENT REPORTS

SBECs will be required to provide a detailed summary report of events where funding has been provided by the Province. *The templates for event reports are stored on SBEC Connect (MRI's electronic information board).* Event reports are required to be provided to the Province no more than 30 days after the event date. In addition, all participants must be asked to respond to the questions in a Participant Survey.

5. FINANCIAL REPORTS

SBECs will be required to deliver financial reports for each fiscal year covered under the Grant Agreement to the Province, including but not limited to the following:

- Cash flow management (actuals versus targets for interim period for budgeted items).
- Financial Certificate –(to match the grant agreement) which provides proof to ensure funds are spent only on SBEC activities and not used elsewhere within municipal/non-profit budgets.
- A detailed budget, plus an interim and final financial report following the transfer payment Grant Agreement requirements.
- A program audit at the end of the Grant Agreement period.

6. AUDIT REPORTING

A program audit is required under each Grant Agreement. This audit must be conducted at the end of the term (as specified in a Grant Agreement) by an external auditor who is not associated with the SBEC.

7. FINAL PROGRAM REPORT

The final report will discuss program objectives/ expectations, confirming that program objectives/expectations were met, or if not, why they were not, setting out lessons learned.

8. LOCATION

| TO BE DETERMINED AT THE LOCAL LEVEL | LOCATION STANDARDS |
|---|--|
| <ul style="list-style-type: none"> • Conform to Board/Municipality visibility standards. | <ul style="list-style-type: none"> • A highly visible location in the central business district for each SBEC (i.e. located in a mall, on a main street or in a visible area in city hall or other suitable public building); • Access to parking and public transit; • Free access to building (does not require security key, sign in, doorbell, etc.); • Appropriate space to fulfill core services including reception area; • Private office for consultations; • Separate space for resource centre; • Access to boardroom/meeting space; and, • Appropriate accessibility access. |

9. SIGNAGE/VISIBILITY

| TO BE DETERMINED AT THE LOCAL LEVEL | SIGNAGE REQUIREMENTS |
|--|--|
| <ul style="list-style-type: none"> • Name/logo of SBEC. | <ul style="list-style-type: none"> • Visible signage outside and inside featuring: • Centre name; • Outside sign visible from 50 metres; • Inside signage to make a distinction between founding or core partners; and other partners/sponsors. • Bilingual signage when the SBEC is located in a Designated Bilingual Area (DBA) as per the <i>French Language Services Act</i>. • Appropriate use of Provincial logos as supplied by the Province, including the Trillium logo, the ONE Brand logo, and youth entrepreneurship programming logos, such as Summer Company, Starter Company etc. |

9. PRIVACY POLICY

SBECs will be required to provide MRI with a copy of their respective privacy policies. The SBECs are subject to the FIPPA, which governs the collection, use, and disclosure of personal information.

Please note that MRI is subject to FIPPA. FIPPA provides every person with a right of access to information in the custody or under the control of MRI, subject to a limited set of exemptions.

10. CONFLICT OF INTEREST GUIDELINES

SBECs will be required to provide MRI with a copy of their respective conflict of interest guidelines.

11. TRAVEL AND HOSPITALITY

Funding under the Grant Agreements will be subject to the Province's Travel, Meal and Hospitality Expenses Directive.

12. ELIGIBLE AND INELIGIBLE EXPENSES

Funding under the Grant Agreements will be subject to the list of eligible and ineligible expenses to be described in such agreements.

SCHEDULE "C"

PAYMENT SCHEDULE

| AMOUNT OF MAXIMUM FUNDS FOR FIRST FUNDING YEAR | AMOUNT OF MAXIMUM FUNDS FOR SECOND FUNDING YEAR | AMOUNT OF MAXIMUM FUNDS FOR THIRD FUNDING YEAR |
|---|---|---|
| 70% (TBD) Upon both parties signing the Agreement and receipt by the Province of the insurance certificate required under section 11.2 to the Agreement. | 70% (TBD) Receipt and acceptance by Province of (a) Annual Business Plan and Budget, for the second Funding Year, and (b) Full Annual Financial report for the first Funding Year. | 60%(TBD) Receipt and acceptance by Province of (a) Annual Business Plan and Budget for third Funding Year, and (b) Full Annual Financial report for the second Funding Year. |
| 30% (TBD) Receipt and acceptance by Province of Interim Financial Report due on or before November 15, 2014. | 30% (TBD) Receipt and acceptance by Province of Interim Financial Report due on or before November 15, 2015. | 30% (TBD) Receipt and acceptance by Province of Interim Financial Report due on or before November 15, 2016. |
| N/A | N/A | 10% Receipt and acceptance by Province of Final Report and Audit Report. |
| TOTAL | | |
| \$105,935 | \$105,935 | \$105,935 |
| TOTAL MAXIMUM FUNDS | | |
| \$317,805 | | |

