



HEALTH RECRUITMENT PARTNERSHIP

ZOOM

8:30 A.M.

February 2, 2026

1. Disclosures of Conflict of Interest
2. Confirmation of Minutes: December 8, 2025
3. New Business
 - a) Activity Report and Recruitment Projects: Health Recruiter - **Pages 2-3**
 - b) Report CM-HRP 2026-01 - 2026 Annual Planning and Committee Alignment - **Pages 4-24**
 - c) Report CM-HRP 2026-02 - Progress on Strategic Plan Action: Physician Skeletal Business Plan - **Pages 25-31**
4. Unfinished Business
5. Closed Session

A resolution to close the meeting will be presented to deal with a personal matter about identifiable individuals.
6. Open Session
7. Next Meeting
8. Adjournment

St. Thomas- Elgin Health Recruitment Partnership Committee

Update Report

November 2025

1. The 2024 Home for the Holidays lunch was held on December 29th, 2025. Despite the horrible winter weather, the event had 20 people in attendance. It was held at The Bistro on Talbot Street, St. Thomas. It was a good mix of four of our seven recipients, their family members, members of the HRP, Mayor Joe Preston, as well as two physicians (Dr. Zahid Sardar & Dr Christian Paradi) from the community, who attended the event. The physicians and Dr Kellie Scott did a great job interacting with our scholarship recipients, offering encouragement and offering rotation opportunities if they ever needed it. Many thanks to Lori Baldwin Sands, who played a key role in requesting gift cards, chaired the occasion, and handled the fun trivia game. Members of the HRP present at the event stepped in to help make the day eventful. We are also thankful to Joe Konecny from Aylmer Express for covering the event.
2. The recipients who were unable to attend have since started arranging and picking up their scholarship cheque and package.
3. We are in the process of securing a booth at The FMRW Retreat, which is scheduled to be held at Blue Mountain Village from Friday, May 22nd, to Sunday, May 24th, 2026. This career fair always provides us with a great opportunity to showcase our community and attract physicians and those looking for locum opportunities. The recruitment fair is on Saturday, May 23rd, 2026.
4. Compiling names of physicians interested in taking on new patients to be put on the City and County websites as an initiative to ensure that members of our community have ready information on physicians taking on new patients. I will be sharing information as I receive it from the doctor's offices.

5. Had an inquiry about physician recruitment requirements and available recruitment pathways from a property owner who has space that is ready to receive a family physician. It is a space that currently has other allied health professionals. I am hoping to connect with the inquirer and begin the process of finding a physician who will take the space.
6. 2026 Discovery Week is scheduled for June 1 – 5, 2026. In addition to STEGH and EEFHT, West Elgin CHC will be joining to give our learners a great week of learning. We will be working on a plan to host the students in the community.

Submitted by Uzo Ajogwu (Health Recruiter - City of St Thomas - County of Elgin)



Report No.
CM-HRP 2026-01

File No.

Directed to: Chair Lori Baldwin-Sands and Members of Health Recruitment Partnership

Meeting Date: February 2, 2026

Department: City Manager’s Office

Attachment

Prepared By: Lisa Higgs

- 1. HRP Strategic Plan - Action Items
- 2. 2026 Budget
- 3. Terms of Reference (Committee Roles and Responsibilities)

Subject: 2026 Annual Planning and Committee Alignment

Recommendation:

THAT: The Health Recruitment Partnership Committee receive this report for information and endorse the proposed approach for 2026, including:

- Development of an annual workplan, including responsibilities and timelines.
- Review of prior year progress, experiences, and budget; and
- Re-confirmation of Committee roles and mandate to support effective delivery of the Strategic Plan.

Background:

At the December 2025 HRP Committee meeting, a report was brought forward confirming the details of the Committee’s new annual meeting schedule. That report outlined the timing, purpose, and focus of each meeting throughout the year to better align with the Strategic Plan and annual workplan.

The February 2026 meeting, as outlined in this report, is a direct follow-up to those details. It serves as the kick-off meeting for the year, providing the Committee with an opportunity to review and align on the annual workplan, reflect on prior-year progress, and confirm roles and responsibilities in support of the Strategic Plan.

This meeting is structured as a working session. Members are encouraged to:

- Provide input and ideas
- Identify challenges and opportunities
- Take ownership of specific actions

The goal is to leave the meeting with clarity, momentum, and shared commitment for the year ahead.

Key Discussion Areas

1. Review of Prior Year Progress and Experience

The Committee will reflect on:

- Progress made toward Strategic Plan goals
- What worked well and what could be improved
- Budget considerations and resource alignment
- Lessons learned from recruitment and retention efforts

Members are invited to share insights from their perspectives and networks to inform future actions.

2. Strategic Planning – Alignment of Annual Workplan

Committee members will review the Strategic Plan actions and be asked to:

- Confirm priority actions for the year
- Identify realistic timelines and key milestones
- Flag opportunities for collaboration and alignment

This discussion will ensure the static list of actions are turned into a clear roadmap for the Committee.

