



Business Plan 2015

*"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 AND
SERVICES TO UNLOCK AND PROMOTE INNOVATION AND COMMUNITY POTENTIAL."*

Page #	Section #	Appendix #	Revision
BP pg. 8	1.2 Acknowledgements	NA	Include Georgina Public Libraries in list of orgs to acknowledge
BP pg. 25	6.1 Shared Programming	NA	Add Library in to the digital media lab/maker space section
App. pg. 18	Schedule D a) iv)	11.4	Add life safety systems to the list of Licensor's Work
App. pg. 1	REOI Cover page	11.5	Add 'core' and 'itinerant' to title
App. pg. 2	REOI Table of Contents	11.5	Add 'I. DEFINITIONS'
App. pg. 3	A.	11.5	Remove 'to access', add 'interested in accessing'
App. pg. 3	A. p. 1	11.5	Change to 'Town of Georgina is pleased to invite applications from community members and community organizations to access space...'
App. pg. 4	C. REOI Schedule	11.5	Start Dates and End Dates Revised
App. pg. 7	G. (2)	11.5	Replace 'locally or regionally' with 'as identified in The Link Business Plan'
App. pg. 7	G. p.3	11.5	Remove 'United Way', remove 'one', add 'council representatives'
App. pg. 7	G. p.3	11.5	Remove last sentence
App. pg. 7	G. p.3	11.5	Add '(BOD)' after 'Board of Directors'
App. pg. 8	G. Step 1 p.4	11.5	Add 'prospective core tenants (see I. Definitions) will be subject to a more stringent application process'
App. pg. 8	G. Step 1 a)	11.5	Change to 'demonstrate a commitment to the community'
App. pg. 8	G. Step 1, p.4	11.5	Delete 'Please Note', remove 'only', replace 'based on the recommendations of' with 'screened by', add 'based on the eligibility criteria'
App. pg. 8	G. Step 1, p.1	11.5	Add to a) 'surrounding communities'
App. pg. 8	G. Step 1 a)	11.5	Change to 'are they a resident of Georgina'
App. pg. 8	G. Step 1 b)	11.5	Add 'and or surrounding communities'
App. pg. 8	G. Step 1 b)	11.5	Delete 1 st two bullets
App. pg. 8	G. Step 1 b)	11.5	Add new 1 st bullet 'be mandated to provide services in Georgina'
App. pg. 8	G. Step 1, p.1d)	11.5	Add 'with social impact'
App. pg. 8	G. Step 1 b), bullet 1	11.5	Add 'or demonstrate the need for same'
App. pg. 9	G. Step 2 c), bullet 1	11.5	Move to 2 b); remove 'significant', add 'current or aspiring'

Page #	Section #	Appendix #	Revision
App. pg. 9	5.1.2 letter d), e)	11.3	Include tenant selection and host AGM to list of Board responsibilities
App. pg. 9	G. Step 2 c), bullet 3	11.5	Delete 'shared space hub'
App. pg. 9	G. Step 2 c), bullet 4	11.5	Delete 'significant'
App. pg. 10	H. Step 2, p. 1	11.5	Add 'if you are unable to provide any of this information, please explain why'
App. pg. 11	H. Step 2, 6, bullet 1	11.5	Delete 'audited'
App. pg. 11	H. Step 2, 6, bullet 3	11.5	Add 'in the case of not-for-profits,'
App. pg. 11	H. Step 2, 6	11.5	Add new bullet 'In the case of small business, provide a viable business plan'
App. pg. 12	Next Steps	11.5	Add 'applicants are welcome to contact The Link Program Coordinator at thelink@georgina.ca for feedback on their applications'
App. pg. 12	I.	11.5	Add definitions for 'core tenants' and 'itinerant tenants' and 'social impact business'
App. pg. 15	Application Form	11.5	Remove 'not for profit Registration #' and 'Year of Incorporation'
App. pg. 15	Appendix B	11.5	REOI Application inserted
App. pg. 15	Application Form	11.5	Add 'Organization Type' with boxes for: Not-for-Profit, Small Business, Start-up (individual or group), Other

BUSINESS PLAN

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GEORGINA

OFFICE OF THE MAYOR

Margaret Quirk, BAsC

MAYOR

Mayor's Message

On behalf of Council, I am pleased to express my support for The Link, Georgina's new Community Connection Centre in Sutton.

As we welcome new people, cultures, and ideas to our unique and growing communities, we recognize how facilities like The Link can contribute to the long-term strength and wellbeing of Georgina. The purpose of The Link is to bring programs and services closer to home, and allow residents and community groups to participate in the ever-expanding social, cultural and economic life of Georgina.

Staff has undertaken extensive research, consultation and analysis in developing this plan, which details the financial, operational, and management structures that govern The Link.

I'm proud to be a member of The Link's Steering Committee, and I wish to thank the other members for their ongoing commitment to this project. Together, we are working to ensure The Link fulfills its mission, which is to create new opportunities for everyone in Georgina by linking people and services together to unlock and promote innovation and community potential.

I look forward to the future growth and prosperity of our communities and to working with all residents to guarantee Georgina remains a great place to live, work, and play!

Yours Truly,



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1.0 Executive Summary

Georgina is home to numerous individuals and organizations with countless gifts, skills, and passions who are eager to work together to build more prosperous neighbourhoods. They are up to the challenge of reimagining how programs and services that affect their daily lives can be better organized and delivered.

Being the most northern municipality in York Region, Georgina often lacks the infrastructure needed to address some of the key issues that residents face each day. The Town is geographically large and service providers have identified the challenge of sending staff across Georgina to meet with clients. Many groups are eager to increase their visibility, but as medium to smaller organizations, they often lack the capacity to open satellite offices in town. The hub model of co-locating various groups in a shared, multi-licensee space, offers a solution to these challenges and a way to move beyond traditional service delivery models. By leveraging the community's countless assets, a community hub like The Link allows organizations to deliver much-needed programs and services closer to home. Infinite synergies are created by having training opportunities, arts and culture programming, and community services available in one centralized space, leading to greater well-being, safer neighbourhoods, and a noticeable growth in economic development activity.

Centrally located within Sutton, a growing community within Georgina, the Town purchased the decommissioned Sutton Public School in 2011. Since then, the Town has undertaken various studies, held multiple public consultations, and most recently, invested in extensive interior renovations throughout the facility.

Specifically, the Town's investment of over \$4 million has gone towards the acquisition and renovation of a portion of The Link. Phase One construction began in November 2014 and finished in July 2015, focusing on renovations to 14,715 square feet. The main elements included:

- Mechanical and electrical additions and upgrades;
- Barrier-free washrooms;
- Commercial training kitchen;
- Security system;
- Life safety systems including sprinklers throughout the entire facility;
- Partial roof replacement;

- Staff kitchen/lounge;
- IT infrastructure; and
- North wing demolition and asbestos abatement.

In recognition of the work done to date, as well as the project's long-term significance, the Business Plan offers a blueprint for growth and operational guidance for staff and stakeholders to follow throughout the initial start-up phase ending in 2020.

The Plan reflects the feedback of many local and regional stakeholders that either operates or works in a shared space facility, or that are seeking space in Georgina in order to reach a wider clientele.

As part of the environmental scan (Appendix 11.1) that was conducted at the outset of the business planning process, staff met with professionals from over thirty five organizations. As a result of these consultations, the following key issues were identified:

- ❖ ***Various challenges exist in Georgina that need to be addressed in creative and innovative ways.***
- ❖ ***The development of a shared space collaborative model is the right approach to tackle these challenges because of the geographic size of Georgina and the difficulty of accessing programs and services in one location.***
- ❖ ***Combining outdoor revitalization with the interior space is an important way to further engage the local community.***

Additionally, it became clear that a multi-sector service centre such as The Link could address various challenges, providing tangible outcomes as a result of collaboration. A summary of this research is as follows:

Table 1. Environmental Scan Highlights. Source: Town of Georgina

CHALLENGE	ANTICIPATED OUTCOME	TYPE OF INITIATIVE
Skills development and alternative pathways to employment	-Education and training leading to meaningful employment -Increase in Georgina's jobs-to-residents activity rate	-Skills Training -Employment Counselling -Job Readiness

Table 1. Environmental Scan Highlights. Source: Town of Georgina

CHALLENGE	ANTICIPATED OUTCOME	TYPE OF INITIATIVE
Economic Development	-Economic growth and revitalization of the neighbourhood leading to visible signs of community improvement	<ul style="list-style-type: none"> - Social Enterprise Café -Office space for start-ups -Range of supports to nurture small businesses with a social impact mission, such as virtual offices and mailboxes -Collaborative community improvement initiatives (e.g. farmer's market, public art)
Environmental Awareness	<ul style="list-style-type: none"> -Greater awareness of Georgina's natural heritage and new appreciation of the watershed's importance to Georgina's future -Improved storm water management and reduced phosphorous runoff 	<ul style="list-style-type: none"> -Outdoor education -Nature trails -Educational wayfinding signage -Innovative outdoor design that puts relationship between nature and people first (i.e. ReWilding Lake Simcoe)
Aging population leading to social isolation	-Reduction in social isolation among seniors	<ul style="list-style-type: none"> -Healthy eating programs and community dinners -Recreational activities -Volunteer program that provides opportunities for seniors to get involved
Innovation and Entrepreneurship	-Improved innovation ecosystem through access to opportunities for entrepreneurship and collaborative consumption	<ul style="list-style-type: none"> -Digital media lab offering training using innovative technology -Filmmaking Camp

Table 1. Environmental Scan Highlights. Source: Town of Georgina

CHALLENGE	ANTICIPATED OUTCOME	TYPE OF INITIATIVE
		<ul style="list-style-type: none"> -Maker Space -E-learning -Partnerships with regional digital media organizations
Addictions	<ul style="list-style-type: none"> -Greater support for residents impacted with substance misuse challenges -Greater community presence of organizations that address substance and addictions issues 	<ul style="list-style-type: none"> -Addictions Counselling -Mental Health -Support Groups for those afflicted with addictions
Transportation	<ul style="list-style-type: none"> -Development of a collaborative Community Transportation Model -Greater access to transportation for those lacking access to a vehicle 	<ul style="list-style-type: none"> -Subsidized Transportation -Bus Ticket Subsidy Programs -Reduced Fare Programs -Research and public consultation
Youth Engagement	<ul style="list-style-type: none"> Increased options for positive engagement with youth ages 12-24 leading to healthier choices, skills building, employment and youth retention 	<ul style="list-style-type: none"> -Youth Drop-In -Recreational & Social Programs -Digital Media Lab -Filmmaking Camps -Addictions Counselling & Supports

1.1 Business Plan Section Overview

The following pages detail the passion, commitment and dedication of the many individuals and organizations involved in developing The Link. The Plan is laid out in various sections as follows:

Table 2. Business Plan Section Overview. Source: Town of Georgina	
SECTION	DESCRIPTION
2.0 Project Overview	-Outlines the formation of the process, key stakeholders involved, and an overview of the project
3.0 Governance, Management & Operations	-Details the various management approaches often utilized in shared space/hub facilities -Indicates the preferred management style for The Link -Describes the Association of Community Centres (AOCC)/Relationship Framework (RF) model created by the City of Toronto and how it has been customized for The Link
4.0 Licensee Selection Process	-Highlights the process of selecting future prospective licensees for The Link. -Draws on influences from projects such as Artscape, Unison Health & Community Services, City of Toronto Social Development, Finance & Administrative Division in the creation of Call For Proposals (CFP) process
5.0 Financial	-Details The Link Operating Budget from Year 1 (2016) to Year 5 (2020) -Demonstrates the anticipated return on investment as more licensees and tenants occupy space
6.0 Implementation Strategy	-Outlines the importance of adopting the shared space mindset and some of the shared programming opportunities that will solidify the value of collaboration during the start-up period
7.0 Marketing and Community Outreach	-Explains the need for a successful Marketing

Table 2. Business Plan Section Overview. Source: Town of Georgina	
SECTION	DESCRIPTION
	Plan that can foster continued community support and raise awareness of The Link
8.0 Risk & Risk Mitigation Assessment	-Lists the risks associated with shared space facilities and hub projects with specific emphasis on the challenges impacting Georgina, and how these risks can be mitigated
9.0 Key Performance Indicators (KPI's)	-Outlines key milestones to be accomplished for the project to have measured success -KPI's cover Year 1 and Year 2
10.0 Recommendations & Next Steps	-Highlights the key recommendations creating long term sustainability of The Link
11.0 Appendices	11.1 Environmental Scan 11.2 TLC Terms of Reference 11.3 Relationship Framework 11.4 Licence Agreement Template 11.5 Request for Expressions of Interest 11.6 Space Use Policy 11.7 Work Plan 11.8 Floor Plan 11.9 Financials

1.2 Acknowledgements


We would like to sincerely thank everyone who has contributed their time and expertise towards the completion of the Business Plan, and their efforts to help build healthier, more vibrant and prosperous communities in Georgina. It's impossible to list everyone who has influenced this project, but we recognize first and foremost The Link Steering Committee members for their ongoing dedication. They are as follows:

- 
- Dr. Rostam Azarbehi, President, Azarbehi Group Ltd.; Economic Development Committee member
 - Peter Budreo, General Manager, South Lake Community Futures Development Corporation
 - Catherine Cook, Committee Vice Chair; Executive Director, Georgina Community Food Pantry
 - Naomi Davison, Councillor Ward 1, Town of Georgina
 - John DeFaveri, Committee Chair; Former Executive Director, Georgina Trades Training Inc.
 - David Geene, Executive Director, Georgina Trades Training Inc.
 - Carr Hatch, Georgina Trades Training Inc. Board
 - Christine Hill-Caballero, Community Investment Manager, United Way Toronto & York Region
 - Mary Catherine Macaluso, Hospice Georgina Board
 - Margaret Quirk, Mayor, Town of Georgina
 - Barbara Rogers, Georgina Arts Centre & Gallery Board
 - Frank Sebo, Councillor Ward 4, Town of Georgina

We also wish to acknowledge the leadership of Town Council, senior management, Georgina Public Libraries, and our local non-profit partners, including the Boards of Directors of Georgina Trades Training Inc., Georgina Community Food Pantry, Hospice Georgina and the Georgina Arts Centre and Gallery.

This project could not have been possible without the vision and commitment of the previous Mayor and Council and past Steering Committee members, including:

- Jennifer Barron
- Heather Fullerton
- Robert Grossi
- Ken Hackenbrook
- Irene McNeil
- Marie Morton
- Nana Rosenberger
- Tamika Royes
- Brad Smockum



Finally, we wish to express our gratitude and thanks to residents for their passion and insight. You have helped shape the development of the Business Plan by generously sharing your ideas of what you believe The Link should be and how it can build upon the infinite assets we have within our borders.

2.0 Project Overview

Located in the former Sutton Public School on Dalton Road in Sutton, The Link is a community hub, or a multi-sector service centre. At approximately 32,500 square feet, it is operated and funded by the Town of Georgina, but supported by various private and non-profit collaborators. The Link provides individuals from all walks of life access to learning opportunities, arts and culture programming, healthy food, community gardens, training, and a range of community services and programs. The facility also features a community commercial training kitchen, meeting space, event hall, and temporary work stations.


The goal of The Link is to create a space of ongoing collaboration among community service providers, artists and cultural professionals, business owners, and local residents, to address pressing social, environmental and economic issues, advance cultural planning initiatives, and contribute to the revitalization of neighbourhoods in Sutton and Jackson's Point.


Beautiful green space surrounds The Link, backing onto the historic Black River, which is home to an abundance of flora and fauna. The property offers significant opportunities to support community pride and celebration, enhance economic development, foster environmental stewardship, and unlock the potential for organizations to reframe and expand their mission and mandate.

The process of collaboration began in 2012 with the formation of The Link Steering Committee (TLC). In 2013, the TLC was re-formulated to include additional staff and community members with new expertise needed to advance the project.

The initial collaboration of community groups includes Hospice Georgina, Georgina Trades Training Inc. (GTTI), the Georgina Arts Centre & Gallery (GACAG), and the Georgina Community Food Pantry (GCFP). These organizations have come together as members of The Link Steering Committee to provide advice to Town Council regarding business models, management strategies, funding opportunities, governance structure, the tenant selection process, and phased implementation plan for operations (Appendix 11.2 – TLC Terms of Reference).

Beyond the four partners, The Link's goal is to continually engage new partnerships that align with its mission statement to offer new and innovative programs to stakeholders. One example





of this is the Ontario Water Centre (OWC) and the ClearWater Farm located on the shores of Lake Simcoe. ClearWater supports The Link's programming by developing farm-to-fork skills for The Link commercial kitchen trainees and hiring "graduates" for their food processing operation. Both facilities share a common goal of improving the health of the local food economy while also stimulating regional economic activity.

The Link also aligns with the Recreation and Culture Department's (RCD) objective of enhancing community capacity and wellbeing across Georgina. Currently, the RCD supports numerous initiatives that foster community engagement, creativity, health and wellbeing at facilities such as Club 55 in Sutton, Pepperlaw and Keswick, the Leisure Pool, the Georgina Gym, the ROC, the Pioneer Village, and the Stephen Leacock Theatre. These initiatives demonstrate the Town's commitment to support civic engagement while also addressing issues such as senior's isolation, youth retention, poverty, creative expression, and lifelong learning.

The Link is a natural extension of these efforts and provides an opportunity for the municipality to boost its impact through more consolidated investments in programs and services that build and strengthen networks, leverage the community's knowledge, and support local business and innovation.

2.1 Benefits of the Hub Model

Many communities and local groups are turning to hubs or shared space models built on collaboration to help them create healthy, vibrant communities. Shared spaces have proven successful in addressing social, economic and cultural issues such as poverty, immigration settlement, food security, addictions, mental health support, business growth, training and skills development, and other related priorities.

The revitalization and reuse of underutilized buildings is also one of the many ways in which transitioning neighbourhoods are driving community transformation and spurring investment. Primary and secondary research indicates that when properly implemented, hubs can function as anchor facilities and contribute to revitalization in communities. Municipalities and organizations who invest in them can realize and achieve a host of objectives related to placemaking, improving accessibility/delivery of services, building and strengthening networks, leveraging a community's knowledge, and incubating local businesses whose business practices lead to positive social change.



Design & Space Needs

Multi-licensee non-profit centres have the ability to meet the space needs and requirements of the local communities in which they are situated. This often entails creating spaces that are flexible, meet the needs of various licensees, offer diversified revenue streams, and increase efficiencies through the sharing of amenities. Multi-licensee spaces tend not to have the traditional office space design, but rather rely on collaboration and open design concepts.

Stability

Organizations who share space in these facilities can experience substantial operational cost savings (on average 7%) while increasing staff morale, productivity and community impact.

Financial Viability

Research has shown that multi-licensee shared spaces provide various cost saving advantages. For example, community groups and social service agencies that often do not have surplus cash to operate satellite locations can participate in sharing operational costs such as phone, internet, back office usage, along with shared common areas, including kitchen, staff lounge, meeting space, and reception area. The benefit of sharing these expenses among several licensees makes long term sustainability more plausible.

Sharing & Collaboration

“Almost everything can be shared!” This sentiment is important to community organizations, arts groups, local residents, and social service providers. The ability to share resources and collaborate in addressing issues that stimulate change in communities is very impactful. Multi-licensee shared spaces that are service centers allow stakeholders to have a “wraparound” approach in supporting client needs. In many circumstances, organizations have shared clients and so being in one central location where a client can seek numerous services is highly efficient and increases the likelihood that they receive more tailored support.