SCHEDULE "D"

REPORTING REQUIREMENTS

| Name of Report | Due Date |
|--|--|
| 10. Initial Business Plan and Budget (including initial multi-year budget forecast) and Recipient's Conflict of Interest Guidelines | On or before Grant Agreement is executed. |
| 11. Annual Business Plan and Budget for second Funding Year | On or before February 15, 2015. |
| 12. Annual Business Plan and Budget for third Funding Year | On or before February 15, 2016. |
| 13. Annual Full Financial Report for the first Funding Year along with Financial Certificate attached as Schedule "E" and a request for disbursement form attached as "Schedule F." | On or before April 15, 2015 |
| 14. Annual Full Financial Report for the second Funding Year along with Financial Certificate attached as Schedule "E" and a request for disbursement form attached as "Schedule F." | On or before April 15, 2016 |
| 15. Proof of Insurance Certificate | Upon signing of Agreement and annually thereafter on or before April 7 each year during the Term (to show coverage for each Funding Year). |
| 16. Interim Financial Report and a request for disbursement form attached as "Schedule F." | By November 15, 2014 for the period: April 1, 2014 – September 30, 2014 By November 15, 2015 for the period: April 1, 2015 – September 30, 2015 By November 15, 2016 for the period: April 1, 2016 – September 30, 2016 |
| 17. Monthly Reporting – Enterprise Centre Reporting (ECR) reporting on Ministry specific metrics/outcomes for SBECs | Within the 10 business days at the beginning of each month. |
| 18. Events Reporting | Within 30 days of the event end date. |
| 19. Final Report and Audit Report | June 30, 2017 |
| 20. Other reports or information requests specified from time to time as required by the Province | On such date or dates specified by the Province. |

REPORT DETAILS

| Name of Report | Description |
|---|--|
| <p>1. Initial Business Plan and Budget (including initial multi-year budget forecast) and Conflict of Interest Guidelines</p> | <p>The Recipient will submit the Initial Business Plan and Budget to the Province at or prior to the execution of the Agreement, which business plan should provide all costs associated with delivery of the Program for the Term.</p> <p>These costs should include, but not be limited to the following types of costs with associated details.</p> <ul style="list-style-type: none"> • Anticipated outreach services, moving costs and signage costs • Mentoring and training activities • Revenue generation • Audit costs • All types of events, including targeted events • Travel and hospitality costs • Administration costs • Funding from all other sources, such as partners, for the Term <p>An updated Annual Business Plan and Budget will be required for each Funding Year.</p> |
| <p>2. Annual Business Plan and Budget Forecast</p> | <p>Recipient will ensure that the Initial Business Plan and Budget is updated annually in all material respects during the Term to the satisfaction of the Province.</p> |
| <p>3. Annual Full Financial Report and Financial Certificate</p> | <p>The Recipient will submit a full Financial Report which will identify the actual funds spent as compared to the Annual Business Plan and Budget attached as Schedule "B" to the Agreement with any variances identified.</p> <p>The Financial Certificate, in the form attached as Schedule "E" hereto, signed by the Chief Financial Officer, the Board chair or equivalent if applicable, and a budget forecast for subsequent fiscal year(s).</p> |

| Name of Report | Description |
|--|---|
| 4. Proof of Insurance Certificate | Recipients are required to carry at least \$2 million commercial general liability insurance coverage. |
| 5. Monthly Reporting – Enterprise Centre Reporting (ECR) reporting on Ministry specific metrics/outcomes for the Program | <p>Recipients will be required to ensure that the following information is recorded and tracked in the ECR system (in addition to the fields identified in the ECR system):</p> <ul style="list-style-type: none"> • Total business started • Total businesses expanded • Total jobs created • Total inquires and language of inquiry (French etc.) • Consultations • Online engagement • Number of new clients (and repeat clients) • Success stories • Types of referrals • Seminar activities and attendance • Business development activities and connections • Youth outreach connections • Events (including attendance and surveys) |
| 6. Interim Financial Report | The Recipient will identify the actual funds spent as compared to the Annual Business Plan and Budget attached as Schedule “B” to the Agreement with any variances identified. |
| 7. Events Reporting | <p>Recipients will be required to provide a detailed summary report of events where funding has been provided by the Province.</p> <p>Event reports are required to be provided to the Province no more than 30 days after the event date.</p> <p>In addition, all participants must be asked to respond to the questions in a participant survey which is stored on SBEC Connect (MRI’s electronic information board).</p> |
| 8. Final Report and Audit Report | The Recipient will provide the Province with an Auditor’s certificate by June 30, 2017 in the form of Schedule “J”. |