3. Committee Roles and Mandate

To support strong governance and accountability, the Committee will:

- Clarify roles and expectations of members
- Identify how members can best contribute their expertise, connections, and time

Financial Impact:

There is no direct financial impact associated with this report. Any future proposed actions of the HRP requiring financial resources will be reviewed by the Committee and subject to Council(s) budget approval.

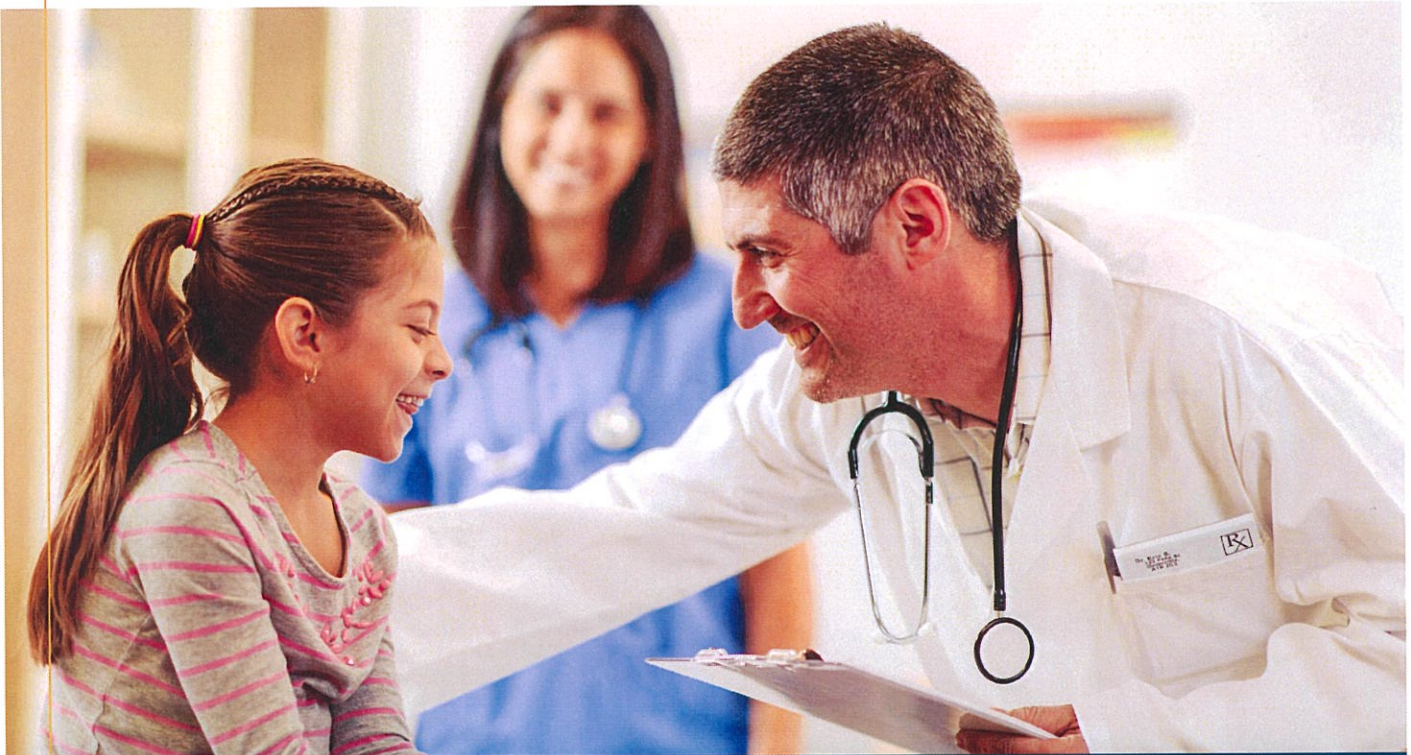
Respectfully,

Lisa Higgs, City Manager

Reviewed By: _____

Approved By:


City Manager



Elgin - St. Thomas Health Recruitment Partnership

Strategic Plan

2025-2028

- 03 About the HRP
- 04 Current Initiatives
- 05 Opportunities & Challenges
- 06 Our Local Context
- 07 Community Insights
- 08 Goals and Actions



About the Health Recruitment Partnership



Our Mission

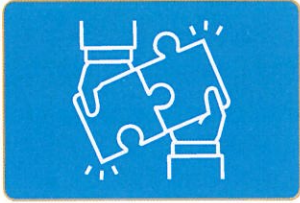
Our mission is to recruit and retain dedicated family physicians and nurse practitioners by fostering strong, long-lasting relationships through innovative programs and incentives. We aim to enhance the health and well-being of our community by integrating skilled healthcare professionals into our region, ensuring that every family has access to quality medical care.