Location, Location, Location

Community hubs allow for the development of civic engagement by creating both outdoor and indoor public gathering spaces. These can often take the form of a community kitchen, storytelling gardens, teaching gardens, outdoor bake ovens, public art, an indoor living wall, and meeting and event hall spaces. The spaces themselves become focal points for the community who in turn reclaim the spaces by creating events and programs that are unique to their neighbourhoods.

Source: Measuring Collaboration: The Benefits and Impacts of Non-profit Centers, 2011 and Shared Services: A Guide to Creating Collaborative Solutions for Nonprofits, 2010

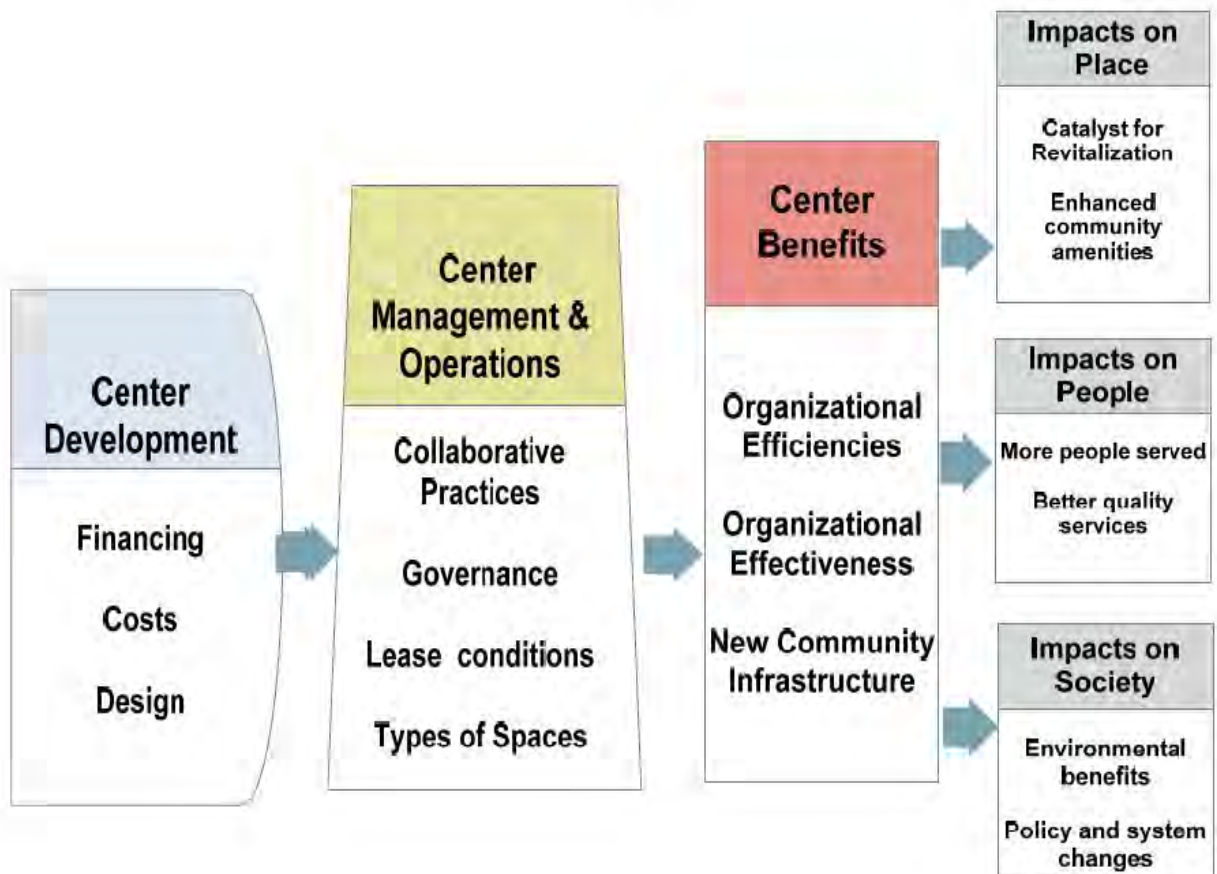


Fig. 1. Benefits of a hub/shared space model. Source: Non-profit Centers Network and Tides, 2012

3.0 Governance, Management & Operations

Overall governance, management, and operations of The Link are crucial aspects of this plan. Staff have reviewed various management models in order to assess the best fit for The Link. Four ownership models were heavily considered: Master Lease, Sole Ownership, Community Non-profit Ownership and a hybrid of Town Ownership combined with Community Non-Profit Management.

Model One – Master Lease:

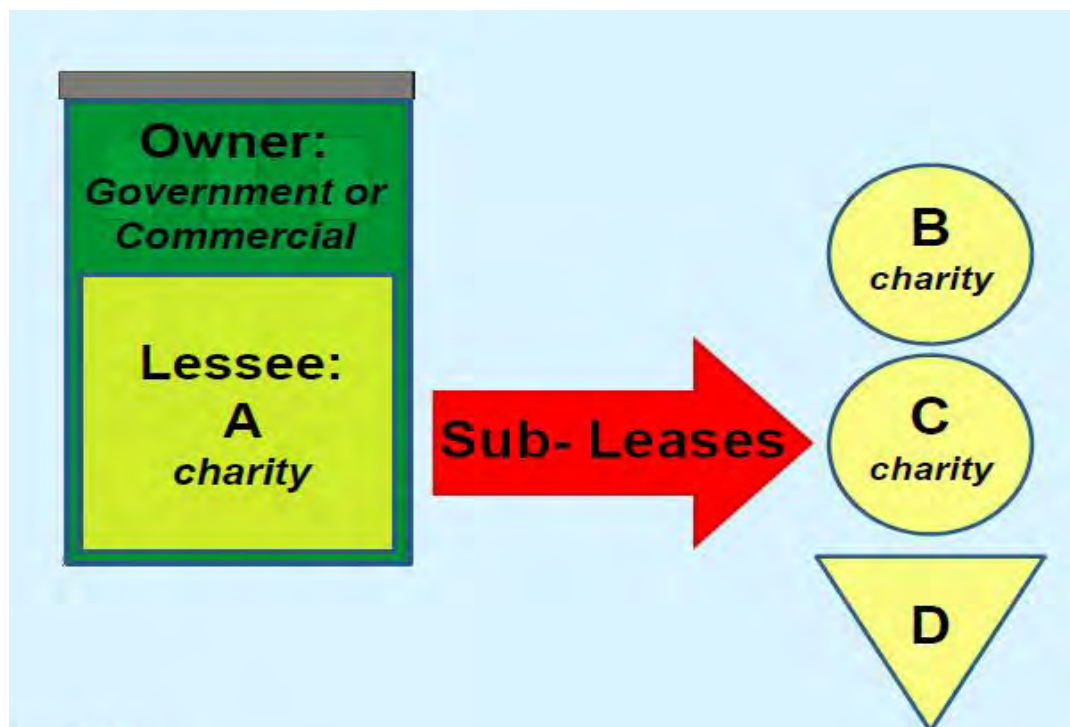


Fig.2. Master Lease Model. Source: Non-profit Centers Network and Tides, 2012

Since the Town intends to retain ownership of the facility and surrounding land, the Master Lease option initially seems quite relevant. The Town would sub-lease space to community groups and non-profits and be directly involved in determining the types of licensees and the daily management of The Link. However, upon closer inspection, this model is not ideal since the needs of the community partners that occupy the facility would not be adequately represented in the decision-making process. Furthermore, while the Town can provide many

vital supports to ensure The Link's success (e.g. building maintenance, information technology support, etc.), it does not possess the non-profit management skills needed to operate such a facility to its fullest capacity.

Model Two – Sole Ownership:

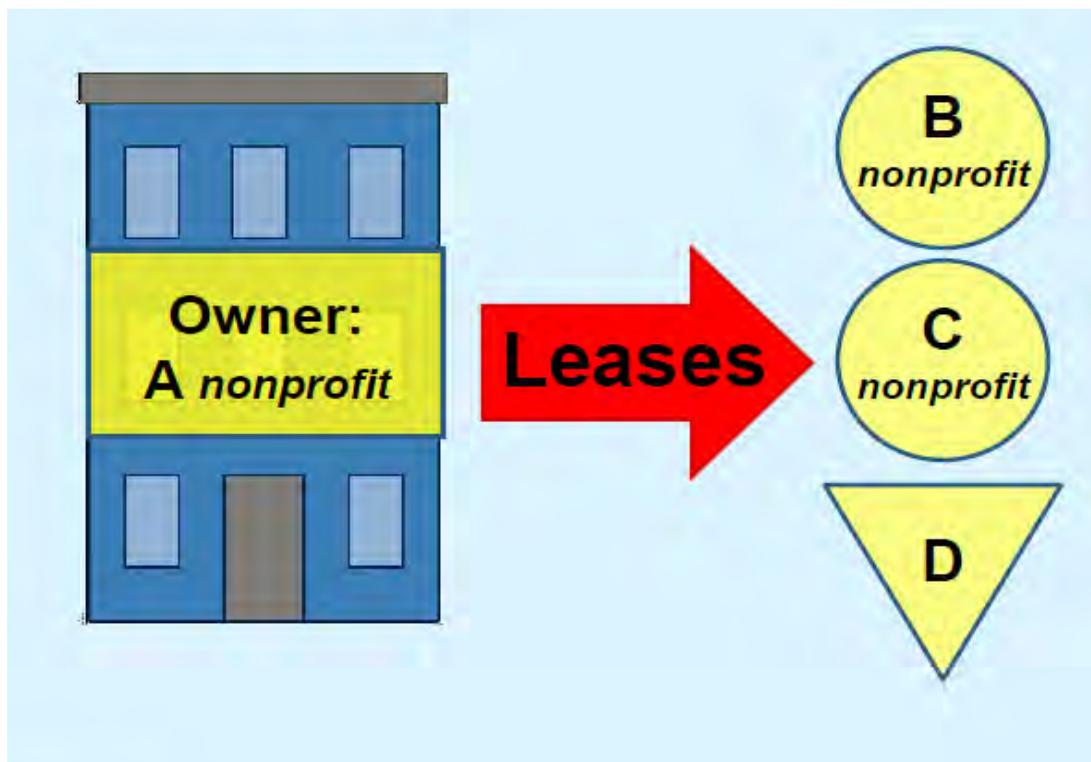


Fig. 3. Sole Ownership Model. Source: Non-profit Centers Network and Tides, 2012

This model would see the Town take primary responsibility for the overall operations, management, governance, and maintenance of The Link. The bulk of control and risk would be the Town's and therefore, similar to Model One, it would not be as closely aligned with the needs of the local community as it should be. Furthermore, the Town would be directly involved in deciding which groups and organizations access space, however, research indicates that it is not in a shared space facility's best interest over the long term for only one organization to determine tenancy.

**Model Three – Community Non-profit
Ownership:**



Fig. 4. Community Non-profit Ownership Model. Source: Non-profit Centers Network and Tides, 2012

This model necessitates the creation of a new non-profit charitable entity managed by an independent board of directors (BOD) to oversee the overall management and operations of The Link. Additionally, this entity is solely responsible for providing the vision, direction, management and governance of The Link. Although this model leads to the creation of a vibrant community asset, it does not include the expertise and input of the Town in any significant capacity as either a licensor or landowner and so this model, like the previous two, is not optimal.

**Model Four – Hybrid: Town Ownership
combined with Community Non-profit Management**

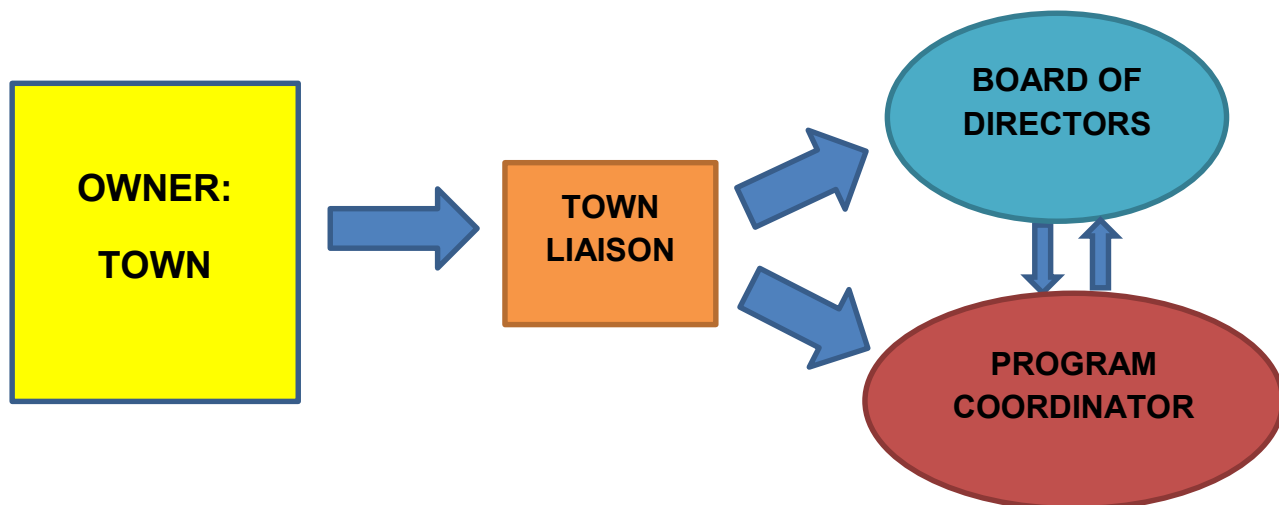



Fig. 5. Hybrid Ownership-Management Model. Source: Town of Georgina

Based on extensive consultation with organizations such as the Non-profit Centers Network, United Way of York Region, The Common Roof, United Way Toronto, 10 Carden Place, Evergreen Brick Works, the Centre for Social Innovation, and the 519 Church Street Community Centre, the best model of management and governance for The Link is based on the Association of Community Centers (AOCC) model. This model is outlined in the Relationship Framework (RF) document between the City of Toronto and the ten community centres that fall under its auspices (Appendix 11.3).

For the purposes of this plan, the template provided by the 519 Church Street Community Centre most closely resembles the governance and management structure recommended for The Link. This hybrid model establishes the Town as the owner of the building that provides core funding for staff to oversee programming, tenant relations, and maintenance needs. Furthermore, a Board of Directors composed of community members, a Town representative, local experts, and licensee representatives, informs the vision and direction of the facility. The daily operations and management fall under the direction of a Town staff person who advises the Board of Directors and vice versa.

This hybrid model allows for community involvement but ensures the project has long term sustainability under the input and structure of the Town. The AOCC/RF model has been



customized to reflect the needs and goals of the Town and its community partners. The implementation of this model of management and governance is described below.

3.1 Governance

The TLC has been in place since 2012 and was “established for the purpose of providing advice to Town Council regarding business models, management strategies, funding opportunities, building design, budget, governance structure, licensee selection process, and phased implementation plan for operations.” (Appendix 11.2)

The TLC was re-formatted in 2013 and has since been directly involved in the creation of the mission statement, along with the architect and licensee selection process, logo and name selection, and the schematic design and design development process. Given the extensive knowledge and input of committee members it is highly advantageous to transform The TLC into the future Board of Directors. This transformation allows the community groups, non-profits, and Georgina residents currently affiliated with the project to have continued input into the direction, vision, and overall operation of the space. However, should additional support or specific skills be required of additional board members, a public call for applications is to be implemented.

The role of the Board is to provide continued input into the vision and mission of The Link, its programs and services, and selecting licensees. Furthermore, Board members are expected to play an active role in raising the profile of The Link through their professional and personal networks. This includes participating in fundraising activities, providing strategic direction, along with overall operation and administration expertise. The Board is not directly involved in day-to-day decision-making, but it actively works with and provides support to staff in order to achieve the objectives of The Link.

The Board has a Chair, Vice-Chair, Secretary, and Treasurer. The Chair is to be elected by Board members and presides over all Board meetings and oversees its work plan.

Local Georgina residents and prospective Board members are evaluated based on their level of special skills that may be needed on the board (e.g., business development, social media marketing, local food sustainability, etc.) Ideally, this transitional process into a non-profit Board will unfold over the course of the first year of occupancy.

After the creation of the Board of Directors, the following sub-committees are to be formed as time and resources permit:

- Licensee Selection Sub-Committee
- Grant Application & Fundraising Sub-Committee
- Finance Sub-Committee
- Strategic & Program Planning Sub-Committee
- Member Recruitment Sub-Committee (optional)

These sub-committees ensure that The Link management and governance needs are adequately addressed. For example, the Licensee Selection Sub-Committee determines whether potential licensees (community, non-profit, commercial or public sector) applying for space serve the needs of the local communities and whether they complement the vision and mandate of The Link.

Members of the community who do not sit on the Board of Directors but have relevant and related skills can participate as members of the various sub-committees. This involves a formal application process with approval granted by the Board after recommendations are brought forward by staff.

3.2 Management

The Town of Georgina maintains ownership of The Link building and land located at 20849 Dalton Road, Sutton, Ontario.


The Town is responsible for general maintenance of the building's common and shared areas, as well as major capital/infrastructure repairs. The grounds are also the Town's responsibility, including snow removal, grass cutting, general landscaping etc.

Lease hold improvements such as minor renovations, alterations, or improvements to licensee space is the responsibilities of licensees but must be approved by the Town.

Full details regarding the responsibilities of both the Town and its licensees are stipulated in the RF and license agreements specific to each organization (Appendix 11.3 and 11.4).

The following items require the approval of Town Council in accordance with provisions outlined in the RF:

- a. Appointment of Staff Liaison as a non-voting member of the Board;
- b. Annual operating budget;
- c. Allocations for capital/infrastructure repairs;
- d. Audited annual financial statements;
- e. The approval of fees and charges for use of space and programs based on recommendations from staff and the Board;

- 
- f. Records Retention By-law or specific Council approval to destroy records; and
 - g. Contracting out the overall operation or a significant portion of the operation of The Link to a third party.

The following is delegated to the Board in accordance with provisions outlined in the RF (Appendix 11.3):

- a. To provide insight, advice and guidance to staff and the Town Liaison regarding the overall management, operation and maintenance of The Link in compliance with all Applicable Laws;
- b. To provide insight, advice and guidance to staff and the Town Liaison regarding the overall development and management of The Link's programs and services;
- c. To provide insight, advice and guidance to staff and the Town Liaison regarding the development of the annual administrative budget and global budget estimates for recommendation to Council;
- d. To approve the annual report for submission to Council;
- e. To establish programs and services and make recommendations regarding fees for the use of the facilities and programs if applicable;
- f. To appoint Board members;
- g. To develop resources to support activities, programs and services of The Link; and
- h. To prepare The Board's annual financial statements for audit purposes.

Additionally, Licensees are required to:

- a. Work collaboratively with other licensees to identify shared expenses and procure contracts, etc. to meet those needs as required; and
- b. Fund and supervise non-Town, collaborative programs, where applicable.

Finally, The Link staff are employees of the Town and subject to the Town's human resources policies and collective agreements, including compensation, changes to salary ranges, job evaluation, performance pay, benefits etc.

