



# **Business Plan Supporting Documentation Package**

## Instructions to the Applicant

Detailed below are the contents of the Supporting Documentation Package which will assist a business in completing a business plan to submit as an application for funding to ELNOS. This normally provides sufficient information to permit an assessment and decision on your application. You may be requested to submit additional information or clarification of the data provided. All information provided will be kept strictly confidential.

The following checklist has been provided for your convenience to assist you in tracking your progress in your business plan.

	Enclosed	Yes	No
1.	History of Business		
2.	Management Resume		
3.	Human Resource Plan		
4.	Markets and Competition		
5.	List of Project Costs		
6.	Sources of Financing		
7.	Historical Financial Statements (for existing businesses ONLY)		
8.	Projected Statement of Cash Flows (Years 1, 2 & 3)		
9.	Projected Income Statement (Years 1, 2 & 3)		
10A.	Pro Forma Balance Sheet (for existing businesses ONLY)		
10B.	Opening Balance Sheet (for new businesses ONLY)		
11.	Projected Balance Sheet (Years 1, 2 & 3)		
12.	Other Supporting Documentation		
13.	References		



4. Please identify the principal Owners or Shareholders of the company. If a partnership, list partners and percentage of interest of each; if a sole proprietorship, give details of owner.

Full Name	Position	Common Shares	Preferred Shares

5. Please list any subsidiaries or related companies.

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6. What changes have occurred in either ownership or orientation since the business was started?

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Responsibilities, experience, education, and background directly related to this business:

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### 3. Human Resource Plan

Current Employees				
JOB TITLE	KEY RESPONSIBILITIES	JOB SKILLS	COMPENSATION	
			WEEKLY	ANNUAL
1.				
2.				
3.				
4.				
5.				
OTHERS				
<b>Employee Policies and Procedures:</b>				
Hours of Operation:				
Vacation Program:				
Performance Management:				
Training and Development Plan:				

## Staff Complements

	Number of Employees		
	Seasonal	Full-Time	Part-Time
<b>Current</b>			
<b>Forecasted</b>			

1. Describe how your project will impact your staff complement. Describe the number of new employees required, the skill set required, as well as, the pay scale.

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2. What are your plans to improve the skills of your current and future staff? What skills upgrading is required of your key management? How do you intend to achieve these improvements (i.e., in-house training, seminars, courses, etc.)?

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## 4. Markets and Competition

1. What do you hope to achieve through this marketing effort (i.e., launch new product, pursue a new market niche, promote a new service, etc.)?

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2. Describe the industry in which you operate. Describe the major trends within this industry.

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3. Describe your main competitors (name, location, product/service, sales volume). Compare them to your business.

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4. Describe your target customer base (geographic location, client needs, buying profile, preferences, market size, etc.).

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5. Describe your main suppliers (name, location, product/services, terms of purchase).

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6. Describe in detail what promotional activities you will undertake to access this target market.

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7. Describe what impact this marketing will have on your revenues and quantify on a per client or unit basis.

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## 5. List of Project Costs

(Land, Land Improvements, Buildings, Machinery and Equipment, Leases, Vehicles, Inventory, Pre-Paid Expenses, Professional Fees, Other Fixed Assets, Cash, etc.)

Item #	Description of Project Cost	Supplier	Estimate Cost
<b>TOTAL ESTIMATED COST</b>			
* FIRM PRICE QUOTATIONS FROM SUPPLIERS SHOULD BE PROVIDED WHEREVER POSSIBLE.			

## 6. Sources of Financing

Please list all sources of financing for this project. Include banks, government agencies, ELNOS, and the owner's contribution to the project.

Organization	Contact Person	Amount Requested	Date Applied For
<b>Total Sources</b>			

## 7. Historical Financial Statements – for existing businesses ONLY

Please provide copies of your financial statements for the last three fiscal years and the most recent interim financial statement. **Interim financial statements must be provided when the latest year-end statements are six months or older.**

These statements are to include the income statements, the balance sheets, current listings of aged receivables, current listings of payables, GST payable, PST payable, taxes payable (municipal, provincial, federal), and payroll deductions payables.

Also include a complete debt schedule and your T4 Summaries for the last three years.

## 8. Cash Flow Forecasts (Years 1-3)

		Year 1 *	Year 2	Year 3
<b>Cash Flows from Operating Activities:</b>				
Net Income/(loss) for the year				
Add: Adjustments for depreciation				
	<b>A</b>			
<b>Change in Non-Cash Working Capital Balances:</b>				
(Increase)/Decrease in Accounts Receivable				
(Increase)/Decrease in Inventory				
(Increase)/Decrease in Accounts Payable				
	<b>B</b>			
<b>Cash Flows from Investing Activities:</b>				
(Purchase)/Sale of Capital Assets				
	<b>C</b>			
<b>Cash Flows from Financing Activities:</b>				
Increase/(Decrease) in Long-Term Debt				
	<b>D</b>			
Net Increase/(Decrease) in Cash (A) + (B) + (C) + (D)				
Cash Balance Beginning of Year				
Cash Balance End of Year				