Our Vision

Our vision is to cultivate a thriving healthcare community in St Thomas and Elgin County, dedicated to attracting and retaining committed physicians and nurse practitioners who deliver exceptional patient care. We aim to ensure every resident has access to primary health care by developing creative, successful solutions and programs. We strive to enhance the well-being and satisfaction of our healthcare providers through strong partnerships, resources, and supports that make our community a desirable and sustainable place for physicians to live and practice, ultimately improving the health and quality of life for all residents.

Our Values



Collaboration

Foster a spirit of teamwork and open communication among all stakeholders to ensure a unified approach to recruitment and retention.



Advocacy

To speak, write, recommend, and defend the causes identified to the HRP from Members, Physicians, Nurse Practitioners, Local Medical Students/Residents, & Community Stakeholders etc. and to act as an intercessor or mediator to assist with communicating issues and bringing about resolutions to challenges.



Integrity

Maintain transparency and honesty in all recruitment practices to build trust with candidates and the community.



Innovation

Encourage creative solutions and the adoption of new technologies and methodologies to attract and retain top talent.



Commitment

Demonstrate support to our existing family physicians through recognition, acknowledgement and appreciation programs for their long-term dedication to their profession and the community.



Inclusivity

Promote diversity and ensure equitable opportunities for all candidates, regardless of their background.





Challenges



Balancing Public & Private Interests

Ensuring that corporate partnerships align with community healthcare priorities without compromising accessibility.



Implementing Immediate Workforce Solutions

While recruitment strategies are strong, filling current gaps with locum coverage and temporary staffing remains a challenge.



Maintaining Sustainable Municipal Investment

Ensuring municipalities can continuously support healthcare infrastructure without overextending budgets.



Streamlining Healthcare Administration

Successfully implementing AI-driven and centralized administrative processes requires strong governance and training.

Current Recruitment Initiatives



Highlights

Since the initiation of the financial incentive in 2008, 34 family doctors have received the grant.

To date, \$1,123,280 has been awarded.

The Health Recruitment Partnership, via the Health Recruiter position, has recruited over 80% of the current physician workforce in Elgin County.

HRP Financial Incentive Funding Program

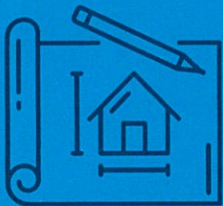
- Initiated in 2008.
- The financial incentive consists of a grant of \$33,000.
- Available for up to four (4) new physicians annually and paid upfront for those starting a practice or replacing a retiring physician.
- The grant funds must be used to enhance the new or existing practice and requires the physician to commit to practicing in Elgin County for a minimum of 4 years.

Current Recruitment *Initiatives*

**Administered by the
St. Thomas Elgin
Home Builder's
Association
(STEHBA)**

Incentives include:

- Discount to Build a new home or clinic
- Rental of home (if available)
- Upgrades
- Free ancillary products i.e. architectural drawings, etc.



**Discount to Build
Program**

**Administered by
Geerlinks Home
Hardware Building
Centre (St. Thomas)**

*Incentives include
discounts on the
following items for both
new builds or existing
homes:*

- Window coverings
- Appliances
- Furniture



Builders Program

**Administered by the
Elgin-St. Thomas
Health Recruitment
Partnership**

*This scholarship
awards \$1,000 per
year for up to 10
individuals who are
enrolled in a CFPC
accredited medical
school and be in
pursuit of a career in
family medicine.*

Applicants must be a
resident of the County
of Elgin or the City of
St. Thomas.



**HRP Student
Scholarship Program**

Our Local Context

Elgin County is facing a critical shortage of primary care physicians. Local governments have continued to work collaboratively to attract more doctors to our region. In our community, the average recruitment time is 18-24 months. In 2023/2024, no family physicians were recruited, however, there were no physician retirements.



Of the 50 Elgin Family physicians, 14% are over the age of 65. Those over 65 enroll just over 7,357 patients in their practice.



Approximately 20,000 Elgin County residents have no family doctor.



Elgin needs to attract approximately 14 physicians to meet the standard of 1 doctor for every 1,380 patients.

Provincial Challenges

-  Between July 2022 - June 2023, Ontario Emergency Rooms closed 203 times in 23 hospitals.
-  While primary care is not a municipal responsibility, public health and EMS are strained when patients lack access to family doctors.
-  Over 1.7 million Ontarians have a family doctor 65 years or older; in less than 24 months, 25%, or 425,000 people, will be without a family doctor (OMA).
-  Primary care shortages impact community health and well-being, forcing patients to rely on walk-in clinics or ER visits

Community Insights: Informing the Strategy

The **Health Recruitment Partnership Symposium event**, held in January 2025, brought together key stakeholders—including healthcare professionals, municipal leaders, educators, and community members—to discuss the pressing challenge of family physician recruitment and retention in Elgin-St. Thomas. The event served as a platform for sharing experiences, challenges, and potential solutions to strengthen local primary healthcare services.