The following is delegated to Town staff:

- a. The development and supervision of Town programs;
- b. The scheduling of all programs and services;
- c. Ensuring the safe upkeep of the facility;

- d. Expenditures and management of operating funds in accordance with the Council approved budget and where applicable the Town's financial policies; and
- e. Act as liaison between the Board and Town Council

3.3 Operations

Although the Board of Directors advises on key decisions regarding the overall management and operation of The Link, the Town will assign a Liaison to be a resource person through which communication regarding major decisions is funneled.

Community groups, non-profit organizations, social impact businesses and public sector groups that deliver programs and services in The Link ultimately require the approval of staff and the Board.


In order to ensure the safety of clients and visitors accessing The Link, a staff person to greet and sign in all visitors, guests, and clients, is highly recommended. This person will provide information regarding programs and services available in The Link, and may be a Town of Georgina employee. Alternatively, each of the core licensees could share staff to undertake this role on a rotational basis in order to save costs.

Each licensee is responsible for the delivery of their own programs and services and are strongly encouraged to collaborate with other licensees and community groups in the development and delivery of their programs.

Community groups and non-profits are also expected to adhere to the terms of their licence agreements, along with the Space Use Policy (Appendix 11.6) and other related governing documents. Furthermore, all applicable laws regarding workplace harassment, discrimination, and accessibility also apply. Staff is responsible for monitoring ongoing compliance with such legislation as the Ontario Human Rights Code, Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act. Failure to meet these requirements could result in the termination of the licensees' agreement and the loss of their ability to deliver programs and services within The Link.

Primary consideration is given to community organizations and non-profits that currently operate within Georgina, however, groups from across York Region and neighbouring communities that do not have a presence in Georgina, but fill a service or program gap, are also eligible to be granted space.

Such groups are to be screened through the Board's Tenant Selection Sub-committee and the call for proposal process (Attachment 11.5), and need to comply with the mission, vision, and



principles of The Link. Finally, no individual organization, community group, non-profit, business, or individual will monopolize any spaces throughout The Link.

4.0 Licensee Selection Process

The Link fosters community engagement and participation by providing a mix of spaces that cater to the diverse needs of its stakeholders, including permanent office space, temporary desk space (hoteling space), event and meeting rooms, flex space for events, and programming rooms. The combination of spaces and a flexible fee schedule ensures The Link can attract various licensees and renters, from more established organizations to social entrepreneurs seeking an innovative space to grow their initiative.

Following the initial round of occupancy, or as the need arises, the Licensee Selection Sub-Committee will oversee the Licensee Selection Process as follows

- a. Announcement of an 'expression of interest' letter
- b. Release of a Request for Expressions of Interest (Appendix 11.5)
- c. Host two information sessions
- d. Provide a submission deadline
- e. Review and shortlist potential licensees for recommendation to the Board
- f. Board provides approved licensee candidates to Town staff for licence preparation

If appropriate space is not available at the time, a prioritized waitlist will be established and maintained by Town staff of Board approved candidate licensees. Town staff will manage assignment of licensee space for candidates from the waitlist based on availability.

5.0 Financial

Financial projections for Year 1 (2016) to Year 5 (2020) are found in the spreadsheets under Appendix 11.9. Highlights of these projections include:

- As Licensor and owner, the Town provides core funding for The Link at a rate of subsidization that decreases from Year 1 to Year 5
- 1.76% tax is applied to all items except insurance (which includes the mandatory 8%), salaries and administration fee
- Each subsequent year's licensee expenses (2017-2020) have been increased 3% annually to reflect the rate of inflation
- Internal Borrowing is not included in licensee costs but remains a Town expense from Year 1 to Year 5

- Other income (aside from licensee revenue) has been included in each year's spreadsheet (e.g. from programs, event and meeting space rentals, grants etc.)
- Market research has shown that the current market rate for office space in Sutton varies due to location/exposure and size. Larger areas of 1200 square feet or larger are currently available for \$8.00 to \$12.00 per square foot. Spaces less than 1200 square feet tend to have a flat rate per month (e.g. \$1100.00 per month for 900 square feet). These numbers are net with Taxes, Maintenance and Insurance (TMI) being extra. Sutton currently has weak demand with vacant product.
- Staff developed square footage rates based on a real estate professional's assessment of current market value. Unlike typical office or commercial space, in addition to common area costs, The Link also includes flat rate costs for expenses such as internet access, booking software, photocopy lease, advertising etc. These expenses would not typically be included in a normal commercial lease agreement.
- Licensee per square foot building costs range from \$12.77 in Year 1 (2015) to \$9.28 by Year 5 (2020). The reduction is due to increased efficiencies and savings that are a result of increased occupancy.
- Property taxes are based on a \$2 million valuation of The Link property. It is likely MPAC will reassess the property value prior to Year 5, which will result in an increase in property taxes. This may also impact insurance rates.
- Draft spreadsheets were reviewed with three members of Council who sit as members of The Link Steering Committee prior to review with core licensees in June 2015

Other highlights include:

2016:

- Phase 1 of The Link opens, including approximately 18,000 square feet of office, meeting and programming space
- Three core licensees will be in place (HG, GCFP and GTTI)
- Three core licensees costs do not include bank charges, telephone (licensee responsibility), general stationary, office supplies, internal borrowing, administration fee, and shared space fee
- Three core licensees current location costs have been included in this year only to illustrate their ability to pay (Note: GTTI does not have comparable costs since The Link will be a new satellite location for programming purposes only)

2017 through 2020:

- Phase 1 and 2 of The Link opens, encompassing approximately 32,500 square feet
- 5% administration fee is now charged to all licensees
- Shared space costs are now charged to all licensees
- All unoccupied space is occupied as of 2017
- By 2020, flat rate costs are completely 'carried' by licensees and itinerant renters with no subsidy from the Town

5.1 Fundraising

The Link is expected to become increasingly self-sustaining after the initial start-up phase (5-7 years). Since 2011, the Town has invested over \$4 million to acquire and renovate a portion of The Link. Phase One construction, began in November 2014 and finished in July 2015, which focused on renovations to 14,715 square feet, including:

- Mechanical and electrical additions and upgrades
- Barrier-free washrooms
- Commercial training kitchen
- Life safety systems including sprinklers throughout the entire facility
- Partial roof replacement
- Staff kitchen/lounge
- IT infrastructure
- Security system backbone infrastructure
- North wing demolition and asbestos abatement

Partial renovations were also completed to 4,585 square feet in the Phase 1 area.

Even with these extensive upgrades, ongoing fundraising efforts are necessary to finish the full build-out of the schematic design. To assist with these efforts, The Link Steering Committee (TLC) formed a Fundraising and Grant Writing Subcommittee in 2013. Although ongoing fundraising efforts are focused primarily on securing infrastructure and capital funds, the Subcommittee must also take into consideration funds needed for programming and the outdoor space, including costs for landscaping, community gardens, parking, etc.

There are ongoing efforts by the Town and TLC members to collaborate on various grant applications with the realization that by working together, community impact and the likelihood of success increases.

6.0 Implementation Strategy

Implementation of the Business Plan requires staff to work closely with the licensees to establish an atmosphere of collaboration and shared delivery. This requires the guidance and input of the Board of Directors to meet the overall objectives of The Link and accomplish fundraising goals. Initially, the main objective is to launch a fundraising campaign that allows for future phases of construction to begin.

From a programming perspective, the goal is to create and deliver programs that address challenges such as poverty, food insecurity, social isolation of seniors, youth retention, skills development, training, and community revitalization.

In order to ensure that these goals are accomplished, an implementation strategy is required to assist The Link staff and the future Board of Directors. The Link staff is responsible for overseeing fundraising efforts to ensure additional resources are available for the next phases of the project.

The Link staff is also responsible for the following:

- Encouraging collaboration among all partners and licensees;
- Developing and executing the marketing plan;
- Developing community outreach initiatives;
- Handling daily bookings, room set up and customer service requests;
- Tracking metrics and key performance indicators related to program usage, quality of programming, client satisfaction, etc.;
- Compiling an annual report that details the success of programs, services, events, and projects to be circulated to the Board of Directors and Town Council for approval; and
- Executing and monitoring the Council approved operating budget.

Future evaluations will aim to be much more comprehensive once The Link is operational. The number of clients, community groups, and residents that participate in The Link's events, programs and services will be measured to assess which ones are most valued by the community.

Link staff and the Board of Directors will meet monthly and the board's sub-committees will meet bi-monthly, or as required. As required by law, the board will host an annual general meeting open to all licensees, partners and community members.

Phase one construction will be complete in 2015, and the first round of licensees will transition into the space at the beginning of 2016, followed by other licensees as capital funds are acquired to complete additional spaces.

During the initial phase of occupancy, it is essential to lay the building blocks of collaboration while creating numerous opportunities to explore the shared space model. Because the licensees have not had substantial experience working with each other in a shared space capacity, The Link staff needs to assist in nurturing these relationships in the early stages. There are several opportunities to develop shared initiatives that will set the standard for all stakeholders to fulfill the mission of The Link, which is to unlock community potential throughout Georgina. A shared delivery model should involve diverse members of the community and appeal to youth, seniors, families, artists, professionals, social entrepreneurs, and local residents looking for meaningful ways to become engaged in their communities.

6.1 Shared Programming

The following list of shared programming ideas demonstrates some of the many opportunities to collaborate at The Link:

Table 3. Programming Opportunities. Source: Town of Georgina		
ORGANIZATION(S)	PROGRAM/SERVICE	GROUPS SERVED
<ul style="list-style-type: none"> Georgina Community Food Pantry (GCFP) GTTI 	Youth related programming on food growing, preparation, and handling Community food gardens	Local youth, GTTI clients, youth accessing services at the food pantry
<ul style="list-style-type: none"> Georgina Arts Centre and Gallery (GACAG) Hospice Georgina (HG) 	Arts-based therapy program	Local artists, HG clients, individuals and families experiencing grief/loss
<ul style="list-style-type: none"> GTTI GACAG 	Inter-generational learning that involves seniors and youth interaction	Experienced welders, or wood-workers teaching youth, local artists and storytellers, etc.
<ul style="list-style-type: none"> Georgina Public 	Digital media lab that could	Local and regional digital

Table 3. Programming Opportunities. Source: Town of Georgina

ORGANIZATION(S)	PROGRAM/SERVICE	GROUPS SERVED
Libraries <ul style="list-style-type: none"> • GTTI • GACAG • Town 	teach programs like: motion graphic effects, digital filmmaking, mobile design, digital art, coding, etc.	content creators
<ul style="list-style-type: none"> • GTTI • GCFP 	Cooking and nutrition classes	Youth, local residents, clients accessing the food pantry, seniors experiencing social isolation, etc.
<ul style="list-style-type: none"> • GTTI • HG • GACAG • GCFP 	Monthly community luncheons/dinners	Neighbouring residents in Sutton and Jackson's Point, but also residents from across Georgina and beyond
<ul style="list-style-type: none"> • GTTI • Town • GCFP 	Marketing essentials for food sector businesses	Farmer and local food businesses
<ul style="list-style-type: none"> • GACAG • HG • GTTI • GCFP 	Fundraising art exhibition	Local artists, Georgina Island residents, Hospice clients, youth currently accessing GTTI programs, clients accessing the food pantry, neighbouring residents, etc.
<ul style="list-style-type: none"> • GTTI • GCFP 	Bingo nights and bake sales	Clients accessing the food pantry, GTTI youth, local residents, seniors and members of Club 55
<ul style="list-style-type: none"> • GTTI • GCFP • HG • Town 	Social Enterprise Café	Clients of any of the organizations in The Link, community volunteers

Table 3. Programming Opportunities. Source: Town of Georgina		
ORGANIZATION(S)	PROGRAM/SERVICE	GROUPS SERVED
<ul style="list-style-type: none"> • GTTI, • GCFP • HG • GACAG • Town 	Fundraising events	Community volunteers, local businesses, residents of all ages
<ul style="list-style-type: none"> • Town • GACAG 	Public Art	Local and regional artists

7.0 Marketing & Community Outreach

NOTE: The following is a Marketing Plan overview. Once the Town's corporate marketing plan is complete a more comprehensive Marketing Plan for The Link will be drafted.

The success of The Link as a collaborative initiative requires the support from the communities across Georgina. Except for the drop-in youth programs operated by the Town, the building has been unoccupied since 2010. Although the construction of the skate park in 2012 has been a major draw for local youth, residents are eagerly anticipating the completion of construction and for The Link to open. A successful Marketing Plan is a useful instrument for fostering continued community support and raising awareness of The Link. As such, the Marketing Plan should highlight the following:

7.1 Brand Position

The Brand Position is the core of why you exist and must be understood and fully shared by all stakeholders. The TLC, in conjunction with Town's Communication Division, has created a logo and tagline as shown here.



Approved by Council in June, 2015, the logo helps to solidify The Link brand and position it within the community. The name, “The Link”, was selected during an interactive naming session with the TLC. TLC members believe the logo captures the essence of the project and the intention of the facility to link individuals and organizations together to create new opportunities locally. The overall brand positioning will continue to increase awareness of The Link, connect people to programs and services, and answer the following questions:

Key Questions:

- What needs will The Link serve?
- Who is The Link trying to reach?
- What will The Link deliver?

7.2 Product Overview

An understanding of the types of programs and services to be offered at The Link will lead to the establishment of The Link’s Unique Selling Proposition (USP), which details, celebrates and promotes what it is that makes The Link unique and necessary in the community.

7.3 The Challenge

Informed by the USP, a multi-tier plan will be developed to reach and influence various target audiences and stakeholders, given the need to market internally to future service users and stakeholders, as well as externally to various community groups and service providers.

7.4 Marketing Mix

The Link will utilize and leverage a mix of media channels to reach the largest audience possible, including, but not limited to:

- Social media
- Website
- Public service announcements
- Neighbourhood networking events

7.5 Market Overview

The Market Overview describes the clients and community segments that comprise Georgina. It also states the need The Link serves, and summarizes the most effective ways to generate sustained interest and community support.

7.6 SWOT (Strengths, Weaknesses, Opportunities and Threats)

This is an overview of key negatives and positives presented in marketing The Link. Threats for example will include an overview highlighting other initiatives, organizations, or projects in Georgina or York Region that also embrace The Link shared space approach. This leads to a greater understanding of competing organizations, what their uniqueness is, and how The Link will be distinctive in its approach.

7.7 Action Plan and Implementation Schedule

This will include a timeline of when each initiative is expected to occur during the phased approach of The Link. A work-back schedule will highlight all milestones, responsibilities and deadlines.

7.8 Evaluation Methods

A review of best practices and most effective marketing and outreach methods will be conducted by the end of year one.

The marketing plan will evolve and develop in conjunction with Link staff and the Town's Communications Manager. This plan should also supplement the Town's overall business plan initiatives.

8.0 Risk & Risk Mitigation Assessment

Research demonstrates how sharing services inside a multi-sector service centre such as The Link can increase purchasing power, increase operating efficiencies, reduce risk, improve access to high-quality services, and foster collaborations that lead to program innovation (Shared Services: A Guide to Creating Collaborative Solution for Nonprofits, 2010). These facilities can also encourage neighbourhood development and community safety. No project is without risk, however, and by identifying potential challenges that lie ahead, The Link can proactively work to find solutions that minimize these risks.

Table 4. Risk and Mitigation Overview. Source: Town of Georgina	
RISK	MITIGATION
Funding	Despite the Town's considerable investment to date, additional funding is required to complete the full build-out of the schematic design, and to ensure operational sustainability. As a shared service facility, The Link is strategically positioned to obtain additional funding through collaborative grant writing and fundraising, and by increasing the purchasing power, operating efficiencies and program innovation of licensees.

Table 4. Risk and Mitigation Overview. Source: Town of Georgina

RISK	MITIGATION
Permanent and itinerant partners that are unable to foster the shared space model	To date, all stakeholders have expressed an interest in working together in a new environment of collaboration, but ongoing stakeholder engagement is critical to the success of The Link. In order to ensure all stakeholders buy into the collaborative, shared service, model, The Link staff and the Board will encourage ongoing networking and community building opportunities, and continually propose collaborative programming opportunities that engage all stakeholders.
Lack of transparency in decision making	Community support for The Link has been mostly positive to date. Town staff and stakeholders have made ongoing efforts to provide the public with timely information about all aspects of the project. For example, the TLC holds regular public meetings and shares minutes and agendas via the Town's website. In order to maintain this positive image locally and regionally, ongoing decisions will need continued input from local residents and community groups. This can be accomplished by offering opportunities for anyone to propose new programs/services, creating a volunteer program that adequately recognizes and rewards volunteers, and by ensuring all decisions regarding The Link are informed by public engagement and shared in a timely manner.

Table 4. Risk and Mitigation Overview. Source: Town of Georgina

RISK	MITIGATION
Failure to connect The Link to the Community Improvement Plans for High Street and Jackson's Point	Hub projects like The Link can anchor neighbourhood revitalization and incentivize business owners to invest in their properties. To do so, The Link staff needs to consistently engage the business community to collectively explore opportunities for program and service partnerships, placemaking opportunities, and to think creatively by testing innovative ideas that spur growth.
Licensees monopolizing space	The design phase included ongoing consultations with initial licensees regarding current and future space requirements. After occupancy, it is the responsibility of The Link staff, licensees and the Board to ensure space usage is equitable and efficient. The Space Use Policy (Appendix 11.6) includes guidelines and establishes standards for licensees to meet while ensuring the collaborative nature of the project is honoured.
Property owners dissatisfied with loss of licensees	Non-profits leaving High Street will create added vacancy and as a result property owners may view The Link negatively. Ongoing dialogue is needed with property owners regarding the mission and intent of The Link and the need for these organizations to relocate. The vacancies will provide property owners with incentives to invest in their businesses to support overall economic development of the areas as part of the Community Improvement Plans for Sutton and

Table 4. Risk and Mitigation Overview. Source: Town of Georgina	
RISK	MITIGATION
	Jackson's Point.
Poor publicity and loss of community support	Being unable to keep the momentum of the project and losing the input of the community and local residents would severely hamper the success of The Link. Efforts must include ongoing public consultations, regular public open houses, ongoing meetings with local service providers, and public presentations to Council. Based on feedback from community partners and key stakeholders, it is clear that continuous involvement of the community will be important throughout the development of The Link.
Turnover of licensees	The loss of licensees would negatively impact the sustainability of The Link. Fortunately, research undertaken during the development of the business plan has shown that several organizations are interested in space at The Link. As turnover occurs, however, a Tenant Selection Subcommittee has been formed to evaluate the suitability of future licensees. A Request for Expressions of Interest document (Appendix 11.5) will be released bi-annually or as vacancy dictates, as a way to continually evaluate demand. The subcommittee will maintain a waiting list, if required, which help to fill vacancies quickly.

9.0 Key Performance Indicators (KPI's)

The Link represents a substantial investment by the Town and its partners and its success will be measured in terms of the financial sustainability for the organizations involved, the economic growth and revitalization of the surrounding neighbourhood, the innovative programming offered, and the number of partnerships that are formed as a result of co-location.

In order to gauge its success, it is crucial to have several measurable indicators to guide it during the initial years of development. The following Key Performance Indicators (KPI's) act as a roadmap to ensure The Link meets its performance goals over the next two years. After the second year of operations, the existing KPI's will be assessed and new targets established.

