



2017

Business
Plan

Our Mission

We are a partnership of community members and agencies working together to explore and create new opportunities for everyone in Georgina. We will do this by linking people, services, and social enterprise initiatives to unlock and promote further innovation and community potential.



June 7, 2017 Council Meeting

Business Plan Highlights

2016 was the first full year of operations at The Link and provided a baseline against which to measure the practicality of the financial projections found in the first version of the Business Plan. Having analyzed the data, staff have concluded the following:

- From a governance perspective, the Business Plan now recommends that The Link Steering Committee (TLC) remain as a Committee of Council. The general sentiment among current TLC members is that the existing governance structure is functioning well and provides for transparent and accountable decision making.

Business Plan Highlights

Staff recommend that new revenue sources and cost-saving measures be introduced, including, but not limited to, the following:

- Setting for-profit and government licensee fees at a rate that is more typical of current market commercial leases.
- Reducing annual Town budget contributions to licensees as a result of operating cost reductions due to operating out of a shared space facility.
- Implementing new fees for rental of outdoor space, interior storage, and co-located office space.
- Limiting internal/staff bookings in order to maximize paid rentals.

Business Plan Highlights

Additional revenue sources and other methods for reducing expenditures, including the following:

- Revising the licensee fee classifications to include for-profit, government, non-profit
- If implemented, the 2018-2020 licensee square footage rates for for-profit and government organizations will range from \$25.83 to \$27.06 per sq. ft. not including applicable admin. fees and taxes
- Non-profit square footage rates range from \$14.13 in 2017 to \$14.93 in 2020

To realize the projected revenue detailed above, Phase 2 and 3 base building requirements must be completed at a cost of \$1,784,240 with the assumption that it will be repaid over a thirty year period at \$92,400 annually through internal borrowings.

Business Plan Highlights

Because a significant portion of Town staff's time is committed to assisting licensees with daily operations, staff recommend that a staff salary recovery fee be charged to all licensees beginning in 2018, as follows:

For-profit and government:

- 2018: \$6,545 annually
- 2019: \$6,740 annually (3% increase) . 2020: \$6,940 annually (3% increase)

Non-profit:

- 2018: \$2,618 annually
- 2019: \$2,679 annually (3% increase)
- 2020: \$2,760 annually (3% increase)

Business Plan Highlights

Other planned revenue sources include:

- Fundraising Events such as the Comfort Food Festival: \$2,500 (net revenue); Harvest Dinner: \$1,500 (net revenue); One other event: \$1,000 (net revenue)
- Projected outdoor rentals in 2018 estimated at \$5,520, which is anticipated to increase 3% annually.
- Storage rentals projected at \$1,500 in 2018.
- Additional revenue sources not yet included in the projected income include corporate sponsorships, grants, co-working or hoteling spaces

Questions



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