What we heard: Priority Areas



Recruitment & Retention Supports

- Financial Supports
- Work-Life Balance
- Mentorship



Expansion of Models of Care

- Nurse Practitioner Expansion
- Public-Private Partnerships



Medical Training & Residency Pathways

- Local Training
- Targeted Recruitment
- Exposure Initiatives



Healthcare Infrastructure: Municipal Role

- Municipal Investments
- Facility Development
- Partnership Solutions



Administrative Efficiency & Modernization

- Reducing Administrative Burden
- Innovative Clinic Models



Addressing Workforce & Coverage Needs

- Locum/Temporary Supports
- Retention of Existing Healthcare Workers

Priority Areas:

Action Plan



Recruitment & Retention Supports

- Enhance the activities of the health recruiter to ensure physicians are visited annually
- Increase acknowledgement, supports, and promotion of preceptorships
- Provide system navigation for childcare, camps, programming, etc. to support physicians and their families
- Collaborate with local businesses and community partners to develop a welcome basket (to include local goods and gift cards, community information and resources, etc.)
- Promote and provide navigation support for physicians interested in accessing financial grants and loans offered by the Elgin Business Resource Centre (EBRC) and City Community Improvement Program (CIP)



Expansion of Models of Care

- Nurse Practitioner Expansion
 - Market and promote available clinics via new HRP webpage
 - Increase advocacy efforts to ensure NP's can practice to full scope
- Support and encourage a cooperative relationship between Elgin County and St. Thomas Communications and Media teams
- Public Private Partnerships
 - Act as a collaboration conduit to facilitate partnership opportunities with community stakeholders (Economic Development Corp, Chamber of Commerce, etc.)



Medical Training & Residency Pathways

- Discovery Week: Continue supporting this initiative and explore ways to target recruitment
- Longitudinal Clerkship (Samia Pilot Project)
 - Maintain contacts and explore support needs with STEGH staff
- Explore options to support increased mentorship opportunities

Priority Areas:

Action Plan



Healthcare Infrastructure: Municipal Role

- Advocate at the Provincial level for different types of clinic models, including municipally run clinics
- Explore and develop a business case/plan for a local municipally operated clinic and facility development
- Investigate opportunities to provide clinic leasing opportunities for new graduates with a scheduled tiered lease agreement



Administrative Efficiency & Modernization

- Explore opportunities for providing municipal staff support by way of administrative staff for physician led clinics, including support for human resources, recruitment, and full benefit packages
- Develop skeletal business plan, with coordination and support from EBRC including marketing of opportunities, wrap around administrative supports, and points of contact
- Ensure committee remains up to date on timely Provincial incentives, supports, and programs to allow for increased advocacy work and ability to respond and adapt to modernized legislation



Addressing Workforce & Coverage Needs

- Improve connections and relationship to SCHULICH
- Establish and maintain an updated list of locums on new HRP webpage
- Increase visibility with Health Recruiter role
- Establish a process for recognizing retiring doctors with a Council letter and certificate

**Uzo Ajogwu –
Health Recruiter**



306-314-4025



estmedrecruit@stthomas.ca



2026 Health Recruitment Partnership Budget

Budget Initiative	Description/Detail	Proposed Funding	Explanation
Rural Medical Discovery Week	Medical Discovery Week - hosted by Community, HRP, STEGH, STEBHA and other organizations to showcase community to medical school students. Proposed for first week of June in 2025	\$1,500 2025: \$1,500	- Approximately 15- 20 medical student participants from Schulich -Recruiter leads planning and development of agenda for week -Funds to be used to cover costs of weeks activities including gift bags, some meals and program opportunities.
Scholarship Funding	Discovery Health Camp - hosted by Schulich and STEGH in the Elgin Community to provide information and opportunities to high school students -Summer 2025	\$0 2025: \$0	- Scholarships for up to 5 secondary school students to participant in Schulich School of Medicine's Discovery Health Camp at approximately \$300 per student. - Scholarship application Process to be implemented by HRP Recruiter with support of HRP, City and County
Scholarship Funding	Home for the Holidays Event	\$2,200 2025: \$2,000	-Celebration event for Medical Student Scholarship recipients - To be held during December holiday season (when students are potentially home from school) -Recruiter leads event planning
Budget Initiative	Description/Detail	Proposed Funding	Explanation
Scholarship Funding	Medical Student Scholarship -sponsored by the HRP to provide \$1000 scholarships to eligible medical school students from the Elgin Community	\$10,000 2025: \$10,000	- Scholarships for up to 10 medical school students to support tuition and other costs for one year -Scholarship application process to be implemented by HRP recruiter with support of HRP, City and County
Marketing/ Advocacy	Marketing and Advocacy of HRP initiatives	\$1,200 2025: \$1,000	- Funding to support marketing of program across the community and outside of the community.