Table 5. Year 1 Key Performance Indicators. Source: Town of Georgina

YEAR 1 KPI'S 2016	Outcome
Capital Work	<ul style="list-style-type: none">❖ Complete approximately 4,585 square feet of additional Phase 1 interior space❖ Install elevator connecting Phase 1 and Phase 2❖ Install new boiler and building automation system❖ Undertake upgrades to the exterior and outdoor space, including new canopy/front entrance, expanded parking lot, heritage/teaching gardens, farmer's market area, seating and installation of murals created by local youth❖ Purchase furniture, programming supplies and digital media technology❖ Develop a parking plan that anticipates future growth of programs and services
Grant Funding	<ul style="list-style-type: none">❖ Receive approximately \$500,000 of grant funding from various funding sources such as Ontario Trillium Foundation, FedDev Ontario, York Region, etc.

Table 5. Year 1 Key Performance Indicators. Source: Town of Georgina

YEAR 1 KPI'S 2016	Outcome
Earned Revenue Generation	<ul style="list-style-type: none"> ❖ Generate \$15,000 of revenue from event hall and meeting space rentals ❖ Generate \$69,000, from core licensee contributions ❖ Generate \$69,000 of revenue from program registration ❖ Generate \$14,000 revenue from hot desk/hotelling and hub area usage ❖ Generate \$3,000 from non-profit events such as AGMs
Fundraising	<ul style="list-style-type: none"> ❖ Plan two fundraising events as a collaboration among core licensees (Spring and Fall) that align with The Link's mission in order to generate revenue and to promote The Link's programs and services ❖ Raise \$10,000 in revenue from fundraising initiatives ❖ Develop two crowdfunding projects that attract \$3,000 in revenue ❖ Raise \$10,000 from corporate donations (in-kind or cash) ❖ Raise \$2,000 from Community Supporter Program
Tenant Selection	<ul style="list-style-type: none"> ❖ Undertake Tenant Selection Process to recruit additional licenses to occupy the remainder of Phase 1 beginning in Year 2
Community Engagement	<ul style="list-style-type: none"> ❖ Create a Community Supporter Program and issue 80-100 Community Supporter cards (similar to a membership program) to residents, organizations, businesses, etc.
Shared Space & Collaborative Initiatives	<ul style="list-style-type: none"> ❖ Develop a series of quarterly networking/mixer evenings for licensees and members in order to advance the values of the shared space model
Staffing	<ul style="list-style-type: none"> ❖ Recruit seasonal and sessional staff to deliver programs and services

Table 5. Year 1 Key Performance Indicators. Source: Town of Georgina

YEAR 1 KPI'S 2016	Outcome
Management & Governance	<ul style="list-style-type: none"> ❖ Begin to Transition the Steering Committee (TLC) into an independent non-profit entity with a Board of Directors that provides advice to Link staff ❖ Form the following sub-committees to assist the Board undertake specific aspects of operations: Licensee Selection and Grant Application & Fundraising ❖ Undertake a review of existing licensee agreements and amend as required
Corporate Partnerships	<ul style="list-style-type: none"> ❖ In partnership with Communications Division and the TLC, develop a Corporate Partnership Package to attract investments worth \$10,000 in exchange for naming rights, event sponsorship, etc.
Programs	<ul style="list-style-type: none"> ❖ Develop and launch various new programs focusing on the environment, multimedia, healthy food, nutrition, recreation and culture, and job skills ❖ Generate \$69,000 of revenue from program registration
Outdoor Space Development	<ul style="list-style-type: none"> ❖ Work with ReWilding Lake Simcoe to enhance the natural outdoor space by reducing storm water and phosphorous run-off
Information Technology Support	<ul style="list-style-type: none"> ❖ Implement tracking software for rentals and space bookings; software will also track various metrics such as frequency of programs accessed, service participation levels, etc.
Marketing & Promotion	<ul style="list-style-type: none"> ❖ Create a Marketing Plan that uses the corporate plan as a template ❖ Launch The Link webpage on the new corporate website and develop a social media presence as per the Town's marketing plan ❖ Create a short promotional video to advertise The Link and help to attract additional investment

Table 5. Year 1 Key Performance Indicators. Source: Town of Georgina

YEAR 1 KPI'S 2016	Outcome
Community Impact & Involvement	<ul style="list-style-type: none"> ❖ Develop quarterly reports for Council and the public that summarize and assess the effectiveness of The Link in meeting its KPI's ❖ Release two community impact surveys geared to residents, organizations and social impact businesses across Georgina ❖ Create a Community Impact Index that examines the role The Link has played in enhancing the wellbeing of residents
Social Enterprise	<ul style="list-style-type: none"> ❖ Develop a Social Enterprise Strategy and introduce select social enterprise initiatives such as the café

Table 6. Year 2 Key Performance Indicators. Source: Town of Georgina

YEAR 2 KPI'S 2017	Outcome
Capital Work	<ul style="list-style-type: none"> ❖ Complete an additional 13,200 square feet of space as Phase 2 ❖ Increase building reserve fund by a minimum of 15% ❖ Create an asset management plan for the facility that projects replacement time and costs for key pieces of infrastructure (e.g. HVAC, roof, etc.)
Grant Funding	<ul style="list-style-type: none"> ❖ Receive \$250,000 of grant funding
Earned Revenue Generation	<ul style="list-style-type: none"> ❖ Generate \$15,500 of revenue from event hall and meeting space rentals (3% increase over Year 1) ❖ Generate \$71,000 from core licensee contributions (3% increase) ❖ Generate \$71,000 of revenue from program registration (3% increase) ❖ Generate \$14,500 revenue from hot desk/hotelling and hub area usage (3% increase)

Table 6. Year 2 Key Performance Indicators. Source: Town of Georgina

Fundraising	❖ Generate \$3,100 from non-profit events such as AGMs (3% increase)
	❖ Raise \$10,300 in revenue from fundraising initiatives (3% increase)
	❖ Raise \$10,300 in corporate donations (3% increase)
	❖ Raise \$2,100 in community memberships (3% increase)
	❖ Raise \$3,100 in crowd funding (3% increase)
Tenant Selection	❖ Undertake Tenant Selection Process to recruit additional licensees to occupy Phase 2 beginning in Year 2 or 3
Community Engagement	❖ Issue 125 Community Supporter cards to residents, organizations, businesses, etc. (increase of 25)
Shared Space & Collaboration Initiatives	❖ Continue quarterly networking/mixer evenings for licensees and supporters
Staffing	❖ Recruit seasonal and sessional staff to deliver programs and services
	❖ Recruit an additional fulltime staff person to assist the existing staff with reception duties, program and service delivery, marketing, licensee relations, etc.
Management & Governance	❖ Undertake a review of existing licensee agreements and amend as required
	❖ Host an AGM for the newly formed Board of Directors
	❖ Review and amend all management and governance documents as required based on Year 1 analysis
Corporate Partnerships	❖ Continue to outreach to business community to maintain corporate giving levels of approximately \$10,000
Programs	❖ Develop and launch additional new programs based on public consultation, KPI analysis and demand
	❖ Generate \$71,000 of revenue from program registration (3% increase)
Future Development	❖ Work with the regional municipality, developers, business owners, consultants and residents to plan for a future

Table 6. Year 2 Key Performance Indicators. Source: Town of Georgina


Outdoor Space Development	development on the north section of the property
	❖ Create a plan that complements the 2016 ReWilding project to further develop the outdoor natural space to accommodate additional programming, events and festivals, gardens, etc.
Community Impact & Involvement	❖ Continue to submit quarterly reports that summarize and assess the effectiveness of The Link in meeting its KPI's and gauges the level of community impact and involvement
	❖ Continue to solicit neighbouring residents, organizations and businesses about their impression of The Link and its effectiveness as a community resource
Social Enterprise	❖ Revise the Community Impact Index that examines the role The Link has played in enhancing the wellbeing of residents
	❖ Expand the Social Enterprise Strategy to include virtual office space, shared media room, maker spaces, farmer's market vendor program, etc.

10.0 Conclusion and Next Steps

The Link has the potential to become a space for community revitalization and change. The revitalization and reuse of underutilized buildings is one of the many ways in which transitioning neighbourhoods are driving community transformation and spurring investment.

Primary and secondary research indicates that if properly implemented, hubs can function as anchor facilities and ignite revitalization in communities. Municipalities and organizations who invest in hubs can realize and achieve a host of objectives related to: place making, improving accessibility/delivery of services, building and strengthening networks, leveraging a community's knowledge, and incubating local businesses.

A hub can help communities create more opportunities for civic engagement. From a business perspective, hubs can provide tenants with significant advantages. For instance, organizations



who share space in these facilities can experience substantial operational cost savings (average of 7%) while increasing staff morale, productivity and community impact.

From a business incubation perspective, The Link will provide office space and, ideally, a range of supports to nurture small businesses that enhance the greater good of the local community and whose business practices lead to positive social change. Through our partnership with GTTI, there will also be local education and training opportunities, youth entrepreneurship supports, academic upgrading and equivalency training, mentorship, intergenerational learning, and positive recreational opportunities that are essential to community engagement.

The repurposing of the former school site is a triple bottom line project, which means its success will be measured in terms of the financial sustainability for the organizations involved, the economic growth and revitalization of the neighbourhood, and the innovative programming offered, and the number of partnerships that are formed as a result of co-location.

Over time, this facility will be a source of pride for Georgina and will be recognized locally and regionally as a best practice example of how to find local solutions to local challenges.


Potential next steps can be examined from both a short and long term perspective. A detailed Work Plan is found in Appendix 11.7, but the following are some highlights:

Explore Mixed-Use Housing Opportunities or Other Future Development Opportunities. On November 2013, York Region released Housing Solutions: A Place for Everyone Draft, York Region's 10-Year Housing Plan. The goal is to increase affordable housing in the region. The northern section of the property has the potential to be developed into a as a mixed-use development in partnership with the Region, developers and other stakeholders.

Staffing Needs. As The Link becomes increasingly sustainable, it is necessary to hire additional support staff, such as an outreach and marketing coordinator, a director of programs, and a fundraising and capital manager. All of these needs should be assessed at the end of year two or three to determine which staff expertise is most needed.

Increase Building Reserve as Occupancy and Licensee Capacity Increases. In order to pay for future emergency capital needs, it is important to contribute to an annual reserve fund that closely aligns with the building's valuation and replacement cost.

Community Supporter Program. In order to access hot desk or hotelling space, all organizations and individuals need to become a supporter of The Link through a membership-type program. This program includes access to work and meeting space, along with the opportunity to network with likeminded organizations. Individual supporter cards can be



issued to any resident who wishes to support The Link or any of its member organizations. In exchange, they will be granted discounts on various services programs, and space rental.

Food Cultivation. Program and services related to food cultivation and production can be facilitated by any one of the community service providers, non-profits, residents, or community groups that occupy space at The Link. In addition to the planned community gardens, eventually this could include outdoor bake ovens, beehives, and a variety of programs occurring in the commercial training kitchen. This also helps connect the community to The Link and the surrounding land.

Community Impact. The Link has enormous potential for engaging the community. Community service providers, non-profits, and community groups are encouraged to design programs, services, and events that connect the local community to The Link, the land, and the Black River. Local input from residents assessing the programs and level of service delivery at The Link will be cultivated on a regular basis. This will involve quarterly reports to Council along with year-end progress reports.

Appendix 11.1 - Environmental Scan

The following Key Stakeholders were interviewed at the outset of the business planning process in order to evaluate their need for space in Georgina, and specifically at The Link

Sector Represented	Type	Name of Agency	Contact Person	Meeting Overview	Programs & Services Identified	Initiated on (Log Date)
Support & Counseling	Tenant	Sandgate Women's Shelter of York Region	Jehan Chaudhry-Executive Director c: 905.252.0694	Jehan identified the challenge of lack of transportation within Georgina for clients of Sandgate to access services. Many of the women at the shelter are recipients of Ontario Works, ODSP, or are considered to be low income. Possible collaboration with Transit Georgina in assisting	Let's Talk Program, Child Witness Program, Woman's Support Groups	8/8/2013
Shared Space Resources	Best Practices	Nonprofit Centers Network	China Brotsky-Executive Director e: chinabrotsky1@gmail.com	China shared resources around hub management and governance options. Also stated it would be advisable to connect with Glen Newby of the Common Roof. Important in tenant selection process not to emphasize the amount per square foot instead all of the	NCN offers one hour consultation for members	8-Aug-13
Funder	Partner and Funder	United Way of York Region	Daniele Zanotti-CEO e: dzanotti@uwyr.on.ca Christine Hill-Caballero Mgr. Community Investments e: chillehill@uwyr.on.ca	Daniele and Christine stated that UWYR would be more in funder role and had no plans on being a lead partner. UWYR does have funds that anchor tenants could access for programs and services. Strengths Investment fund disburses \$150,000 for programs and	Strengths Investment fund may be available for anchor tenants	20-Aug-13
Community Hub	Best Practices	401 Richmond	Erin MacKeen Director of Community Development & Communications 416.595.5900 ext. 4015 email: erin@401richmond.org	Erin discussed 401 Richmond's hub management model. Input is gained from tenants however 401 owns and operates the building. Anchor tenants are given longer leases but the flex space that is rented out to tenants does not include additional amenities.	N/A	22-Aug-13
Community Hub	Best Practices	York Region Centre for Community Safety	Rubaiyat Karim Project Coordinator p: 905.836.7601 ext. 100 e: rubaiyat.karim@yrccs.ca	YRCCS model is based on the fact that YRP is the master lease holder and gave YRCCS the space free until 2015. Currently, they generate revenue from leasing out the space to organizations catering services to clients re: domestic violence. Instead of sub-	Possible satellite location at The Link (e.g. 1-3 days/week)	22-Aug-13
Funder	Best Practices	United Way of Toronto	Lorraine Duff Director, Programs p: 416-777-1444 ext. 593 e: lduff@uwgt.org Kesia Campbell Manager of Neighborhoods and	Lorraine is responsible for the 8 hubs in the City of Toronto. Keisa directly manages 2. UW Toronto identified who the lead agency would be in terms of the management and operations of each of the hubs. The hub in Rexdale is more closely aligned to the FSPS project as it uses the AOC model (association of community	Best practice resources	23-Aug-13
Shared Space Resources	Best Practices	Nonprofit Centers Network	Katie Edwards Membership Services Coordinator e: kedwards@tides.org p: (415) 561-6365.	Katie shared info around the master lease option with respect to management and governance of The Link. She agreed The Link could generate revenue through three main sources: venue rental, flex space hot desk rental, food related initiatives	Webinars, one-on-one consultation	26-Aug-13
Business Plan Overview	Best Practices	York Small Business Enterprise Centre- Municipality of York Region	Dan Ruby Small Business Consultant p: 905. 830. 444 ext. 1517 e: dan.ruby@york.ca	Dan identified the importance of having a common thread among all the anchor tenants and future tenants that may access space in The Link. This would be most pertinent for marketing. Town could also run programs out of The Link, any programs run by tenants could have a clause in the lease agreement that states % of revenue would have to come back to the Town. Dan stated that if a social enterprise were to be run out of The Link the Town should take the lead or find a lead partner. Clarified they are three sources of	Review of business plan, offered to share in a best practice session with social enterprise in York Region, Kirsten Eastwood, Inn From the Cold, Noor Din, Karen Shea, and GTTI	29-Aug-13
Community Hub	Management and Governance	519 Community Centre	Maura Lawless Executive Director p: 416-355-6771 c: 416-708-4230 e: mlawless@the519.org	Maura is part of the Association of Community Centers (AOCC) model. City of Toronto owns the building and the land and provides core funding for the upper management staff. Board of directors makes decisions around daily operations and tenant selection process. Board of directors has delegated authority to make decisions. Revenue streams: federal & provincial grants, fundraising, corporate donations, renting space for special events/meetings	Visit to 519 TBD, best practices resources	29-Aug-13

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The following Key Stakeholders were interviewed at the outset of the business planning process in order to evaluate their need for space in Georgina, and specifically at The Link

Sector Represented	Type	Name of Agency	Contact Person	Meeting Overview	Programs & Services Identified	Initiated on (Log Date)
Community Hub	Management and Governance	Common Roof-Barrie and Orillia locations	Glen H. Newby, Chief Executive Officer New Path Youth & Family Services President and CEO	Common Roof is a collection of organizations that have come together to provide services for children, youth, and families. Each partners that came to the table for the Barrie site was asked to pay \$100,000 they were also given a 10/yr lease. Most of these organizations receive some funds from federal & provincial	Shared sample lease agreements	3-Sep-13
Partner Resource	Best Practices	MaRS	Carol-Ann Smith Manager, Social Entrepreneurship SiG@MaRS https://twitter.com/DingilloSmith T 416 673 8194	Carol-Ann has been able to share resources around best practices social enterprise initiatives in Ontario. She has also shared other organizations that are working in a similar capacity as The Link. 10 Carden in Guelph was offered as a potential site visit.	Shared resources	6-Aug-13
Partner Resource	Best Practices	City of Toronto	Denise Andrea Campbell Director, Community Resources Y Social Development Finance & Administration	Denise described the types of management options at multi-tenant shared spaces and hubs in Toronto. In some cases the City has 1 master lease holder, in other scenarios they city has lease with each tenant in the space. City does charge tenants for operating costs in addition to below market rent. Three divisions are involved in the	Shared resources	6-Sep-13
Community Hub	Tenant	Alzheimer Society of York Region	Tara Arthurs Senior Social Worker 184 Simcoe Avenue Unit 4 Keswick ON L4P 2H7 p: 905. 476.5521 ext. 41 e: tara@alzheimeryork.com	Mainly provide support to caregivers who are coping with dementia and Alzheimer's of family members and loved ones. Currently have a satellite location in Keswick would like to offer more support group programs. Often find it difficult to provide support to clients in Barrie, Sutton, Boldwin, etc. as they often	Caregiver Support Groups, Education & Awareness Information Sessions	6-Sep-13
Community Hub	Anchor Tenant	Hospice Georgina	Marie Morton Program Manager Hospice Georgina 152 High Street Sutton ON L0E 1R0 p: 905. 722.9333 e: mmorton@hospicegeorgina.com	Hospice mainly serves clients from Sutton however they are mandated for all of Georgina and would like to increase their visibility. Currently, the programs are quite limited and often clients would prefer to travel to Hospice Newmarket. Hospice would like to offer an on demand program for clients however	Programs Offered Onsite: Weekly Drop-In, Breast Cancer Support Group, New Journey's Support Group for Widows, Bridges (grief support group)	12-Sep-13
Community Hub	Anchor Tenant	Georgina Community Food Pantry	Catherine Cook Executive Director Georgina Community Food Pantry 110 High Street Sutton ON L0E 1R0 p: 905 506 0557 e: catherine@georginafoodpantry.ca	Many clients that access services of the food bank are underemployed or unemployed. Often times living on OW or ODSP. Stigma attached to using the food banks means that many clients are going unnerved. Current space does not have a loading dock commercial refrigeration, on larger freezer making it hard to	Links to resources on food scarcity in York Region i.e. <i>Hunger in the Midst of Prosperity, York Region on Limited Budget</i>	12-Sep-13
Community Hub	Tenant	Community Legal Clinic of York Region	Dennis Bailey Executive Director, Community Legal Clinic of York Region 21 Dunlop Street Suite 200 Richmond Hill ON L4C 2M6 d.bailey@clcyorkregion.ca	Dennis estimates that nearly 10- 30% of his case load comes from Georgina. Initially clinic began in Georgina but then moved to expand services as they now serve all of York Region and have no presence in Georgina currently. Most cases are poverty law, landlord tenant, mental health issues, wrongful dismissal. Many of	Access to research on legal clinics in underserved regions in Ontario, 1-3 day week onsite legal clinic	17-Sep-13
Community Hub	Tenant	Routes Connecting Communities	Cathy Wilkinson Executive Director Routes Connecting Communities 112B High Street Sutton ON p: 905.722.8191 e: cathy@routescomm.ca	Routes Connecting Communities has just been re-branded as it was formerly Transit Georgina. They offer rides to people to address social isolation, medical appointments, and accessing the food bank. However drivers are all volunteers and need to be reimbursed for mileage. The Town and the municipality of York do provide	Sent space usage email, still waiting for response	17-Sep-13
Community Hub	Tenant	Georgina Learning Centre	Grant Peckford Executive Director Learning Centre for Georgina 905-476-9900 ext. 114 grant@learningcentre.ca	Georgina Learning Centre offers skills upgrading to college prep course to people from all walks of life. Students range in age from 16-60. Learning center is hoping to partner with Seneca to provide pre-apprenticeship courses. Many students tend to come from low income backgrounds. Some such as addictions	Child minding for clients that access the hub	18-Sep-13
Community Hub	Tenant	Jericho Youth Services	Susan Gorman Executive Director Jericho Youth Services e: sgormanjys@sympatico.ca p: (905) 722 5540	Biggest issues are transportation to get youth to programs throughout Georgina. All programs are free to access. JYS would like to expand their mandate to offer leisure programs to youth over 14. In the past had a collaboration with the Town to run recreation programs. JYS would like to reinstate the agreement. They also	Expansion of youth programing ages 14+	9-Sep-13