| Name of Report | Description |
|---|---|
| | <p>The Final Report will:</p> <ul style="list-style-type: none"> • Discuss Recipient's objectives/ expectations regarding the Program, confirming whether such objectives/expectations were met, or if not, why they were not, setting out lessons learned; • Include a final accounting of all expenditures relating to the Program signed by the Chief Financial Officer, the Board chair or equivalent if applicable, or as otherwise agreed to by the Province confirming actual expenditures and providing an explanation for any variances from the Annual Business Plan and Budget; • Include an accounting of any unspent Funds and an explanation as to why there are remaining Funds; • Include a final accounting of the other funding received by the Recipient for the Program, the identification of the funding organization/level of government, the amount and the specific aspect of the Program that the additional funding supported as well as a statement confirming that there has been no overlap of funding from the Province and from any other organization/level of government; and • Include a statement signed by the authorized official at the Recipient confirming Recipient's compliance with the terms and conditions of the Agreement. |
| <p>9. Other reports or information requests specified from time to time as required by the Province</p> | <p>The Province will specify the timing and content of any other Reports that may be required.</p> |

SCHEDULE "E"
FINANCIAL CERTIFICATE

| |
|--|
| FINANCIAL REPORTING AND SATISFACTORY PROGRESS |
|--|

Organization Name: _____
Program Name: _____
Period Start Date: _____ dd-mmm-yy
End Date: _____ dd-mmm-yy

I, _____, _____ of
(Name of Officer) (Title)
_____ hereby certify that to the best

**to my knowledge, information and belief and after making all appropriate
examinations and enquiries, the financial information reported for the
period _____ to _____
(dd-mmm-yy) (dd-mmm-yy)**

**is accurate and complete, and is in compliance with all relevant sections
of the Agreement between Her Majesty the Queen in Right of Ontario and
dated _____
(dd-mmm yy)**

Signed: _____ **Dated:** _____
(dd-mmm-yy)

SCHEDULE "F"

REQUEST FOR DISBURSMENT

TO: The Ministry of Research and Innovation (the "Ministry")

FROM:

RE: Request for Funds for the Period Ending: _____

| | |
|---|-----------|
| A Amount previously received this Funding Year: | \$ |
| | |
| B Amount requested: | \$ |
| | |
| C Actual Interest earned on Funds this Funding Year to date: | \$ |
| | |
| D Total received and requested year-to-date plus Interest: | \$ |

I, [insert name and title] of [insert name of Recipient] (the "Recipient") hereby certify that:

1. the unexpended and uncommitted balance of Funds as at < DATE > is \$,
2. after making all appropriate examinations and enquiries, the Recipient is in compliance with the terms and conditions of the agreement (the "Agreement") with Her Majesty the Queen in right of Ontario dated effective <DATE > and there have been no material changes made to the Annual Business Plan and Budget, as such term is defined in the Agreement, without the Ministry's prior approval;
3. the reported revenues and expenditures for the period ending _____ are accurately reported and that all Funds were spent in accordance with the term of the Agreement; and,
4. the amount requested herein as an advance in Funds will be incurred on behalf of the Recipient solely for Eligible Expenditures.

Dated this day of _____ 2014.

Signed: _____

SCHEDULE "G"

ELIGIBLE EXPENDITURES

Eligible and Ineligible Expenditures

Eligible Expenditures must be directly related to the delivery of the Program and the activities described in the Annual Business Plan and Budget and not of a nature which would have been incurred by the Recipient in the normal course of business.

Documentation for all expenditures must be kept on file for audit purposes. The Province reserves the right to make a determination on the eligibility of expenditures submitted for reimbursement. In the event of any interpretation issues regarding the eligibility, valuation or other matter regarding expenditures, the decision of the Province shall be final and determinative. Expenses not described in the categories set out in this document require prior written approval of the Province in order to be considered Eligible Expenditures.