2026 Health Recruitment Partnership Budget

			- Opportunity for advertisement, participation in recruitment events - Reduction represents in-kind work by municipalities
Marketing/ Advocacy	Conferences	\$5,000 2025: \$5,000	- Attendance at recruitment and related conferences
HRP Partnerships	Support to Southern Ontario Physician Recruitment Alliance (SOPRA)	\$2,500 2025: \$2,500	- Commitment to support the newly formed SOPRA for broader collaborative recruitment activities including international recruitment
Recruiter	Consultant Fees	\$36,000 2025: \$36,000	- Fees paid to consultant based on contract terms and obligations
Recruiter	Consultant Expenditures	\$2,600 2025: \$2,600	- Allocation for phone and internet (\$50/month), travel and mileage costs
Incentive Grant Funding	Incentive Grants to Physicians	\$137,000 2025: \$132,000	- Provides up to 4 grants @ \$33,000 and 1 grant of \$5,000 for Nurse Practitioners. - Funding can be flexible.
TOTAL:		\$198,000	Revenues: \$198,000 Elgin County: \$108,000 St.Thomas: \$90,000

Elgin-St. Thomas Health Recruitment Partnership Committee

Terms of Reference

1. Mandate

The Elgin-St. Thomas Health Recruitment Partnership (HRP) Committee acknowledges the vital role of health care in the well-being of the community. Its purpose is to support the recruitment and retention of health care professionals, including physicians, within the City of St. Thomas and Elgin County. The Committee is committed to advancing an integrated approach to health care planning, recruitment, and retention, with a primary focus on family medicine and primary care.

The Committee will advocate on behalf of students, medical students, existing and prospective physicians with local, provincial, and federal governments, educational institutions, and private sector partners to promote systemic improvements and policy development.

2. Goals (2022–2026 Term)

- Increase health care capacity in the City of St. Thomas and Elgin County.
- Promote and implement strategies that support the long-term retention of health professionals in the region.

Each member is responsible for reporting regularly to their sponsoring organization and for seeking organizational support for the Committee's initiatives. All action plans will clearly identify the responsibilities of individual organizations.

3. Roles and Responsibilities

3.1 Responsibilities of the Committee

- Review current physician recruitment and retention initiatives, identifying strengths, challenges, and opportunities.
- Develop action plans to address identified physician needs.
- Evaluate and adopt best practices from successful recruitment models across Ontario and other jurisdictions.
- Educate Committee members and their organizations about physician recruitment challenges.
- Engage and educate the broader community regarding health human resource needs and strategies.
- Identify and secure resources to support recruitment efforts.
- Foster partnerships and supportive networks.

- Encourage collaboration, mentorship, and innovation.
- Raise public awareness regarding physician shortages and recruitment activities.
- Develop criteria for resource allocation and monitor utilization.
- Track eligibility for relevant provincial and federal health workforce initiatives.

3.2 Composition

The Committee shall comprise representatives from partner organizations with relevant expertise and advocacy experience, including:

- Two (2) Councillors from the City of St. Thomas (voting)
- Two (2) Councillors from the County of Elgin (voting)
- Chief Administrative Officer (CAO), County of Elgin (ex-officio)
- City Manager, City of St. Thomas (ex-officio)
- Two (2) Primary Care Physician Representatives (voting)
- One (1) Representative from the Home Builders' Association (voting)
- One (1) Representative from the St. Thomas Elgin General Hospital (voting)
- Health Recruiter (ex-officio)
- City of St. Thomas Strategic Initiatives Manager (ex-officio)
- Administrative Support Representative – City of St. Thomas (ex-officio)
- One (1) Chamber of Commerce Representative (*under consideration*)
- One (1) Representative of a Nurse Practitioner-Led Clinic (*under consideration*)
- One (1) Representative from the Elgin Ontario Health Team (*under consideration*)

Subcommittees may be established as necessary to implement specific programs and initiatives.

3.3 Term

- Committee members are appointed for a term of four (4) years, concurrent with the Council term.
- Additional members may be appointed throughout the term, as needed.

3.4 Chair and Secretary

- The Chair shall be elected by the Committee at the first meeting of each new term.
 - A Municipal staff member will serve as Secretary to the Committee.
-

4. Meetings

- The Committee shall meet a minimum of six (6) times annually or at the call of the Chair.
 - Meeting dates and times shall be established at the first meeting of each term.
 - Meetings will follow a formal agenda, prepared in consultation with the Chair and distributed at least three (3) business days in advance.
 - A majority of voting members shall constitute quorum.
 - Minutes of each meeting shall be recorded and distributed in advance of the subsequent meeting.
-

5. Delegated Authority

City and County Councils empower the Health Recruitment Partnership Committee to delegate authority to designated municipal staff members to make timely operational decisions relating to physician recruitment activities. This authority enables staff to proceed with initiatives and operational matters without the need for a formal Committee vote, provided such actions:

- Are consistent with the Committee's approved mandate and strategic goals.
- Are administrative in nature or time sensitive.
- Are reported back to the Committee at the next scheduled meeting.
- Remain within the approved financial or operational parameters previously authorized by Council.

This delegated authority ensures the Committee's responsiveness and flexibility in advancing recruitment initiatives efficiently.