Appendix 11.1 - Environmental Scan

The following Key Stakeholders were interviewed at the outset of the business planning process in order to evaluate their need for space in Georgina, and specifically at The Link

Sector Represented	Type	Name of Agency	Contact Person	Meeting Overview	Programs & Services Identified	Initiated on (Log Date)
Community Hub	Partner Resource	Ascentia	Hilary Van Welter CEO Ascentia 204 Church Street Newmarket ON L4C 3Y3 p:905-715-7855 e: ascenia@ascentia.com	Hilary would like to include the Black River as part of her research with the Ministry of Environment. She would like to arrange a focus group to study that impact of revitalize the Black River. Both her and Mark Setter are open to meeting with Charles Rosenberg	Would like to collaborate in Re-wilding the property adjacent to the Black River	9-Sep-13
Community Hub	Tenant	York Support Services Network	Marie Lauzier CEO York Supports Services Network 25 Millard Ave West Newmarket ON L3Y 7R6 P: 905.898.6455 ext. 2225 E:marie.lauzier@yorkssn.ca	YSSN used to provide services to clients in Georgina when they had an office in Sutton/Keswick. Due to population growth in the southern York Region it was not viable to maintain these offices. YSSN provides supports to individuals with learning and developmental disabilities. They also provide community crisis	Support groups, joint workshops with related service providers	1-Oct-13
Community Hub	Tenant	Addiction Services of York Region	Louisa Leung Clinical Director Addiction Services of York Region 14785 Yonge Street Suite 210 Aurora ON L4G 1N1 P: 905-841-7007 ext. 226	ASYR offers services to individuals 12+ living with addictions. They offer after care programs with an emphasis on a holistic approach. None of the programs offered allow clients to dispense methadone or suboxone onsite. Many ASYR clients are employed from middle income families that are struggling with issues of	Daily presence at The Link delivering programs and services to clients	4-Oct-13
Community Hub	Tenant	York Works	Domenic Cutulle Employment Services Manager-York Works t: 905.722.1480 ext. 102 e: domenic.cutulle@yrdsb.edu.on.ca	Provide employment support to underemployed or unemployed individuals throughout Sutton. Funded through YRDSB. Many clients are low income and may have other challenges i.e. mental health, addictions that may prove to difficult to find employment. Given close proximity to the hub there may not be any direct	Job Search Info Sessions, Career Fairs, General Intake	8-Oct-13
Community Hub	Tenant	Keswick Job Skills	Marg Rassinger Manager, Employment Services and Programs Job Skills p: 905-476-8080 e: marg.rassinger@keswick.ca	Deliver employment support and job search workshops for unemployed and underemployed residents of Keswick. They offer programs for women, youth, and newcomers. Jobs kills is funded through Employment Ontario and has managed to exceed funder targets. Given that there are no other job training programs in Keswick & East	Develop U fee for service job ready program	9-Oct-13
Community Hub	Tenant	Canadian Mental Health Association	Karen Setter-Hicks Director of Programs 1091 Gorham Street Newmarket ON L3Y 1X7 p: 905-853-8477 e: ksetter@cmha-ycan.ca	Largest provider of mental health services throughout York Region for families and individuals 12+. Programs are delivered within the communities where clients live. Social Workers and counselors will aim to meet clients in their homes or place of residence however there are a number of challenges of front-line staff to travel across the	Point of contact for Georgina clients given that CMHA has not presence in Georgina	9-Oct-13
Community Hub	Tenant	360 Kids	Michael Brathwaite Executive Director Bonnie Harkness- Director of Programs 80F Centurain Markham ON L3R 9C1 p: (416) 888-6521 e: michael.brathwaite@360kids.ca	Currently delivers programs for youth 14+ in the areas of housing, employment, education, life skills, and general counseling. Mainly deliver services to clients in the south of York Region. There is a possibly of expanding services and they are open to collaborating with other organizations such as the Sutton Youth Shelter	Base for Success	18-Oct-13
Community Hub	Feedback	Sutton District Public High School	Dawn Lailbarte 20798 Dalton Road Sutton, ON L0E 1R0	Youth provided feedback as to types of programs and services they would like to see at the hub: yoga classes, hunting license, expansion of skate park, homework help club, youth drop-in, cooking classes, gym, getting to know other programs being offered		16-Oct-13
Community Hub	Tenant	John Howard Society of York Region	Executive Director-Christin Cullen John Howard Society of York Region 16600 Denison Avenue Suite 1000 Richmond Hill ON L4B 1N1 p: 905.884.8379 e: christin.cullen@jhsyrc.org	Newly formed in 2010 mandated to provide services to clients across York Region. Currently have four main programs: PAR (domestic violence related charges) reintegration program (affiliated with Newmarket courts), direct accountability program (charges can be dropped upon successful completion), courthouse	Evening programming	28-Oct-13
Community Hub	Tenant	Rose of Sharon	Melissa Robinson- Development Director 361 Eagle Street East Newmarket p: 905. 853.5514 ext. 230 e: melissa@rosesoc.org	Main client base is young mother under 25. Majority of the clients reside in communities throughout Georgina and some from Aurora. Mandated to serve all of York Region and have a partnership with YRDB and York Catholic Board. In 2012 provided services for close to 600 mothers and children. Women 14-18	Storage space for resource room and access to space after 5pm for mothers who work	28-Oct-13
Community Hub	Tenant	My House Rainbow Resources of York Region	Haran Vijayanathan (volunteer) Program Manager 10157 Yonge Street Richmond Hill p: 905.884.8379 e: info@myhouseyrc.org	Recently established in 2012 My House aims to be the 519 of York Region. The mandate is to reach out to all of York Region LGBTQ community however the Richmond Hill location makes it challenging for clients beyond Newmarket. My House is mainly a social and recreation space for LGBTQ members and offer	On-site staff for satellite location	28-Oct-13

Appendix 11.1 - Environmental Scan

The following Key Stakeholders were interviewed at the outset of the business planning process in order to evaluate their need for space in Georgina, and specifically at The Link

Sector Represented	Type	Name of Agency	Contact Person	Meeting Overview	Programs & Services Identified	Initiated on (Log Date)
Community Hub	Tenant	Catholic Community Services of York Region	Doug Loweth-Director of Clinical Services and Family Life Education 21 Dunlop Street Richmond Hill p: 905.779.7040 ext. 220 e: dloweth@ccsyr.com	CCSYR has two locations in Georgina-Sutton & Pefferlaw where they deliver service. As they are a counseling agency they work with clients in any of the following categories: families, men, women, and youth. Would like to expand their presence in Georgina however they currently do not have space at the moment.	Evening programming	4-Nov-13
Community Hub	Tenant	York Region Abuse Program-YRAP	Alison Peck-Executive Director 17705 Leslie Street Newmarket p: 905.853.3040 e: a.peck@yrp.ca	YRAP provides clinical counseling services to youth and adults living with effects of trauma and crisis caused by childhood sexual abuse. YRAP is mandated to serve all of York Region, South Simcoe, and North Toronto. There could be a possibility of YRAP operating a separate division looking for a space in Georgina.	Evening programming	5-Nov-13
Shared Space Resources	Best Practices	Pillar Nonprofit Network	Chris Moss-Social Enterprise Program Manager 251 Dundas St. London, ON p: 519.433.7867 e: socialenterprise@pillarnonprofit.ca	Chris has extensive knowledge on social enterprise initiatives. She cautions to approach creating a café as this can take anywhere from 2-3years to get off the ground and turn a profit. She has also mentioned the London Training Centre as a highly successful social enterprise model.		
Community Hub	Tenant	Salvation Army Sutton Youth Shelter	Theresa McLeod-Admin Assistant 20898 Dalton Road Sutton p: 905.722.9076 e: theresamcleod@salvationarmy.ca	Sutton Youth shelter provides emergency beds for youth and teens. This is a co-ed facility. They also offer various programs and services for clients once they have been discharged from the shelter. Programs and services can also be offered at cost to community groups.	Licensed Programming Fee for Service	
Community Hub	Tenant	Knox United Church	Rev. Edward Grady (Ted) 34 Market Street Sutton, ON p: 905.722.3742 e: knoxunitedchurch@bellnet.ca	Rev. Ted has identified the need for a resource in Sutton where he can refer members of the congregation and people looking for assistance from the church with social service providers. Currently, a few community groups use the church meeting hall i.e. Girl Guides, Al-Anon, Seniors Thai Chi. The church does not have a big capacity host large events such as community dinners or special festivities i.e. 150 year church anniversary. Rev. Ted is very interested in having the opportunity to access the commercial training kitchen.	Rental Revenue-Commercial Kitchen	
Community Hub	Tenant	Family Services of York Region	Gillian Baker-Supervisor of School Based Services, COMPASS & Youth @Risk 1091 Gorham Street Newmarket p: 905.895.9371 e: gbaker@fsoy.com	FSYR is the largest recipient of UWYR dollars in York Region. They have a partnership with nearly all service providers in the region. The programs are fee for service (on a sliding scale) however no one who needs the support is turned away. FSYR has a large waiting list for youth services.	Permanent Tenant	
Community Hub	Tenant	ID Clinic & Housing Help	Mary Ann Proulx Executive Director Citizens for Affordable Housing 1000 Highway 7 East Unit 101 p: 905.885.2371 e: maryann@idclinic.ca	Housing help supports people in York Region seeking affordable housing. Most clients are low income and may also collect OW or ODSP. Mary Ann also helped to create the ID Clinic. Clients can access a variety of services including legal aid, financial counseling, and more.	Itinerant Tenant	
Community Hub	Tenant	Blue Hills Child & Family Centre	Sylvia Pivko-Executive Director 402 Bloomington Rd. p: 905.885.2371 e: spivko@bluehills.ca	Blue Hills offers services and support for children and families impacted with mental health issues. Provide ongoing counseling and support for children and families.	Itinerant Tenant	
Community Hub	Tenant	Big Brothers Big Sisters of York Simcoe	Shane Joseph, Program Manager Big Brothers Big Sisters 1000 Highway 7 East Unit 101 p: 905.885.2371 e: shane.joseph@bbsy.com	Agency offers various mentoring programs and opportunities for youth. Mandated to serve all of York Region however currently only serving the City of York.	Itinerant Tenant	27-Jan-14

1. Purpose

The Link Steering Committee of Council is established for the purpose of providing advice to Town Council regarding business models, management strategies, funding opportunities, building design, budget, governance structure, tenant selection process, and phased implementation plan for operations.

2. Meetings

- i. The Steering Committee shall meet one (1) to two (2) times per month.
- ii. Quorum for the Steering Committee shall be 50% plus 1.
- iii. Members of the Steering Committee who are unable to attend a regular meeting are required to report their absence prior to the meeting date and/or time.
- iv. A member shall not be absent for three (3) consecutive meetings without notice. For any anticipated lengthy absence (3 meetings or more), the member shall submit a request for leave of absence in order to preserve membership standing. Without a valid and acceptable reason, the individual's appointment to the Committee will be rescinded.

3. Agenda

The Agenda of the Link Steering Committee may contain the following items:

- 1. Call To Order**
- 2. Approve/Amend Agenda**
- 3. Declaration of Pecuniary Interest**
- 4. Deputations/Presentations** if required
- 5. Adoption of Minutes**
- 6. Unfinished Business**
- 7. New Business**
- 8. Correspondence**
- 9. Information** Next meeting date: _____
- 10. Adjournment**

4. Responsibilities

The Steering Committee will elect and appoint a Chair and Vice Chair, and shall:

- i. Provide advice to Town Council regarding business models, management strategies, funding opportunities, building design, budget, governance structure, tenant selection process, and phased implementation plan for operations.
- ii. Make routine business decisions as identified under the Delegation of Routine Powers and Duties By-law related to project development, future operations and maintenance of The Link within those parameters and funding envelopes determined by Council from time to time, relying on the technical and business expertise provided by the Town's Recreation and Culture, Operations and Engineering and Planning and Building Departments.
- iii. Provide recommendations to Town Council regarding the business and governance structures for the future management and operations of The Link.
- iv. Confer and liaise with other non-profit organizations, businesses and granting agencies with respect to potential partnerships and cost sharing arrangements that may arise.
- v. Leverage additional funding through grant writing, donations, sponsorships, etc. that will be used to assist in fulfilling the vision and mission of the facility.
- vi. Research market opportunities and best practices related to community hubs, shared spaces, non-profit centres, cultural centres, business accelerators, business incubators, community kitchens, and other related facilities and organizations.
- vii. Establish sub-committees as may be directed by The Link Steering Committee.

5. Reporting and Recommendations to Town Council

- i. When requiring a matter to be considered or a decision of Council, the Steering Committee shall make recommendations to Council, by reporting in a report format to include:
 - background information to be a brief synopsis or history of the issue
 - options for consideration to include financial and policy implications

- a recommendation for Council's consideration
- ii. The report will be separate from the Minutes. However, information in the minutes pertinent to the recommendation will be summarized in the report to Council.
- iii. Reports for consideration to Council shall be provided to the Clerk for processing.
- iv. Should the Steering Committee wish to provide a deputation to Council, a request shall be made in writing through the Clerk's office.

6. Membership

- i. Appointed by Council, the Committee shall consist of not more than eleven (11) members as follows:
 - Three (3) Council representatives;
 - Two (2) community members;
 - One (1) United Way of York Region member;
 - One (1) Georgina Food Pantry member;
 - One (1) Georgina Arts Centre & Gallery member;
 - One (1) The Training Centre, Georgina Trades Training Inc. member;
 - One (1) Hospice Georgina member;
 - One (1) Economic Development Committee member.
- ii. Resignations from the Committee must be in writing to the Committee and Council.
 - Where deemed necessary by the Committee, sub-committees may be established. Sub-committee members are not required to be Committee members but a Committee member shall Chair sub-committee meetings.

7. Length of Term/Vacancies

- i. The Steering Committee shall be appointed for a 12 month term, from May, 2013 until April, 2014, but shall continue until such time as new Committee members are appointed after the completion of the initial construction phase and tenant occupancy has occurred.

- ii. Recognizing that vacancies may arise, Council will request submissions from the public and will appoint citizens to fill such vacancies.
- iii. An end of term report indicating accomplishments and, if required, outlining objectives going forward is required.

8. Remuneration

No remuneration will be provided to Committee members.

9. Member in Good Standing

The rules governing the procedure of Council and the conduct of members shall be observed by this Committee. All members should reflect appropriate conduct when attending meetings and/or representing The Link Steering Committee in public.

Consequences:

Upon any infraction of the above (which infers a negative impact upon the effectiveness of the Committee's work), a member can be put on probation for a six-meeting period with a letter from the Chair and/or a vote from members. If the conduct of the member continues to impact negatively upon the Committee's work, during and following the probation, then the member, upon a majority vote from the members, will be required to resign from the Committee.

10. Budget

- i. The Steering Committee, if deemed necessary, will submit a budget for Council's approval, through the Town Treasurer, to include anticipated revenue and estimated expenditures.
- ii. Any purchases over and above the approved budget and the Procurement By-law will require Council's approval.

11. Use of Town Logo/Letterhead

- i. The Steering Committee has the ability to draft correspondence and make contacts with external organizations/individuals to solicit information to/from the public, to carry out its mandate. However, the nature and information shall not significantly bind the Municipality and shall be approved by the Communications Coordinator.
- ii. The Steering Committee shall adhere to the Town logo policy in carrying out the mandate of the Committee.

12. Authority

- i. The Steering Committee has no decision-making authority. Recommendations to Council in the form of resolutions are required.
- ii. The Steering Committee has the ability to act on matters to carry out the mandate of the Committee using its discretion and judgment, which shall not significantly bind the Municipality.
- iii. Any information or action that significantly binds the Corporation will require Council's approval.

13. Confidentiality

The *Municipal Act* shall bind the members of the Steering Committee as it relates to confidentiality, conflict of interest, closed sessions, and any other requirements under the Act, which pertain to the conduct of officials.

14. Procedural By-law

The rules and regulations contained in the procedural by-law shall be observed in all proceedings of the Committee and shall be the rules and regulations of the dispatch of business by the Committee.

Relationship Framework
for
The Corporation of the Town of Georgina (The “Town”)
and
The Georgina Trades Training Inc. (“GTTI”)
Hospice Georgina (“HG”)
Georgina Community Food Pantry (“GCFP”)



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ARTICLE 1

BACKGROUND AND PURPOSE

1.1 Background

The Link is a collaborative project that provides an opportunity for stakeholders across Georgina and beyond to participate in training and skills development, arts and culture programming, a range of community services, and various learning and personal growth opportunities. The Town currently partners with numerous local organizations throughout Georgina that deliver a diversity of programs and services; The Link is a natural complement to, and evolution of, these partnerships. By moving from partnership to collaboration, The Link allows for community organizations, nonprofits, service providers, artists, entrepreneurs, and others to join forces to address pressing social, economic and cultural challenges in Georgina, thereby creating a web of support that leads to healthier and more vibrant communities.

Using the City of Toronto's *Relationship Framework for Boards of Management of Community Centres* as a template, this document details how the Town supports the local efforts of tenants at The Link by providing them with a facility and core administrative funding. The Link staff are Town employees who work alongside an independent not-for-profit Board of Directors that provides ongoing guidance regarding daily operations.