Eligible Expenditures

Examples of Eligible Expenditures include, but are not limited to:

- Program administration and overhead (not to exceed 10% of amount budgeted for the Program as described in the Annual Business Plan and Budget).
- Travel costs to attend business meetings within Ontario related to contract administration or to attend meetings that the Ministry or the Province convenes or supports, all of which shall be subject to the *Travel, Meal and Hospitality Expenses Directive*.
- Professional fees, including legal and audit fees, directly related to and required for the management of the Program or to conduct the activities and services relating to the Program as described in the Annual Business Plan and Budget. Costs are not to exceed demonstrated fair market value.
- Telecommunication fees including connectivity charges directly related to and required for the management of the Program.
- Staff training costs directly related to delivery of the Program.

- Development, Marketing and Delivery Expenditures
 - Training delivery directly related to the development and delivery of the Program, all of which shall be subject to the *Travel, Meal and Hospitality Expenses Directive*.
 - Salaries of project staff which are pro-rated to the time spent on the delivery of the activities and services relating to the Program as described in the Annual Business Plan and Budget.
 - Travel costs to meet with potential partners or stakeholders within Ontario required in the development of the Program and in connection with activities and services relating to the Program as described in the Annual Business Plan and Budget.
 - Marketing materials and related communication costs if directly related to the activities and services relating to the Program as described in the Annual Business Plan and Budget.

- Information and marketing session costs required to deliver the Program. Facility and equipment rental fees and utilities used to support the delivery of the Program, and not of a nature which the proponent would incur in the normal course of business, and which are demonstrably incremental to the delivery of the Program.
- Costs related to work performed by companies or individuals that contribute to the delivery of the Program. Consulting or other services directly related to the delivery of the Program must be costed at demonstrated fair market value or less.

Ineligible Costs

The Funds cannot be used towards the following costs:

- Costs related to the development of the application for funding under this Agreement.
- Costs not directly associated with the delivery of the Program or directly required to meet the deliverables of the Program.
- Administrative salaries, except for project management costs covered under Program administration and Program delivery.
- Out-of-province travel costs for Recipient's staff.
- Capital expenses, including but not limited to, land, buildings, leasehold improvements.
- Costs related to activities not related to the Program.
- Annual membership fees to associations.
- Stipends for project participants.
- Costs incurred prior to the Effective Date as stated in the Agreement.
- Expenses or fees payable to organizations located outside of Ontario.
- Debt reduction charges.

SCHEDULE "H"

SUMMARY OF THE TRAVEL, MEAL AND HOSPITALITY EXPENSES DIRECTIVE

TRAVEL - ALL EXPENSES MUST BE DIRECTLY RELATED TO THE PROGRAM

Airplane: Air travel is permitted if it is the most practical and economical way to travel.

- Economy (coach) class is the standard option for ticket purchase
- Please purchase your ticket as early as possible to access the most reasonable fares
- Prior Ministry approval must be obtained

Train: Travel by train is permitted when it is the most practical and economic way to travel.

- Coach class economy fare is the standard
- Please purchase your ticket as early as possible to access the most reasonable fares

Vehicle: Travel by vehicle is permitted when road transportation is the most practical, economical way to travel:

- Kilometres are claimed at \$0.40 per kilometre in the south and \$0.41 per kilometre in the north

Taxi Fares: Reimbursement of taxicab fares should be made only under the following conditions:

- When other means of transportation are not available
- When weather conditions warrant
- For health and safety considerations
- When transport of work-related baggage or parcels is required
- For group travels when cost effective
- Maximum claimable gratuity (tip) is 10%

Hotels: Reimbursement of hotel costs is permitted when these costs are the most practical, economical way to accommodate the person:

- A basic, economical hotel room is the standard option
- Booking hotel suites or larger/more deluxe rooms should not be permitted
- When a block of hotel rooms is made available for an event, conference etc. at a reduced rate, rooms at higher rates should not be covered
- If another hotel or room is booked when a conference/event block of rooms was available, only costs up to the conference rate should be covered. It is up to the claimant to book the hotel room at the reduced rate within a reasonable timeline to get the rate.

- Hotel expenses charged should be for the hotel room alone. Phone calls, room service, internet charges, movie charges, parking, other service charges etc. should not be “bundled” into the hotel room rate. The exception being any food costs that are offered as a deal within a room rate. For example, a hotel “Bed & Breakfast” option where the cost of the room and breakfast are economical.