6. Duties of the Chair

The Chair is responsible for ensuring the effective operation of the Committee, including:

- Calling meetings to order and presiding over meetings.
- Preparing meeting agendas with administrative support.
- Encouraging open and collaborative discussion.
- Acting as the official spokesperson for the Committee.

- Representing the Committee at other meetings and events as required.
 - Conducting meetings in accordance with the City of St. Thomas Procedural By-law.
 - Leading a bi-annual review of the Committee's Terms of Reference.
-

7. Duties of the Secretary

The Secretary is responsible for:

- Coordinating meeting logistics in consultation with the Chair.
 - Preparing and distributing agendas and information packages.
 - Maintaining accurate records, including minutes, activities, grants, physician contact information, correspondence, and scholarship recipients.
-

8. Duties of Members

Committee membership is a position of responsibility and requires commitment to the Committee's mandate. Members are expected to:

- Attend all scheduled meetings; members missing three consecutive meetings without cause may be asked to resign.
 - Review distributed materials in advance of meetings.
 - Prepare relevant information to support Committee initiatives.
 - Advocate for the Committee's goals within their respective organizations and the broader community.
 - Attend training sessions, as required.
 - Disclose any real or perceived conflicts of interest in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50.
 - Maintain confidentiality of Committee discussions and strategic initiatives.
-

9. Reporting to Council

The Committee shall provide regular updates and recommendations to Council, including:

- Verbal reports by a Council representative or the Chair.
- Written reports, as necessary.
- An annual written report outlining accomplishments and progress toward strategic goals.



Report No.
CM-HRP 2026-02

File No.

Directed to: Chair Lori Baldwin-Sands and Members of Health Recruitment Partnership

Meeting Date: February 2, 2026

Department: City Manager’s Office

Prepared By: Lisa Higgs

Attachment
EBRC Financial Projections Template

Subject: Progress on Strategic Plan Action: Physician Skeletal Business Plan

Recommendation:

THAT: The Health Recruitment Partnership Committee receive this report for information and endorse the proposed approach to fulfill the Strategic Plan action to develop a skeletal business plan for physicians by:

- 1. Utilizing the Ontario Medical Association’s physician-specific business plan template as the core framework.
- 2. Integrating the Elgin Business Resource Centre’s financial projections template and support services; and
- 3. Directing staff to include these resources in physician recruitment and onboarding materials.

Background:

The purpose of this report is to update the Health Recruitment Partnership (HRP) Committee on progress toward the Strategic Plan action to “develop a skeletal business plan for physicians with the support of the Elgin Business Resource Centre (EBRC)...” and to outline how the response from EBRC helps to fulfills this goal in a practical and effective way.

One of the actions in the HRP Strategic Plan is to ensure that physicians considering practice in our community have access to a simple, relevant, and supportive business planning framework. The intent is to reduce barriers for new or relocating physicians by providing tools and guidance related to starting and operating a medical practice. To advance this action, staff reached out to the Elgin Business Resource Centre (EBRC) to explore how they could support the development of a skeletal business plan for physicians, with a response received from Tara McCaulley, Loans Manager.

EBRC conducted research into best practices for physician business planning and identified that the **Ontario Medical Association (OMA)** already provides high-quality, physician-specific templates and resources, including:

- A “Starting a Practice” checklist
- A physician-focused **business plan template**
- A range of operational and practice-management tools tailored to medical professionals

EBRC recommended that, rather than recreating a new written business plan from scratch, the HRP leverage these existing OMA resources as the foundational “skeletal” business plan framework for physicians. EBRC also noted:

- While OMA provides a solid structure, it does not include a financial projections template.
- EBRC has supplied a financial projections template (attachment 1) and has offered direct assistance to physicians who want help building or customizing their business plan.
- EBRC is willing to provide this support whether the physician is seeking funding through their programs or not.
- If feedback from the HRP/physicians indicates that the OMA template is insufficient, EBRC is open to creating a tailored version specific to our community.

The response from EBRC directly advances the HRP Strategic Plan by delivering a practical, physician-specific business planning framework supported by local expertise. This approach is efficient and aligned with the goal of making it easier for physicians to establish and sustain a practice in our community.

One final note from Ms. McCaulley includes an update that four physicians have reached out to the EBRC team regarding financial loans/assistance, however, none have taken the next steps in the application process. Continued promotion of this opportunity to physicians is warranted.

Financial Impact:

There is no direct financial impact associated with this action at this time. The recommended approach leverages existing, publicly available resources from the Ontario Medical Association and the in-kind support of the Elgin Business Resource Centre. EBRC has confirmed they are willing to help physicians in developing or refining business plans, including financial projections, regardless of whether the physician is seeking funding through their programs.

Respectfully,

Lisa Higgs, City Manager

Reviewed By: _____

Approved By: 
City Manager

- Instructions
- Past Purchases
- Start-Up
- Yr. 1 Cash-flow
- Yr. 2 Cash-flow
- Income Statement
- Glossary
- Financing Guidelines
- Feedback Survey

Start-up Costs

First Month of Futurpreneur Loan 04/14 is April 2014	i.e.	
---	------	--

☐ My business will have at least 50% business ownership by an applicant(s) over 35 years of age.