1.2 Definitions

In this document, the following terms have the meanings set out below:

"Applicable Law" means any statutes, and the regulations, orders and by-laws enacted under any statute, and any other requirements of public authorities that apply to The Link's Board, or both;

"Auditor" means the auditor who is appointed by the Town's Director of Administrative Services and Treasurer to annually audit the accounts, transactions, and financial statements of The Link;

"Board" means the Board that will be struck to advise staff on the day-to-day management and operations of The Link;

"Board Member" means a person selected to serve on The Link Board of Directors;

"Building" means the physical indoor and outdoor space owned by the Town located at 20849 Dalton Road, Sutton, Ontario, known as The Link;

"Capital Work" means building repairs or improvements in accordance with the Town's capital budget submission schedule;

"Council" means the Council of the Town;

“Financial Statements” means, for any particular period, comprehensive financial statements consisting of not less than a statement of revenues and expenditures, and such other statements, reports, notes and information required by, and prepared in accordance with, generally accepted accounting principles for Canadian municipalities;

“Governing Documents” means the internal constitution and by-laws of the Board that sets out the framework, purpose and specific procedures for The Board’s functioning;

“Municipal Act” means Municipal Act, 2001, as amended from time to time;

“Record” means information, however recorded or stored, whether in print form, on film, by electronic means or otherwise, and includes documents, financial statements, minutes, accounts, correspondence, memoranda, plans, maps, drawings, photographs and films’

“The Link” means the project based on local collaborations between the Town and various stakeholders that seeks to link together people and services to unlock and promote innovation and community potential.

“Town Liaison” means the Town staff person responsible for serving as the primary contact between the Town and Board regarding management of The Link;

“User Group” means any individual or organization that accesses space at The Link by entering into a licensee agreement with the Town;

“Ward Councillor” means the member of Council for the ward in which The Link is located.

1.3 Purpose of the Relationship Framework

The purpose of this Relationship Framework is to:

- 1.3.1 Recognize the Board’s role to provide guidance to staff regarding the business and affairs of The Link in accordance with this Relationship Framework;
- 1.3.2 Set out the conditions that promotes an effective and collaborative relationship between the Town and the Board;
- 1.3.3 Identify the types and levels of support provided by the Town to the Board and the responsibilities and obligations of the Board;
- 1.3.4 Inform the Board, Town staff, stakeholders and the residents of Georgina regarding Council's direction on matters such as governance, applicable Town rules and policies, reporting requirements and accountability; and
- 1.3.5 Articulate Council's delegation of authority, expectations and requirements for the Board.

ARTICLE 2

MANDATE OF THE LINK

2.1 Mandate of The Link

The Link's Mission Statement is:

"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 and services to unlock and promote innovation and community potential."

The general mandate of The Link is:

- (a) To provide a broad range of community-based services and programs;
- (b) To support community capacity building and economic development through programs, services volunteerism and community engagement;
- (c) To be responsive to the community through identifying evolving community, social, cultural, training, employment and recreational needs, and developing ways of meeting them;
- (d) To support community participation, through membership and the election of Board nominees, to advise on the administration and programming at The Link; and
- (e) To work collaboratively with community organizations, local businesses, community groups and community members to provide accessible services that improve community well-being throughout Georgina.

2.2 Town's Strategic Objectives

- 2.2.1 The Town recognizes the importance of social, cultural, training, recreational, and community programs as essential to the well-being and quality of life of its citizens and communities;
- 2.2.2 The Town directly provides social, cultural, training, recreational, and community programming, as well as indirect support to various community-based organizations that offer such programs; and
- 2.2.3 The Relationship Framework model is a hybrid governance model. The Town supports this model by providing a facility and core administrative funding.

2.3 Rationale for User Groups Providing Programs and Services

The Town's rationale for having the user groups provide programs and services in The Link, as opposed to the Town providing such services is as follows:

- (a) To ensure a mixed delivery system in the provision of programs and services in which both the Town and community based groups are responsible for;
- (b) To foster community and volunteer participation in the design and delivery of local programs and services;
- (c) To provide programs and services that are responsive to and reflective of the unique needs of local communities, or a common interest group in the broader community by having community members make decisions about what programs and services to provide;
- (d) To strengthen communities by supporting capacity building, civic engagement and participation at the neighborhood level;
- (e) To engage the voluntary sector which increases their overall resource base, provides access to a broad range of skills and expertise within their volunteer membership and supports participation in community programming;
- (f) To ensure community access to publicly owned facilities for meeting use and social, recreational, cultural and training purposes for priorities as set by the community itself; and
- (g) To leverage funding from a variety of alternative funding sources that enable The Link to develop programs and services to meet emerging needs in the local community.

ARTICLE 3

DELEGATION OF AUTHORITY

3.1 Matters Requiring Council Approval

The following matters require approval from Council:

- (a) The annual administrative budget and global budget estimates;
- (b) Allocations for capital repairs as detailed in the Operation and Engineering Department's annual budget;
- (c) The approval of fees and charges for use of The Link's space and programs;
- (d) The audited annual financial statements of the Board;
- (e) Collective Agreements;
- (f) Records retention and destruction; and
- (g) Contracting out the overall operation or a significant portion of the operation of The Link to a third party.

ARTICLE 4

OPERATING PRINCIPLES AND OBJECTIVES

4.1 Operating Principles and Objectives of the Board

- 4.1.1 The Board will operate in compliance with all Applicable Laws. Applicable Law include, but is not limited to: the Municipal Act; the Municipal Conflict of Interest Act; the Occupational Health and Safety Act; the Accessibility for Ontarians with Disabilities Act; the Workplace Safety and Insurance Act; the Ontario Human Rights Code; Town of Georgina policies and procedures; tax legislation and regulations; and Governing Documents;
- 4.1.2 The Board will help to manage The Link in a fiscally responsible manner and in accordance with the administration and capital budgets as approved by Council.
- 4.1.3 The Board will operate in a manner that is responsive to the community;
- 4.1.4 The Board may establish types of membership including criteria and voting eligibility;
- 4.1.5 The Board will establish provisions for the participation of neighborhood residents in The Link's programs and services;
- 4.1.6 The Board will develop and provide information on the services, programs, policies and finances of The Link to community residents, Council, and other relevant stakeholders. The Board will work with the Town Liaison to establish minimum information requirements;
- 4.1.7 The Board will promote the role, value and contribution of volunteers and the community and reflect this philosophy in its mission, programs and services at The Link; and
- 4.1.8 The Board will embrace and promote the value of inclusivity in its day-to-day business including employee, volunteer and Board recruitment practices, program and policy development, and community engagement.

ARTICLE 5

BOARD RESPONSIBILITIES

5.1 Responsibilities of the Board

- 5.1.1 Subject to any matters that require Council approval under this document, the Town's Procedural By-law, Sections 23.1 to 23.4 of the Municipal Act, or any other Applicable Laws, the Board shall help to manage The Link.

5.1.2 The responsibilities of the Board include the following specific matters:

- (a) To provide insight, advice and guidance to staff and the Town Liaison regarding the overall management, operation and maintenance of The Link in compliance with all Applicable Laws;
- (b) To provide insight, advice and guidance to staff and the Town Liaison regarding the overall development and management of The Link's programs and services;
- (c) To provide insight, advice and guidance to staff and the Town Liaison regarding the development of the annual administrative budget and global budget estimates for recommendation to Council;
- (d) To approve the annual report for submission to Council;
- (e) To establish programs and services and make recommendations regarding fees for the use of the facilities and programs if applicable;
- (f) To appoint Board members;
- (g) To develop resources to support activities, programs and services of The Link; and
- (h) To prepare The Board's annual financial statements for audit purposes.

ARTICLE 6

RESPONSIBILITIES OF THE TOWN

6.1 Corporate Support

- 6.1.1 The Board and The Link staff will be provided human resources services, legal services (except for disbursements), corporate access and privacy, information technology services, and financial and maintenance services as reasonably required;
- 6.1.2 The Link will be covered under the Town's Liability and Property Insurance program. This coverage includes Automobile, Boiler Machinery, Property, General Liability, and Professional Liability insurance; and
- 6.1.3 The Board or The Link staff can request assistance and information from the Town at any time. The Town Clerk's Division provides governance support to the Board. Requests should be reasonable allowing the Clerk's Division appropriate time to respond and should be made through the Town appointed Liaison.

6.2 Facility Control and Responsibility

- 6.2.1 The Link is a Town-owned facility. The Town shall be responsible for properly maintaining the building in a good state of repair and keeping the premises in a clean, safe and orderly condition;

- 6.2.2 The Board shall not make or incur liability for any capital work without first obtaining Town approval. Additionally, the Board shall not make, permit or allow any capital work including alterations, renovations, additions or improvements to the premises without first obtaining the consent of the Town;
- 6.2.3 The Board shall not make, permit or allow any work including alterations, renovations, additions or improvements to the premises without first obtaining all necessary permits therefor;
- 6.2.4 The Town is responsible for managing all capital work carried out in Town owned facilities unless explicitly approved otherwise by Council. A written agreement between the Board and the Town Purchasing Division as stated in the Town's Procurement By-law will be executed for all capital projects;
- 6.2.5 The Board is required to ensure that any work completed in the facility complies with existing collective agreements regarding Town owned buildings; and
- 6.2.6 The Chief Building Officer or his/her designate shall have the right to enter the premises to complete facility inspections, building condition assessments or for any other reason he or she deems necessary.

6.3 Employees of The Link

6.3 The Link staff are employees of the Town and subject to the Town's human resource policies and collective agreements, including compensation, changes to salary ranges, job evaluation, performance pay, benefits etc.

6.4 Role of Ward Councillor

- 6.4 The Ward Councillor is appointed to the Board. The role of the Ward Councillor is to:
 - (a) Perform as part of the Board;
 - (b) Balance his or her role as the custodian of the Town's tax dollars and representative of Council policies, with his or her duties as a Board member;
 - (c) Provide specialized advice and expertise to aid in decision-making; and
 - (d) Provide an essential link between the Board and Council such that Council positions can be conveyed to the Board and vice-versa.

ARTICLE 7

ACCESS TO RECORDS AND INFORMATION

7.1 Access to Records and Information

- 7.1.1 The Board and The Link staff are required to comply with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), which establishes requirements related to access to records and information. That Act provides individuals with the right to access general information and their own personal information maintained by municipal government, agencies, boards and commissions. The Act also includes guidelines related to the collection, use, disclosure and retention of personal information.
- 7.1.2 The Clerk's Division will provide support and advice to The Link on matters related to the collection, use, disclosure and retention of personal information as required by MFIPPA and Town Procedural By-laws.
- 7.1.3 The Board will retain and preserve records associated with the management and operation of The Link including minutes and records of all Board meetings, in a secure and accessible manner, as required by Section 254 of the Municipal Act.
- 7.1.4 The destruction of Records of the Board must comply with the Town's records retention procedures as established in the Town's Records Retention By-law.

7.2 Town Requests for Information

- 7.2.1 The Board, or Link staff acting on behalf of the Board, shall respond in a timely manner to requests by Council or Town staff for information related to the operations, business and affairs of The Link.
- 7.2.2 The Board shall provide a Councillor with timely information about programs, services and activities in his or her ward, on the request of the Councillor.
- 7.2.3 When requesting information from the Board, the Town will communicate the purpose for the information request and how the information will be used.

ARTICLE 8

POLICIES

8.1 Compliance with Town Policies

- 8.1.1 The Board will follow rules, procedures and policies established by the Town, amended from time to time.
- 8.1.2 The Board will comply with the Town's hiring policies, policies regarding the procurement of goods and services and Procedural By-law.
- 8.1.3 Certain expectations regarding conduct apply to the Board. It is understood that each member has agreed, at the time of their appointment, to abide by the following:
 - (a) the Municipal Conflict of Interest Act;
 - (b) The Code of Conduct for Members of Council and Boards as amended from time to time;
 - (c) the Town's Procedural By-law; and
 - (d) the Municipal Act;
- 8.1.4 The Board will ensure the implementation of policies on specific matters when directed by Council from time to time and with necessary modification as appropriate;
- 8.1.5 The Town Liaison will provide support and assistance to the Board when requested regarding the implementation of Council directed policies within the Board's operating environments; and
- 8.1.6 The Town will advise the Board whenever possible regarding new policies or procedures that will affect the Board.

ARTICLE 9

COMMUNICATION

9.1 Corporate Identity

- 9.1.1 The Board is required to acknowledge in public materials such as web sites, publications and pamphlets its relationship with the Town and the fact that the Town provides support to The Link; and
- 9.1.2 The official Town corporate logo or word mark must be used when The Link uses the Town logo on any visual material, publications or pamphlets.

9.2 Public Representation

- 9.2.1 The Board and The Link staff shall at all times in representing The Link on the public record, have regard for privacy rights, security needs, and matters before the courts. They shall identify themselves as a representative of the Board, not the Town, when speaking on the public record; and
- 9.2.2 The Board, or The Link staff acting as its delegate, shall provide the Town Liaison and the Town's communications staff, for information purposes, with copies of materials released to the media of interest to the Town.

ARTICLE 10

REPORTING

10.1 Designated Town Liaison as Contact

- 10.1.1 Council has directed that The Link be functionally aligned with the Recreation and Culture Department. The Town Liaison will be responsible to the Director of Recreation and Culture;
- 10.1.2 The Town Liaison shall be the primary contact for The Link in matters that require Council approval. The role of the Town Liaison is facilitative and shall not limit the autonomy or authority of the Board or preclude members of the Board or staff of The Link from liaising with other Town divisions or Councillors, from representing The Link before Council and its committees in the normal course of business, as they deem appropriate;
- 10.1.3 The Town Liaison will be responsible to act as a primary contact for transmittal of reports and the annual budget submission to Council; will facilitate the administrative relationship between the Board and the Town including the provision of support through various corporate units; will ensure that the programs and services delivered through The Link continue to be included in the Town's overall strategic directions; will act as a resource and provide information; will act as a program advocate on behalf of The Link as appropriate;
- 10.1.4 The Town Liaison shall be the first point of contact in the event of conflict between the Board and the Town, and his or her role is to negotiate a resolution if at all possible. The Board may request the Town Liaison to attend a Board meeting to discuss issues and offer possible solutions; and
- 10.1.5 The Town Liaison shall not be a voting member of the Board.

10.2 Financial Management and Budget

- 10.2.1 The administration budget and global budget estimates will be prepared and submitted to the Town via the Town Liaison on an annual basis in a format and within time lines prescribed by the Town. The administrative budget and global budget estimates for The Link are included in the Town's operating budget as a separate line item. The Town Liaison will present the budget. The Link staff and/or representatives of the Board shall be available to answer questions and participate in the budget review process as required;
- 10.2.2 The Town recognizes the need for The Link to have core administrative support in order to effectively manage the day-to-day operation of The Link, fully utilize the physical capacity of the facility, and ensure proper maintenance. Core administration costs will be eligible for direct Town funding, subject to approval through the annual budget process;
- 10.2.3 Any requests for additional administrative staff or funds necessary to carry out The Link's core administration will be accompanied by a business case and be subject to approval by Council through the annual budget process;
- 10.2.4 The Board is responsible for helping to secure and manage funding for programs and services, and will be eligible to apply for Town funding through grant programs or other funding mechanisms, or both;
- 10.2.5 The Town's Operations and Engineering Department, in consultation with the Board, The Link staff, and Town Liaison, will establish a multi-year capital plan that will be reviewed and approved annually by Council. The Link will work in collaboration with Operations and Engineering in establishing, reviewing and submitting capital budget requests in a format and within time lines prescribed by the Town's Director of Administrative Services and Treasurer for approval by Council;
- 10.2.6 The Board will not expend or authorize the expenditure of administrative or capital funds or incur liabilities without the approval of Council through the annual budget process or through approval of an in-year budget adjustment. The Board shall contact the Town Liaison in the event of an unforeseen circumstance that may have budgetary implications;
- 10.2.7 The Board will be responsible for monitoring its approved administrative budget and submitting variance reports on a quarterly basis to the Town. Variance reports will include explanation and remedial action plans to address variances;

10.3 Annual Reporting

- 10.3.1 The Board will be responsible on an annual basis to provide to the Town audited Financial Statements and annual report. The audited Financial Statements and annual report shall be submitted to the Town Liaison who will forward them to the appropriate Town division;
- 10.3.2 Annual audited Financial Statements will be prepared in accordance with Canadian generally accepted accounting principles for municipalities with notes of explanation and any other requirements as directed by Council. The audited Financial Statement, management letters if applicable, and responses from management must be submitted on an annual basis to the Director of Administrative Services and Treasurer for consideration.

10.4 Audit

- 10.4.1 The Auditor in conjunction with the Board is responsible to complete the annual audit of The Link. The annual audit will be completed in consultation with the Board. The audit must satisfy the requirements of Subsection 296 of the Municipal Act, 2001 which requires the Town to appoint an Auditor licensed under the Public Accounting Act, 2004 to annually audit the accounts and transactions of its local Boards and express an opinion on the financial statements of these bodies;
- 10.4.2 The Auditor has right of access at all reasonable hours to all records of The Link that he or she deems necessary to carry out the duties of an Auditor under Section 296 of the Municipal Act, 2001. The Board and Link staff will provide the Auditor or his or her delegates with full access to the premises and records during regular business hours;
- 10.4.3 The Town Chief Administrative Officer, Town Liaison, Director of Administrative Services and Treasurer may review the financial records and other relevant records of the Link. The Board and Link staff will provide the Town Liaison, Chief Administrative Officer, and Director of Administrative Services and Treasurer with full access to the premises and records during regular business hours;
- 10.4.4 All Town staff that access records of The Link shall respect the confidentiality of any personally identifying information contained in any records as required by the Municipal Freedom of Information and Protection of Privacy Act; and
- 10.4.5 The Board is required to review and develop an action plan to address recommendations arising from any management letter received from the external Auditor, or from a review by the Auditor or the Town Liaison.

ARTICLE 11

ACCOUNTABILITY AND TRANSPARENCY

11.1 Integrity Commissioner

- 11.1.1 The Town may, under Section. 223.3 of the Municipal Act, 2001, appoint an Integrity Commissioner responsible for the application of the code of conduct for members of Council, the code of conduct for members of the Board, and the application of any procedures, rules and policies of the Town and the Board governing the ethical behavior of its members;
- 11.1.2 Council, a member of Council, a member of the Board, or a member of the public may request the Integrity Commissioner to conduct an inquiry with respect to whether a member of the Board has contravened the code of conduct applicable to the Board;
- 11.1.3 The Integrity Commissioner is entitled to full access to all books, accounts, financial records, electronic data processing records, reports, files, and other papers, things or property used by the Board that the Commissioner believes to be necessary for an inquiry. The Board will provide the Integrity Commissioner with such information as the Commissioner deems necessary as required by Section 223.3 of the Municipal Act;
- 11.1.4 Council may reprimand a Board member who has contravened the applicable code of conduct adopted by the Town for members of Local Boards; and
- 11.1.5 The Board may reprimand a Board member who has contravened the code of conduct for members of the Board if Council has not imposed a penalty on the member with regard to the same contravention under Section 223.3 of the Municipal Act.

ARTICLE 12

INCONSISTENCY OR CONFLICT

12.1 Inconsistency or Conflict

- 12.1 If there is any inconsistency or conflict between the provisions of this Relationship Framework and provincial and federal legislation, then such provincial or federal legislation shall prevail.

ARTICLE 13

TERM OF RELATIONSHIP FRAMEWORK

13.1 Term of Relationship Framework

- 13.1 This Relationship Framework will have a five year term beginning January 1, 2016, and will be automatically renewed after five years unless one of the user groups or the Board gives a minimum of six months' notice prior to the end of the term.

THIS LICENCE AGREEMENT dated as of **xxxx, 201x**.