Meal Rates in Canada Including Taxes and gratuities

- \$8.75 Breakfast
- \$11.25 Lunch
- \$20.00 Dinner

Please Note:

- When a meal is provided as part of a conference or other event, the costs of an alternative meal other than the conference or event meal should not be covered.
- Recommended gratuities are 10%-15% on a restaurant meal.
- No alcohol costs can be claimed and should not be covered as part of meal or travel costs.
- Reimbursement should be for restaurant/prepared food only. Groceries should not be covered.
- Room service meals while staying at a hotel should not be covered.

Submitting Claims and Records

All travel claims must be maintained for financial records by the claimant and the organization paying the travel claim:

- Claimants should submit original, itemized receipts with all claims (credit card slips are not sufficient).
- All claims should be supported by original itemized receipts. “Original itemized receipts” refers to a receipt that lists the items purchased and the individual prices for each item on the receipt.
- For more information on the Government of Ontario *Travel, Meal and Hospitality Expenses Directive*, April 1, 2012, please see:
http://www.mgs.gov.on.ca/en/Spotlight2/STDPROD_080798.html

SCHEDULE "I"

COMMUNICATIONS PROTOCOL

1. The Recipient shall provide to the Province, prior to release, an electronic copy of all reports, announcements, brochures, audiovisual materials, internet materials, advertising and publicity, including design or other public communication or publication.
2. The Recipient shall advise the Province's staff (to be designated by the Province) of any upcoming (positive or negative) announcements or advertising campaigns related to the Recipient's activities as described in the Annual Business Plan and Budget (e.g. news release, news conference, awards, bankruptcies, etc.) and, at the Province's option, provide the Province with the opportunity to participate or be present at these announcements. The Recipient will provide the Province with a minimum of ten (10) business days prior oral or written notice of such announcements or advertising campaigns.
3. The Recipient will not make any public announcement related to the Recipient's Program related activities or services until the Province has been notified of the announcement.
4. The Recipient will respond to requests by the Province for information about any public announcement as soon as possible and in any event will provide an initial response within twenty-four (24) hours.
5. The Recipient will acknowledge that the Recipient is a member of the Ontario Network of Entrepreneurs ("ONE") by using the official ONE logo, in accordance with the ONE Brand Standards Guide provided by the Province. The ONE logo will be used as appropriate for any additional programs which the Province may launch.

SCHEDULE "J"

AUDITOR'S CERTIFICATE

TO:

CC: Ministry of Research and Innovation ("Ontario")

Entrepreneurship Branch
Ministry of Research and Innovation
56 Wellesley Street West – 5th Floor
Toronto, Ontario, M7A 2E7

Attention: Manager, Entrepreneurships Partnerships Unit

RE: Agreement between Her Majesty the Queen in right of Ontario as represented by the Minister of Research and Innovation ("Ontario") and THE CORPORATION OF THE CITY OF BARRIE (the "Recipient") dated effective April 1, 2014 (the "Agreement")

Except as otherwise defined herein, all capitalized terms shall have the meanings given to them in the Agreement.

We have audited the accompanying Schedules (the "Schedules") which comprise a summary of the financial and reporting provisions of the Agreement and other explanatory information, relating to the Certificate dated *[insert date]*, for the period [*] to [*]. The Schedules have been prepared by management of the Recipient based on the Final Audit Report (Schedule "D") provisions of the Agreement.

Management's Responsibility for the Schedules

Management is responsible for the preparation of the Schedules in accordance with the Final Report requirements of the Agreement, and for such internal control as management of the Recipient determines is necessary to enable the preparation of the Schedules that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the Schedules based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Schedules are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Schedules.

The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misinformation of the Schedules, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the

Management's preparation of the Schedules in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Recipient's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the Schedules.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the Schedules for the period ● to ● is prepared, in all material respects, in accordance with the Final Report provisions of the Agreement.

Basis of Accounting Restriction on Distribution and Use

Without modifying our opinion, we draw attention to the note to the Schedules, which describe the basis of accounting. The Schedules are prepared to assist the Recipient to comply with the financial and project reporting provisions of the Agreement. As a result, the Schedules may not be suitable for another purpose. Our report is intended solely for the Recipient and Ontario and should not be distributed to or used by parties other than the Recipient and Ontario.

DATED: _____

Signed
Chartered Accountant