Funding Sources	Amount	Owner Will Contribute	Futurpreneur Loan Funding	BDC Loan Funding	Other Funding 1	Other Funding 2
		\$0	\$0	\$0	\$0	\$0

Start-up Item	Cost of Item	Owner Will Contribute	Futurpreneur Loan Funding	BDC Loan Funding	Other Funding 1	Other Funding 2	Balance Check
Lease - Leasehold Improvements							
First and last month rent (aka deposit)							0
Building improvement costs							0
Legal fees to review documents							0
Arch drawings							0
General Start-up Costs							
Business Insurance (paid monthly)							0
Business License - Incorp							0
Equipment & Fixtures							0
Office Furniture (desk, filing cabinet)							0
Computer, printer, fax machine							0
Accounting System - POS system							0
Accounting Consultation to set up books							0
Legal fees to review contracts							0
Website							0
							0
							0
							0
START-UP COST SUBTOTALS	0	0	0	0	0	0	
Inventory / Stock / Products (ONLY)							
retail price range [0 -\$100] or service #1							0
retail price range [\$100 -\$200] or service #2							0
retail price range [\$200 -\$300] or service #3							0
retail price range [over \$300] or service #4							0
INVENTORY / STOCK SUBTOTALS	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL START-UP COSTS							
START-UP & INVENTORY SUBTOTALS	\$0	\$0	\$0	\$0	\$0	\$0	
Available Cash in the Bank							
Working Capital	\$0	\$0	\$0	\$0	\$0	\$0	
TOTALS	\$0	\$0	\$0	\$0	\$0	\$0	
Percentage Contributions	NA	NA	NA	NA	NA	NA	0%

FALSE

- Instructions
- Past Purchases
- Start-Up
- Yr. 1 Cash-flow
- Yr. 2 Cash-flow
- Income Statement
- Glossary
- Financing Guidelines
- Feedback Survey

Cash Flow Forecast - Year 1

	Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
1	Sales Assumptions													
	retail price range [0-\$100] or service #1													0
	retail price range [\$100-\$200] or service #2													0
	retail price range [\$200-\$300] or service #3													0
	retail price range [over \$300] or service #4													0
3	Cash from Sales	Avg \$ of Sale												
	retail price range [0-\$100] or service #1	\$ - \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	\$0
	retail price range [\$100-\$200] or service #2	\$ - \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	\$0
	retail price range [\$200-\$300] or service #3	\$ - \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	\$0
	retail price range [over \$300] or service #4	\$ - \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	\$0
4	Total Cash Sales		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
	Funding Sources													
	Owner Will Contribute		-											\$0
	Futurpreneur Loan Funding		-											\$0
	BDC Loan Funding		-											\$0
5	Other Funding 1		-											\$0
	Other Funding 2		-											\$0
	Business Bank Account (Existing businesses only)			0	0	0	0	0	0	0	0	0	0	\$0
	Total Other Cash Inflow		0	0	0	0	0	0	0	0	0	0	0	\$0
	(A) TOTAL CASH INFLOW		0	-	-	-	-	-	-	-	-	-	-	\$0
6	Cash Outflow	% of sales cost												
	Inventory Costs													
	retail price range [0-\$100] or service #1	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
	retail price range [\$100-\$200] or service #2	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
	retail price range [\$200-\$300] or service #3	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
7	retail price range [over \$300] or service #4	0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
	(B) TOTAL INVENTORY COSTS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
	General Expenses													
	1st Owner's draw/salary													\$0
	2nd Owner's draw/salary, if necessary													\$0
8	Employee/contractor wages													\$0
	Legal fees													\$0
	Accounting services													\$0
	Advertising and promotion													\$0
	Commercial Rent													\$0
9	Property taxes/TMI													\$0
	Utilities													\$0
	Business Insurance													\$0
	Bank Charges													\$0
	Office supplies & postage													\$0
10	Telephone & Internet													\$0
	Alarm System													\$0
	Subscriptions & Memberships													\$0
	Training													\$0
	credit card transaction fee (2%)	2%	-	-	-	-	-	-	-	-	-	-	-	\$0
11														\$0
														\$0
														\$0
														\$0
														\$0
12	(C) TOTAL GENERAL EXPENSES		-	-	-	-	-	-	-	-	-	-	-	\$0
	Other disbursements													
	TOTAL Start-up Costs		-											\$0
	Futurpreneur Loan Funding - Interest Payment + \$15 monthly fee		-	-	-	-	-	-	-	-	-	-	-	\$0
	Futurpreneur Loan Funding - Principal Payment		-	-	-	-	-	-	-	-	-	-	-	\$0
13	BDC Loan Funding - Interest Payment		-	-	-	-	-	-	-	-	-	-	-	\$0
	BDC Loan Funding - Principle Payment		-	-	-	-	-	-	-	-	-	-	-	\$0
	Other Funding 1 - Interest + Principal Payment													\$0
	Other Funding 2 - Interest + Principal Payment													\$0
														\$0
14	(D) TOTAL OTHER DISBURSEMENTS		0	0	0	0	0	0	0	0	0	0	0	\$0
	(E) TOTAL CASH OUTFLOW (B+C+D)		0	0	0	0	0	0	0	0	0	0	0	\$0
	(F) NET CASH-FLOW (A-E)		0	0	0	0	0	0	0	0	0	0	0	\$0
	(G) CASH FROM PREVIOUS PERIOD		0	0	0	0	0	0	0	0	0	0	0	\$0
	(H) CUMULATIVE CASH-FLOW (F+G)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Income statement is automatically calculated