BETWEEN:

THE CORPORATION OF THE TOWN OF GEORGINA
(the "Licensor")

OF THE FIRST PART

- AND -

(NAME)
(the "Licensee")

OF THE SECOND PART

WHEREAS the Licensor is the owner of the lands known municipally as 20849 Dalton Rd. in Sutton, Ontario (the "lands"), which containing a community connection centre known as The Link ("**the Building**");

AND WHEREAS the Licensor has agreed to grant a licence to the Licensee to use and occupy certain space in the Building as described in Schedule "A" and as shown crosshatched on Schedule "B" attached hereto;

AND WHEREAS the Licensor may grant a licence for any portion of the Lands or the Building;

NOW THEREFORE, in consideration of the mutual covenants and agreements between the parties, the parties hereby agree as follows:

1. DEFINITIONS

In this Licence and in the Schedules attached to this Licence (unless otherwise defined therein):

- (a) "**Business Day**" means each day of the week that is not a Saturday or Sunday and is not a statutory holiday in the province of Ontario.
- (b) "**Parking Facilities**" means those parking spaces on the Lands designated by the Licensor for the exclusive use by the clients of the Licensee, the Licensor, other occupants of the Building and those persons or organizations permitted by the Licensor to use the Common Areas from time to time.
- (c) "**Commencement Date**" has the meaning ascribed thereto in Schedule "A".

- (d) **"Common Areas"** means the areas, facilities, utilities, improvements, equipment and installations in the Building or upon the Lands which are not licensed to licensees of the Building, and which serve or are for the benefit of the Building and are located within the Building or upon the Lands, or are designated from time to time as Common Areas by the Licensor. The Common Areas include, but are not limited to, access roads, driveways, loading docks, sidewalks, landscaped or planted areas, hallways, vestibules, corridors, ground floor washrooms and the community lobby.
- (e) **"Common Program Space"** means the shared community spaces in the Building designated from time to time by the Licensor for use on a non-exclusive basis by the Licensee and as outlined on Schedule "B".
- (f) **"Damage"** means damage (including but not limited to, smoke and water damage) that results from a peril against which the Licensor insures and receives sufficient insurance proceeds for the necessary repairs, rebuilding or restoration; and **"Damaged"** is the occurrence of Damage.
- (g) **"Deposit"** means the sum set out in Schedule "A".
- (h) **"Fee"** means the sum set out in Schedule "A".
- (i) **"Fixturing Period"** has the meaning ascribed thereto in Article 2(e) of this Licence.
- (j) **"Improvements"** means the alterations, fixtures and improvements in or serving the Licensed Space made from time to time by or on behalf of the Licensee or any prior occupant of the Licensed Space with the exception only of furniture and equipment not in the nature of fixtures.
- (k) **"Lands"** has the meaning ascribed thereto in Article 1.12 hereof.
- (l) **"Licensable Area"** means the total of the areas in the Building licensed to occupants of the Building or set aside by the Licensor for such purpose, including the Licensed Space and including the area in the Building occupied exclusively by the Licensor, but not including the Common Areas, Common Program Space or Staff Space.
- (m) **"Licence Period"** means the period as set out in Schedule "A".
- (n) **"Licence Year"** means a period of twelve (12) consecutive full calendar months, the first Licence year beginning on the Commencement Date if such date is the first day of a calendar month; and if not, then the first Licence Year shall commence upon the first day of the calendar month following the month in which the Commencement Date occurs. Each succeeding Licence year shall commence upon the anniversary date of the first Licence Year.
- (o) **"Licensed Space"** has the meaning ascribed thereto in Schedule "A".
- (p) **"Licensor's Work"** has the meaning ascribed thereto in Schedule "E".

- (q) **“Operating Costs”** means the costs of the Licensor, without duplication or profit, for operating, maintaining, repairing and insuring the Building and the Lands, including, but not limited to, the costs of the following: (i) insurance on the Lands, Building, improvements, equipment and other property upon the Lands as required hereunder or otherwise; (ii) cleaning, snow removal, garbage and waste collection and disposal, and landscaping; (iii) lighting, electricity, water, gas, public utilities and all other utilities, facilities and systems used in or serving the Building and the Lands, including heating, air conditioning and ventilation costs; (iv) salaries of on-site personnel engaged solely in the operation, maintenance, repair and insurance of the Building and the Lands and other improvements thereon (and if not solely engaged in the operation, maintenance, repair and insurance of the Building and the Lands and other improvements thereon, then that portion of such personnel’s salary as is reasonably attributable to such function), including security services; (v) repairs (including major repairs) and replacements to and maintenance and operation of the Building and the Lands and other improvements thereon, such repairs, replacement and rebuilding expenditures to be amortized over their useful life if not fully expensed in the year in which they occur in accordance with generally accepted accounting principles; (vi) the total costs of operating, maintaining, and repairing the HVAC system serving the Building; (vii) depreciation or amortization of all capital expenditures, over the useful life of such item, including capital repairs and replacement of the maintenance, cleaning and operating equipment and all other fixtures, equipment and facilities that are part of the Building and Lands (including the HVAC system), unless they are charged fully in the Licence Year in which they are incurred, all in accordance with generally accepted accounting principles; (viii) Property Taxes payable by the Licensor with respect to the Building and the Lands; and (ix) the commercially reasonable management fee or administrative charges of the management company for the Building and Lands (if any, retained by the Licensor) not to exceed 15% of the Operating Costs, excluding Property Taxes. Operating Costs shall exclude or have deducted from them as the case may be: (i) net recoveries from other Licensees or occupants of the Building in respect of and to the extent (but only to the extent) of costs which have been charged as Operating Costs, other than recoveries from the Licensee pursuant to the Operating Costs charging provisions in this Licence and from other Licensees or occupants pursuant to similar charging provisions; (ii) net insurance proceeds received to the extent (but only to the extent) that such proceeds reimburse the Licensor for costs of repair and replacement which have been previously charged as Operating Costs; (iii) net recoveries in respect of warranties or guarantees relating to the construction of the Building to the extent (but only to the extent) that the repair costs in respect of the work covered by such warranties or guarantees have been previously charged as Operating Costs; (iv) net recoveries from the parking facilities forming part of the Common Areas in respect of and to the extent (but only to the extent) of costs which have been previously charged as Operating Costs; and (v) the costs incurred by the Licensor in respect of any vacancies in the Building during the Licence Period or any renewal thereof.
- (r) **“Possession Date”** means the day that is ____ days prior to the Commencement Date.
- (s) **“Proportionate Share”** means the fraction which has as its numerator the gross square footage of the Licenced Space and as its denominator the gross square footage of the Licensable Area of the Building. For clarity, there shall be no gross-up for any vacant space of Licensable Area in the Building.

- (t) **"Property Taxes"** means all taxes, levies, charges, school and local improvement rates and assessments whatsoever (including municipal and other property taxes) assessed or charged against the Lands or any part thereof or against the Licensor on account of its ownership of the Lands or relating to its use and occupancy of the Lands, by any lawful taxing authority including any amounts assessed or charged in substitution for or in lieu of any such taxes, but excluding taxes personal to the Licensor such as capital gains, corporate, income, capital, profit or excess profit taxes except to the extent such taxes are levied in lieu of any of Property Taxes.
- (u) **"Rules and Regulations"** has the meaning ascribed thereto in Section 2(s) of this Licence.
- (v) **"Staff Space"** means the staff space designated from time to time by the Licensor in the Building for use on a non-exclusive basis by the staff and agents of the Licensee and of the Licensor, as outlined in Schedule "B".
- (w) **"Use"** means the use of the Licenced Space by the Licensee as set out in Schedule "A".

2. LICENCE

Licensor hereby licences the Licenced Space to Licensee for the Licence Period on the following terms and conditions:

- (a) **Net Licence** – This Licence is a completely carefree net licence to the Licensor, except as expressly set out herein.
- (b) **Fee** – Licensee shall pay the Fee to the Licensor in advance and on the first day of each month during the Licence Period, plus any applicable goods and services, sales, value added or harmonized taxes, without deduction, abatement, or set-off whatsoever. The Fee for any part of a month shall be pro-rated on a daily basis based on the number of days in the month plus any applicable taxes.
- (c) **Deposit** – Licensee shall pay the Deposit to the Licensor by certified cheque or bank draft upon the execution of this Licence by the Licensee. The Deposit will be held by the Licensor, without interest, during the Licence Period and any renewals thereof, and upon surrender of the Licenced Space by the Licensee at the expiry of the Licence Period or upon earlier termination of this Licence the Licensor shall use the Deposit to return the Licenced Space to the condition in which it was first licenced to the Licensee. Any balance remaining after such application by the Licensor shall be returned to the Licensee within fifteen (15) days of the expiry or earlier termination of the Licence Period.
- (d) **Fixturing Period** – from the Possession Date to the Commencement Date (the **"Fixturing Period"**), the Licensee shall be permitted access to the Licenced Space for the purpose of installing its fixtures and otherwise preparing the Licenced Space for the intended Use. During the Fixturing Period, the Licensee shall be required to pay its Proportionate Share of Operating Costs but shall not be required to pay any other portion of the Fee.
- (e) **Use** – The Licenced Space shall be used only for the Use set out in this Licence.

- (f) **Condition of Licenced Space** – Licensee agrees to accept the Licenced Space on an "as is" basis upon completion of the Licensor's Work. All routine maintenance and cleaning of the Licenced Space shall be the responsibility of Licensor, and the cost of such maintenance and cleaning shall be included in Operating Costs. Licensee shall keep the Licenced Space and maintain it in a clean and tidy manner and in good order and condition and shall make all needed routine repairs to the Licenced Space, including without limitation, all fixtures and improvements installed in it by the Licensee. Licensee shall be fully responsible for complying with all applicable building codes and Building Rules and Regulations set out in this Licence, as such Building Rules and Regulations may pertain to the Licensee's use of Licenced Space and any work or alterations to the Licenced Space conducted by the Licensee, provided that the Licensee shall not be responsible to rectify or remedy any non-compliance of the Licenced Space with applicable building codes and/or Building Rules and Regulations, which non-compliance pre-dates the Licensee's use of the Licenced Space.
- (g) **Repairs and Alterations** – Licensee shall not make any repairs, alterations, replacements or improvements to any part of the Licenced Space without first obtaining Licensor's prior written approval, which approval may be withheld in the sole discretion of the Licensor. Any repairs, alterations, replacements or improvements made by Licensee without Licensor's prior written approval shall, if required by Licensor, be promptly removed by Licensee at its sole cost and expense and the Licenced Space shall be restored to its previous condition. The Licensor has the option, in its sole discretion, to undertake and complete, on behalf of the Licensee and at the sole cost of the Licensee, any repairs, replacements, alterations or improvements requested by the Licensee.
- (h) **Insurance and Risk** – Licensee acknowledges that the Licensor assumes no risk in connection with any property of the Licensee situated from time to time in the Licenced Space or in connection with the Licensee's use and occupancy of the Licenced Space and use of the Common Areas, and accordingly:
- (i) The Licensee will obtain and maintain at all times during the Licence Period comprehensive public liability and property damage insurance coverage on an occurrence basis with respect to the Licenced Space and the Licensee's use of the Building and Lands. This insurance shall have inclusive limits of not less than \$2,000,000 for each occurrence or such higher limits as the Licensor requires from time to time, and shall: (i) contain a waiver of any subrogation rights which the Licensee's insurers have against the Licensor and against those for whom the Licensor is in law responsible; (ii) contain a severability of interests and a cross liability clause; (iii) name the Licensor as an additional insured; (iv) contain an undertaking by the insurers to notify the Licensor in writing not less than thirty (30) days prior to the effect of any material change, cancellation or termination of the insurance coverage; and (v) contain personal injury, products liability and contract liability coverage. The Licensee will provide the Licensor, upon demand, with proof of such insurance coverage in form satisfactory to the Licensor.
 - (ii) All property kept in the Licenced Space shall be kept at the risk of the Licensee. The Licensee releases the Licensor from every claim it has or might have in connection with anything that has occurred or might occur on or

in connection with the Licenced Space except claims arising from the gross negligence or wilful misconduct of the Licensor or those for whom the Licensor is responsible at law. The Licensee hereby indemnifies the Licensor and shall save the Licensor harmless from any and all loss (including loss of the Fee and other amounts payable by Licensee under this Licence), claims, actions, damages, liability and expense in connection with loss of life, personal injury, damage to property or any other loss or injury, whatsoever arising out of this Licence, or any occurrence, in or upon or at the Licenced Space, or the occupancy or use by Licensee of the Licenced Space and Common Areas, provided that the Licensee shall not be required to indemnify the Licensor for any loss, claims, actions, damages, liability and expense that are the direct result of the gross negligence or wilful acts of the Licensor or those for whom the Licensor is responsible at law. If the Licensor shall, without fault on its part thereof, be made a party to any litigation commenced by or against Licensee, Licensee shall protect, indemnify and hold the Licensor harmless and shall pay all costs and expenses, and legal fees incurred or paid by Licensor in connection with such litigation.

- (iii) The Licensee agrees that the Licensor shall not be liable for and the Licensee hereby releases the Licensor from (i) any death or injury arising from any occurrence in, upon, at, or relating to the Licenced Space, the Building or the Lands, provided same is not the direct result of the gross negligence or wilful acts of the Licensor or those for whom the Licensor is responsible at law; (ii) any loss of or damage to, or loss of use of, property of the Licensee or others which is located in the Licenced Space or on any other part of the Building or Lands, provided same is not the direct result of the gross negligence or wilful acts of the Licensor; and (iii) any act or omission (including theft, malfeasance or negligence) on the part of any agent, contractor or person from time to time engaged by the Licensor to perform janitorial services, security services, supervision or any other work of any kind whatsoever in, on or about the Licenced Space or the Building, except to the extent that such agent, contractor or person is liable to the Licensor for such act or omission and in that case only to the extent of the indemnification received or recovered from the agent, contractor or person. Further, without limiting the generality of the foregoing, the Licensor shall not be liable for damage caused by other Licensees, tenants, occupants or persons in the Building or on the Lands or by occupants of property adjacent to the Lands, or the public, or caused by construction or by any other private, public, or quasi-public work.

- (iv) "**Licensor**" in this paragraph means the Licensor as well as Licensor's officers, directors, employees and agents and any mortgagees or property manager of the Licensor.

- (i) **Parking** – The Licensee shall have the right to use the number of parking spaces allotted to it in the Parking Facilities (refer to Schedule "A" for number of parking spaces). The clients of the Licensee shall have the right to use the Parking Facilities in common with the clients of the other occupants of the Building and with the clients of the persons or organizations permitted by the Licensor to use the Building and Common Areas. The Licensor may, acting

reasonably, implement a fee for any excessive use of the Parking Facilities by the clients of the Licensee. Any such fee implemented by the Licensor shall be in addition to the Fee. The Licensee, its staff, agents and its clients shall not use the parking spaces designated by the Licensor for the exclusive use of the Licensor and other occupants of the Building.

- (j) **Common Areas** – In addition to the Licenced Space, the Licensor grants the Licensee the right to use the Common Areas (e.g. meeting & event space, universal and public washrooms, public square, outdoor spaces, etc.) in common with the other occupants of the Building, subject to the conditions imposed by the Licensor from time to time as outlined in the Rules and Regulations contained in Schedule “D” hereto. The Licensee acknowledges that the Licensor, in its sole discretion, may permit non-occupants of the Building to use the Common Areas.
- (k) **Common Program Space** – The Common Program Space may be used by the Licensee on a non-exclusive basis in common with others, by booking the Common Program Space through the Licensor, subject to availability and only during the hours as determined by the Licensor. The Common Program Space is to be shared by the Licensor, Licensee, other Licensees of the Building and other community agencies and local residents as determined by the Licensor. Accordingly, from time to time, the Common Program Space might not be available for use by the Licensee. The Licensor reserves the right, acting reasonably, to limit usage of the Common Program Space depending on internal or external requests for usage of the Common Program Space. The Licensor may, acting reasonably, implement a fee for use of Common Program Space by the Licensee over and above 10 hours per month but the Licensee at no cost beyond the Fee or for exclusive use of the Common Program Space during specific hours by the Licensee. Any such fee implemented by the Licensor shall be in addition to the Fee.
- (l) **Staff Space** – The Staff Space shall be used only by the staff and agents of the Licensee assigned to work in the Licenced Space on a non-exclusive basis in common with the staff and agents of the other Licensees and the other persons or organizations permitted by the Licensor to use the Staff Space of the Building, subject to availability and only during the hours specified by the Licensor, acting reasonably.
- (m) **Payment of Taxes:**
 - (i) Licensee shall pay its own personal taxes (including business taxes, if any) and any taxes on its own property or income.
 - (ii) Notwithstanding the fact that Property Taxes are included in Operating Costs, the Licensor acknowledges that the Licensee may be entitled to apply to the taxing authority to grant back the Property Taxes due on the Licensee's interest in the Licenced Space, in full or part. As and when required, and at the Licensee's sole cost and expense, the Licensor shall assist the Licensee in its application for such grant, subject always to the Licensor's administrative capacity for such assistance. Upon receiving any rebate, refund or credit in connection therewith, the Licensor shall pay the Licensee an amount equal to such rebate, refund or credit.