## 9. Projected Income Statement (Years 1-3)

\* First full operating year after project \*

	Year 1 *	Year 2	Year 3	
Sales				2
				3
<b>TOTAL SALES</b>				4
COST OF GOODS SOLD				
Inventory – Opening (for existing business only)				5
Purchases				6
Less: Inventory – Closing				7
Raw Material Cost (5 plus 6 minus 7)				8
Labour				9
Overhead (heat, lights, power)				10
Repair & Maintenance – Building & Equipment				11
Other (specify)				12
TOTAL COST OF GOODS SOLD (Total 8 through 12)				13
<b>GROSS PROFIT (4 MINUS 13)</b>				14
SELLING EXPENSES				
Salaries & Commissions				15
Selling & Travelling				16
Advertising				17
Automotive				18
Other (specify)				19
<b>TOTAL SELLING (TOTAL 15 THROUGH 19)</b>				20
ADMINISTRATIVE & FINANCIAL EXPENSES				
Owners' Salaries (if incorporated)				21
Office Salaries				22
Professional Fees				23
Office Expense				24
Telephone				25
Rent				26
Interest & Bank Charges				27
Bad Debt				28
Insurance and Property Taxes				29
Other (specify)				30
Depreciation				31
<b>TOTAL ADMINISTRATIVE &amp; FINANCIAL (TOTAL 21 THRU 31)</b>				32
<b>TOTAL SELLING &amp; ADMINISTRATIVE (20 PLUS 32)</b>				33
<b>OPERATING PROFIT (LOSS) (14 MINUS 33)</b>				34
Add: Other Income				35
Less: Proprietor's Drawings (if not incorporated)				36
Less: Provisions for income taxes (if incorporated)				37
<b>NET PROFIT (LOSS)</b>				38

## 10A. Pro Forma Balance Sheet – for existing businesses ONLY

For an existing business, a pro forma balance sheet is the current balance sheet amended to reflect the impact of your project.

### Pro Forma Balance Sheet

		Current As At	At End of Project			Current As At	At End of Project
<b>Current Assets</b>			<b>Current Liabilities</b>				
Cash	\$		\$	Bank Loan	\$		\$
Accounts Receivable				Accounts Payable			
Inventory				Current Portion of Term Debt			
Other				Other			
<b>Total Current</b>				<b>Total Current</b>			
<b>Fixed Assets</b>			<b>Long-Term Debt (less current portion)</b>				
Land							
Land Improvement							
Buildings				<b>Total Liabilities</b>			
Machinery & Equipment				<b>Owner's Equity</b>			
Furnishings & Fixtures				Share Capital/Proprietor's Investment			
Vehicles				Retained Earnings			
Other Assets				<b>Total Equity</b>			
<b>Total Assets</b>	\$		\$	<b>Total Liabilities &amp; Owner's Equity</b>	\$		\$

## 10B. Opening Balance Sheet – for new businesses ONLY

For a new business, an opening balance sheet shows the assets, liabilities and equity of the company, once the project and proposed financing are in place.

### Opening Balance Sheet

<b>Current Assets</b>		<b>Current Liabilities</b>	
Cash	\$	Bank Loan	\$
Accounts Receivable		Accounts Payable	
Inventory		Current Portion of Term-Debt	
Other		Other	
<b>Total Current</b>		<b>Total Current</b>	
Fixed Assets		Long-Term Debt (less current portion)	
Land			
Land Improvements		ELNOS	
Buildings		<b>Total Liabilities</b>	
<b>Machinery &amp; Equipment</b>		<b>Owner's Equity</b>	
<b>Furnishings &amp; Fixtures</b>		<b>Share Capital/Proprietor's Investment</b>	
<b>Vehicles</b>		<b>Retained Earnings</b>	
<b>Other Assets</b>		<b>Total Equity</b>	
<b>Total Assets</b>	<b>\$</b>	<b>Total Liabilities &amp; Owner's Equity</b>	<b>\$</b>

## 11. Projected Balance Sheet (Years 1-3)

### Opening Balance Sheet

<b>ASSETS</b>	<b>Year 1 *</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Short-Term</b>			
Cash & Equivalent			
Accounts Receivable			
Inventory			
Other Current Assets			
<b>Total Short-Term</b>			
<b>Long-Term</b>			
Land & Building (Net)			
Other Fixed Assets (Net)			
Other Non-Current Assets			
<b>Total Long-Term</b>			
<b>TOTAL ASSETS</b>			
<b>LIABILITIES</b>			
<b>Short-Term</b>			
Payables – Current Portion of Long-Term Debt			
Other Current Liabilities			
<b>Total Short-Term</b>			
<b>Long-Term</b>			
Mortgage			
Loans			
Other Long-Term Debt			
<b>Total Long-Term</b>			
<b>TOTAL LIABILITIES</b>			
<b>OWNER'S EQUITY</b>			
<b>TOTAL</b>			

## 12. Other Supporting Documentation

	Enclosed	Yes	No
1.	Photographs of existing business or proposed business site.		
2.	Layout of proposed building additions.		
3.	Partnership Agreement or Certificate of Incorporation (if applicable).		
4.	Organization Chart.		

## 13. References

	Name	Address	Telephone
<b>Bank Manager</b>			
<b>Accountant</b>			
<b>Solicitor</b>			
<b>Insurance Agent</b>			