INSTRUCTIONS and TIPS

1. LIST SALES CATEGORIES: Edit sales categories to suit your business activities. Tip: Only include the categories you need and ignore the rest.
2. ESTIMATE MONTHLY SALES: Fill in the number of sales you expect to make each month for each category. Make sure this estimate aligns with your Sales Forecast and Financial Assumptions Sheet (in the business plan). Time of year, staff and stock available, and brand awareness all affect monthly sales levels.
3. LIST AVERAGE PRICE SALES CATEGORIES: List the average price for each sales category in row C. A sales total for each month will be automatically calculated.
TIP: By changing the number of items sold or the avg cost you can change the monthly sales.
Alternatively:
You can leave the average of sales blank and manually input the monthly sales you expect for each month.
4. ESTIMATE THE INVENTORY COSTS AND COSTS DIRECTLY RELATED TO SALES: Input the monthly inventory and direct sales cost for each month, if applicable.
TIP: You can directly input the inventory costs for each month or enter an expense percentage in row C and let the cash-flow automatically calculate the expense projections. i.e. food costs on average are 40% of sale price, so \$1000 of sales would automatically fill in \$400 of inventory costs for that month.
5. LIST EXPENSE CATEGORIES: List common monthly expenses not shown and complete the first month's expenses. Then repeat for all of year one.
TIP: Don't include costs shown on the Start-up Costs in month one.
TIP: In order to have a sustainable business you will need to pay yourself. In the first few months your draw may be limited, however, you will need to show you can support yourself (and family where applicable).
6. LOAN PAYMENTS: Futurpreneur and BDC loan costs are calculated automatically. Other loan costs will need to be calculated.
7. REVIEW CUMULATIVE CASH-FLOW: Cumulative cash-flow line (H) must always be positive for each and every month. If it is negative, you will need to adjust your expenses or find additional sources of funds to cover the shortfall.
If the Cumulative Cash-flow is not positive you will need to:
1) increase the money put into the business at start-up and/or
2) increase sales expectations; and/or
3) reduce your planned expenses.

Feedback Survey

Cash Flow Forecast - Year 2

[illegible]

- Instructions
- Past Purchases
- Start-Up
- Yr. 1 Cash-flow
- Yr. 2 Cash-flow
- Income Statement
- Glossary
- Financing Guidelines
- Feedback Survey

Projected Income Statement		
	Year 1	Year 2
Revenues		
Sales		
retail price range [0 -\$100] or service #1	0	0
retail price range [\$100 -\$200] or service #2	0	0
retail price range [\$200 -\$300] or service #3	0	0
retail price range [over \$300] or service #4	0	0
(A) Total Sales	\$0	\$0
Inventory Costs		
Opening Inventory / Stock / Product (from startup)	0	
retail price range [0 -\$100] or service #1	0	0
retail price range [\$100 -\$200] or service #2	0	0
retail price range [\$200 -\$300] or service #3	0	0
retail price range [over \$300] or service #4	0	0
(B) Total Cost of Inventory	\$0	\$0
(C) GROSS MARGIN (A-B)	\$0	\$0
Expenses		
General Expenses		
Owner's Draws/salaries	0	0
Employee/contractor wages	0	0
Legal fees	0	0
Accounting services	0	0
Advertising and promotion	0	0
Commercial Rent	0	0
Property taxes/TMI	0	0
Utilities	0	0
Business Insurance	0	0
Bank Charges	0	0
Office supplies & postage	0	0
Telephone & Internet	0	0
Alarm System	0	0
Subscriptions & Memberships	0	0
Training	0	0
credit card transaction fee (2%)	0	0
-	0	0
-	0	0
-	0	0
(D) TOTAL GENERAL EXPENSES	\$0	\$0
Other Disbursements		
Start up Costs	0	0
Futurpreneur Loan Funding	0	0
BDC Loan Funding	0	0
Other Funding 1	0	0
Other Funding 2	0	0
-	0	0
(E) TOTAL OTHER EXPENSES	\$0	\$0
(F) TOTAL EXPENSES (D+E)	\$0	\$0
NET PROFIT BEFORE TAX (C-F)	\$0	\$0
Income Tax (estimated at 25%)	\$0	\$0
NET PROFIT AFTER TAX	\$0	\$0