- (n) **Transfers** - Licensee shall not permit any Transfer without the prior written consent of Licensors, which consent shall not be unreasonably withheld or delayed. The Licensee further agrees that it shall be reasonable for the Licensors to deny its consent to any Transfer if: (i) in the Licensors' opinion, the financial background, business history and capabilities of the proposed transferee are not satisfactory; (ii) in the Licensors' opinion, such Transfer is of a nature which may negatively impact or conflict with the operating principles of The Link or of any organization that provides funding for the operation of the Lands and Building; (iii) the Licensors have withheld its consent to such Transfer; or (iv) it is for only part of the Licenced Space (except if to another Licensee already occupying the Building).
- (o) **Relocation** – Prior to the Possession Date, the Licensors may, at no cost, request of the Licensee that the Licenced Space be re-located to a comparable space in the Building, and all such decisions for relocation shall be negotiated in a timely manner between the Licensors and Licensee, both acting reasonably. After the Possession Date, the Licensors or Licensee may make a re-location request of the other. Upon receipt of such a re-location request, the non-requesting party is obliged to either consent to or reject the re-location request within twenty-one (21) days of the request being made. Should the request be granted, the requesting party shall pay for all costs and expenses to affect the re-location in a timely and efficient manner. Should a re-location of the Licenced Space occur either before or after the Possession Date, Schedule "A" hereto will be amended accordingly.
- (p) **Damage and Destruction** – The Licensors and Licensee agree that the following terms shall apply upon damage or destruction to the Licenced Space or to the Building:
- (i) If the Licenced Space is Damaged and is rendered not tenantable, in whole or in part, but is capable of being rebuilt or repaired within one hundred and twenty (120) days of the date on which the Licenced Space was Damaged, as determined by an architect or other consultant retained by the Licensors, then the Licensors shall proceed to rebuild or repair the Licenced Space. The Fee shall abate from the date the damage occurred to the date the Licenced Space is deemed by the Licensors' architect or other consultant to be fit for re-occupation, provided that if only a portion of the Licenced Space is rendered not tenantable the Fee shall not abate for the portion that remains capable of occupation by the Licensee;
 - (ii) If the Licenced Space is Damaged to the extent that it is incapable of being rebuilt or repaired within one hundred and twenty (120) days of the date on which the Licenced Space was Damaged, as determined by an architect or other consultant retained by the Licensors, then either party may, by written notice to the other party, within thirty (30) days of the date the Licenced Space was Damaged, terminate this Licence, effective thirty (30) days after the giving of notice. If no such notice is given, the Licensors shall proceed to repair and rebuild the Licenced Space with reasonable promptness. The Fee shall abate from the date the damage occurred to the date the Licenced Space is deemed by the Licensors' architect or other consultant to be fit for re-occupation; and

- (iii) If the Building is Damaged and twenty-five percent (25%) or more of the Building is rendered wholly unfit for occupancy or impossible or unsafe for use and occupancy as determined by an architect retained by the Licensor, the Licensor may, at its option, terminate this Licence by giving the Licensee notice in writing of such termination, within thirty (30) days of the date the Building was Damaged, to be effective thirty (30) days after the giving of notice. If no such notice is given, the Licensor shall proceed to repair and rebuild the damaged aspects of the Building with reasonable promptness. The Fee shall abate from the date the damage occurred to the date the Licenced Space is deemed by the Licensor's architect or other consultant to be fit for re-occupation.
- (q) **Rules and Regulations** - Licensor, from time to time, may make rules and regulations with respect to the Licenced Space and the Common Areas (the "**Rules and Regulations**") and Licensee shall comply with and observe them if it receives notice of them. The Rules and Regulations shall not conflict with the terms of this Licence. The current Rules and Regulations for the Licenced Space and the Common Areas are attached as Schedule "D" hereto.
- (r) **Inspection** - The Licensor and its agents may at all reasonable times on 24 hours' prior notice (except in the case of an emergency, in which case no notice shall be required) during the Licence Period and any renewal thereof enter the Licenced Space to inspect the condition of the Licenced Space.
- (s) **Dispute Resolution** – The Licensor and Licensee agree that when an issue arises between them as to the terms of this Licence or the occupation and use of the Licenced Premises and the Common Areas, they will make every reasonable effort to try to resolve the concern and seek a mutually-satisfactory resolution in an amicable and co-operative fashion, and such reasonable efforts shall include, but are not limited to, the following actions by the Licensor and Licensee:
- (i) exchange of statements of the perception of the issue or problem;
 - (ii) exchange of statements of how the issue or problem affects the Building in general and the party in particular; and
 - (iii) delivery of a clear request for an adjustment in the situation which attempts to satisfy all parties involved.
- In the event that the Licensor and Licensee are unable to resolve the issue amongst themselves, the Licensor and Licensee agree that prior to taking any further action they shall seek a mutually-acceptable arbitrator to determine an appropriate resolution to the dispute.
- (t) **Notices** - All notices required to be given under this Licence shall be given in writing as follows:

to the Licensor:

Town of Georgina
26557 Civic Centre Road
Keswick, ON L4P 3G1

Attention: Manager of Cultural Services

and to the Licensee:

At the premises

A notice is conclusively deemed to have been given or made on the day upon which it is personally delivered or if sent by fax on the next day following confirmed fax transmission. If the notice is sent by mail, then the notice shall be deemed to have been received on the third Business Day following deposit of the notice with the post office. The parties to this Licence confirm that any notice given by electronic means (such as, by way of example, e-mail) will be considered to have been given in writing if a reply confirming receipt of the notice is received by the party giving notice.

3. NATURE OF LICENCE

Licensee acknowledges that its rights under this Licence are a mere licence and that it has no leasehold or other property interest in respect of the Licenced Space, the Building or the Common Areas. Licensee will not register any notice or other document pertaining to this Licence on title to the Lands.

If the Licensee remains in possession of the Licenced Premises after the end of the Licence Period and all renewal and extension periods thereof, to the extent exercised, without having signed a new Licence Agreement, there is no tacit renewal of this Licence or the Licence Period, and the Licensee will be deemed to be occupying the Licenced Premises on a month-to-month basis at a monthly fee equal to twice the monthly fee payable during the last month of the Licence Period and otherwise, upon the same terms, covenants and conditions as set forth in this Licence.

4. RENEWAL OPTIONS

The Licensor covenants with the Licensee that if the Licensee duly and regularly pays the Fee, as outlined in Schedule A, is actively operating from the Licenced Space and performs all of the covenants and agreements on the part of the Licensee to be paid and performed under this Licence, and provided the Licensee is not then in material default under the terms of this Licence, the Licensor, upon the Licensee's written request delivered to the Licensor in accordance with this Licence and at least six (6) months prior to the expiration of the Licence Period, shall grant the Licensee an extension of the Licence Period for the Licenced Space in an "as is" condition and upon the same terms and conditions under this Licence (the "**Renewal Option**") for an additional period or periods as outlined in Schedule "A" hereto, except that there shall be no further right to renew after the Renewal Option has been exercised.

5. RIGHTS OF LICENSOR

If and whenever:

- (a) the Licensee fails to pay the Fee or other amounts due under this Licence on the day or dates appointed for payment and such default continues for a period of five (5) Business Days following the giving of written notice of default; or
- (b) the Licensee fails to perform or observe any of the terms, obligations or conditions of this Licence to be observed or performed by it, or is otherwise deemed to be in default hereunder, which non-monetary breach or non-performance is not cured within fifteen (15) Business Days of notice thereof from the Licensor, or if such breach cannot be remedied within fifteen (15) Business Days the Licensee fails to commence to remedy the breach after notice thereof from the Licensor and thereafter fails to proceed diligently to remedy the breach,

then the Licensor shall have all of the remedies (which are cumulative and not alternative) available to Licensor under the Licence for any breach or non-compliance of the Licence agreement, including, but not limited to, the right to terminate this Licence.

The Licensor acknowledges that the Licensee intends to use the Licenced Space to store confidential client records and files. Notwithstanding the foregoing, in the event of a default as described in (a) and (b) above, and in the course of exercising any rights under this Licence, the Licensor shall not distrain such records and files, and shall take reasonable measures to ensure that the confidentiality of such records and files are protected in accordance with applicable law.

6. RIGHTS ON TERMINATION

On expiration or termination of this Licence, the Licensee shall deliver to the Licensor all keys, combinations, or other security facilities pertaining to the Licenced Space and shall ensure that the Licenced Space is left in a clean and orderly condition and in accordance with the other requirements set out in this Licence.

On or before the expiration or termination of this Licence, Licensee shall, at its sole cost and expense remove all Improvements, and restore the Licenced Space to its previous condition to the whole satisfaction of Licensor. All personal property of the Licensee remaining in the Licenced Space upon the expiration or termination of this Licence shall at the option of Licensor become its property, and may be appropriated, sold, removed, destroyed or otherwise disposed of by Licensor without notice or obligation to compensate Licensee or to account to Licensee, and Licensee shall pay to Licensor on demand all costs incurred by Licensor in connection therewith, plus an administration fee of fifteen percent (15%) of the costs.

7. FURTHER ASSURANCES

Licensee shall, at its expense, promptly execute such further documentation to give effect to this Licence as Licensor reasonably requires from time to time.

8. GENERAL

- (a) Time shall be of the essence of this Licence.
- (b) The parties agree that this Licence shall be governed by the laws of the Province of Ontario and the laws of Canada applicable therein.
- (c) This Licence constitutes the entire Licence between the parties with respect to the subject matter hereof. Licensee acknowledges and agrees that it has not relied upon any statement, representation, licence or warranty except as set out in this Licence.
- (d) No alteration or amendment to this Licence will be binding upon the Licensor or the Licensee unless signed in writing by the Licensor and the Licensee.
- (e) This Licence shall inure to the benefit of and be binding upon the parties hereto and their respective heirs, executors, trustees, administrators, successors and assigns, as the case may be. The obligations of the Licensee in this Licence are joint and severalable.
- (f) This Licence may be executed in counterparts by each party, and the executed counterparts shall together form one agreement. Furthermore, delivery of this Licence by either of the parties by facsimile or electronic transmission shall constitute valid and effective delivery, but the party that delivers in this manner shall be required to deliver to the other party an originally executed copy of this Licence within a reasonable time thereafter.

[Remainder of page intentionally left blank]

IN WITNESS WHEREOF the parties have signed this Licence as of the date first noted above.

LICENSOR:

**THE CORPORATION OF THE TOWN OF
GEORGINA**

Per: _____

Per: _____

I/We have authority to bind the Licensor

LICENSEE:

(NAME)

Per: _____

Per: _____

I/We have the authority to bind the Licensee

SCHEDULE "A"

Fee:	The sum of \$ _____ and the Licensee's Proportionate Share of the Operating Costs. Operating Costs are to be estimated by the Licensor at the beginning of each Licence Year. Any adjustment to the Licensee's Proportionate Share of Operating Costs shall be made forthwith following the determination by the Licensor of the actual Operating Costs of the Building and Lands for the Licence Year.
Deposit:	The sum of _____, being the Fee for one (1) month of the first (1 st) year of the Licence Period and applied in accordance with Article 2(d) of this Licence.
Parking:	The Licensee shall be entitled to use _____ parking space(s) within the Parking Facilities.
Licensed Space:	Approximately _____ square feet as shown in crosshatch on the floor plan attached as Schedule "B" hereto.
Use of Licenced Space:	(Licensee) will offer (input specific programming and activities of this specific licensee) and will develop courses, workshops, and classes that focus on food handling, food safety, culinary management, nutrition and wellbeing, and cooking basics (this is an example). Priority will be given to Georgina residents, with a focus on youth.
Licence Period:	The period of 5 years commencing on the date the Building and Common Areas are substantially complete and fit for use by the Licensee and its clients, as declared by the Licensor upon thirty (30) days prior notice to the Licensee (the " Commencement Date ").
Renewal Options	Provided that it is not in default hereunder, the Licensee shall have the right to renew the Licence Period for one (1) additional licence period of five (5) years.

SCHEDULE "B"

Diagram of Licensed Space and Ground Floor of Building

[See attached]

SCHEDULE "C"

Rules and Regulations

1. Licensees are expected to do their best to ensure the shared security of the Building.
2. Licensees are expected to be committed to providing all members of the public and their employees an environment of inclusive design and integration through ongoing policy development in their services, products and facilities. All Licensees are expected to adhere to the Accessibility for Ontarians with Disabilities Act.
3. Licensees, together with the Licensor, will leave Common Areas and Program areas they use, as clean as or cleaner than they found them. It is expected that all Licensees cooperate and contribute to keep Common Areas clean and orderly.
4. The sidewalk, entry passages, fire escapes, corridors, hallways, elevator and stairways, if any, shall not be obstructed by any of the Licensees, or used by them for any purpose other than ingress to and egress from their respective Licenced Space. Tenants will not place or allow to be placed in the building, corridors or public stairways, if any, waste paper, dust, garbage, refuse or anything whatever that would tend to make them unclean or untidy.
5. The windows that reflect or admit light into passages and common areas of the building, if any, shall not be covered or obstructed by any of the tenants and awnings shall not be put up without the written consent of the Licensor.
6. The Licensor shall have the right to enter the Licenced Space at reasonable notice to examine the space or to make such repairs and alterations as it shall deem necessary for the safety and preservation of the Building. In the case of an emergency, the Licensor shall have the right to enter the Licenced Space without notice.
7. If the Licensee desires telephone or private signal connections, the Licensor reserves the right to direct the electrician or other workers as to where and how the wires are to be introduced and without such directions no boring or cutting for wires shall take place. No other wires of any kind shall be introduced without the consent of the Licensor.
8. No Licensee shall be permitted to cook or to operate a cooking apparatus except in a portion of the Building rented for those purposes save and except for a microwave oven that may be used to heat food in the common staff area.
9. No Licensee shall do or permit anything to be done in the Licenced Space, or bring or keep anything therein which will in any way increase the risk of fire or obstruct or interfere with the rights of other tenants or violate or act at variance with the laws relating to fires or with the regulations of the Fire Department or Board of Health.

10. Licensees and their staff shall not interfere with other Licensees or those having business with them.
11. Nothing shall be thrown by the Licensees or their staff out of windows or doors or down the passages of the building.
12. No animals shall be kept in or about the Licenced premises with the exception of people with disabilities using their service animals to access and/or work in the premises and those animals required for pet therapy programing, if any. Tenants shall not operate or permit to be operated a musical or sound producing instrument or device inside or outside the building which may be heard outside the building, unless previously approved by the Licensor.
13. No one shall use the Licenced Space for sleeping apartments or residential purposes or for the storage of personal effects or articles other than those required for business purposes.
14. All Licensees must observe strict care not to allow their windows or doors to remain open so as to admit rain or snow or so as to interfere with the heating of the building. Any injury or damage caused to the building or its appointments, furnishing, heating and other appliances or to any other Licensee by reason of windows or doors being left open so as to admit rain or snow or by interferences with or neglect of the heating appliances or by reason of the Licensee or other person, subject to it, shall be made good by the Licensee in whose premises the neglect, interference or misconduct occurred.
15. It shall be the duty of the respective Licensees to assist and cooperate with the Licensor in preventing injury to the premises demised to them respectively.
16. No flammable oils or other flammable, dangerous or explosive materials shall be kept or permitted to be kept in the Licenced Space. Nothing shall be placed on the outside window sills or projections.
17. No bicycles or other vehicles shall be brought within the building except in the parking lot.
18. Licensees shall not place any additional lock upon any door of the Building without the written consent of the Licensor.
19. Licensees shall give the Licensor prompt notice of any accident to or any defect in the plumbing, HVAC, mechanical or electrical apparatus or any other part of the Building.
20. The parking of cars in the parking lot shall be subject to the reasonable regulations of the Licensor. The Licensor has the right to designate and charge Licensees for a specified number of parking spaces at a figure determined in accordance with the Licensee's Proportionate Share of space in the Building.

21. Licensees shall not mark, paint, drill into or in any way deface the walls, ceiling, partitions, floors or other parts of the Licenced Space and Building except with the prior written consent of the Licensor and as it may direct.
22. The Licensor shall have the right to develop a policy guiding the use, booking and charges for use of the various programing space, meeting space, commercial kitchen, counselling space, hoteling space, staff space, event space. Room bookings will be administered by the Licensor in accordance with terms outlined in the Space Use Policy.
23. The Licensor shall have the right to make such other and further reasonable rules and regulations as in its judgment may from time to time be needful for the safety, care, cleanliness and appearance of the Building and for the preservation of good order therein, and the same shall be kept and observed by the Licensee and their staff. The Licensor shall provide the Licensee with reasonable notice of such changes and amendments.
24. Licensees agree to the foregoing Rules and Regulations, which are hereby made a part of this Licence Agreement, and agrees that for such persistent infraction of them or any of them, as may in the opinion of the Licensor, be calculated to annoy or disturb the quiet enjoyment of any other tenants, or anyone under it, the Licensor may declare forfeiture and cancellation of the accompanying Licence Agreement and may demand possession of the Licenced Space upon fifteen (15) days' notice.

SCHEDULE "D"

Licensor's Work and Licensee's Work

Licensor's Work

- (a) Without limiting the generality of the foregoing, the Licensor shall include in the Licensor's Work all the following which are being included in the construction contract for the Building or planned for installation by the Licensor prior to the Commencement Date:
 - (i) millwork, reception desks and other built-in furnishings;
 - (ii) telephone and data cabling, with receptacles in such locations and quantities as are set out in the construction contract;
 - (iii) security systems;
 - (iv) interior and exterior signage; and
 - (v) all furnishings in the Common Areas, Common Program Space, Event Space and Staff Room Space.
- (b) All the equipment, fixtures and furnishings set out above shall be and remain the property of the Licensor, and shall remain in the Building upon expiry or earlier termination of the Licence.

Licensee's Work

The Licensee shall be solely responsible for the following in the Licenced Space:

- (a) furnishings and equipment
- (b) window coverings approved by the Licensor.
- (c) installation of computers and data management systems.

**CORE AND ITINERANT TENANT
EXPRESSION OF INTEREST
(EOI)**



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A. INTRODUCTION

The Town of Georgina is pleased to invite applications from community members and community organizations interested in accessing space at the newly created multi-use shared space facility called 'The Link, Georgina's Community Connection Centre'.

Located in the former Sutton Public School on Dalton Road in Sutton, The Link is a community hub, or a multi-sector service centre. At approximately 32,500 square feet, it is operated and funded by the Town of Georgina, but supported by various private and non-profit collaborators. The Link provides individuals from all walks of life access to learning opportunities, arts and culture programming, healthy food, community gardens, training, and a range of community services and programs. The facility also features a community commercial training kitchen, meeting space, event hall, and temporary work stations.

The goal of The Link is to create a space of ongoing collaboration among community service providers, artists and cultural professionals, businesses, and local residents, to address pressing social, environmental and economic issues, advance cultural planning initiatives, and contribute to the revitalization of neighbourhoods in Sutton and Jackson's Point.

Beautiful green space surrounds The Link, backing onto the historic Black River, which is home to an abundance of flora and fauna. The property offers significant opportunities to support community pride and celebration, enhance economic development, foster environmental stewardship, and unlock the potential for organizations to reframe and expand their mission and mandate.

The Link's Mission Statement is as follows:

'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.'

Given its substantial investment, the Town is approaching this project through a strategic phased approach. The expectation is for tenants and user groups to deliver programs and services to stakeholders on site, develop collaborative programming and share resources to increase efficiency. In addition, residents of Georgina are encouraged to access space at The Link for any of the following: community gatherings, dinners, community gardens, cultural events, hosting workshops, cooking classes, art shows, health and wellness classes, and much more. The emphasis is on ensuring that community groups and non-profit organizations currently active in Georgina have a viable presence at The Link.

B. THE VISION

By leveraging the community's countless assets, The Link's vision is to allow organizations to deliver much-needed programs and services closer to home. Infinite synergies are created by having training opportunities, arts and culture programming, and community services available in one centralized space, leading to greater well-being, safer neighbourhoods, and a noticeable growth in economic development activity.

Who will have access to The Link?

By combining the elements of community engagement with innovative program and service delivery, The Link engages the local community, non-profits, community groups and businesses, to address a range of community priorities. Those who will have access at The Link include:

- COMMUNITY ORGANIZATIONS including service agencies that have a presence in Georgina or that are mandated to serve communities throughout York Region but currently have a limited presence in Georgina
- TRAINING PROVIDERS looking to offer skills development opportunities related to food handling and preparation, health and wellness, social enterprise, digital media, etc.
- BUSINESSES & ENTREPRENEURS eager to grow their enterprise and community impact by occupying a shared space facility that stimulates innovation
- COMMUNITY PARTICIPANTS & RESIDENTS including individuals, families, youth, community groups and non-profits from across Georgina and York Region

C. EXPRESSION OF INTEREST (EOI) SCHEDULE

	Start Date	End Date
EOI Released	September 2015	September 2015
EOI Information Session #1	October 2015	
EOI Information Session #2	October 2015	
EOI Submission Deadline	October 2015	
Licence Agreement Negotiations	November 2015	November 2015
Expected Occupancy	January 2016	

A similar timeframe will be followed in subsequent EOI releases.

D. RENTAL OPPORTUNITIES

The Town intends to licence and rent portions of The Link space to community service agencies, community groups, non-profits, small businesses and social entrepreneurs at reasonable rates. Rates are on par with current market values for Sutton, calculated per annum, and will include taxes, maintenance and insurance.

The rate does not include the cost of liability and content insurance. Licensees and tenants are expected to sign a Rental Contract or Licence Agreement depending upon the terms and duration of their tenancy.

Itinerant rental space will be based on the amount of space required and frequency of use (i.e. private counselling room, flex space, hoteling desk space, event space and program rooms).

Small businesses, social entrepreneurs and individuals can also submit an EOI to rent the commercial kitchen in off-peak hours based on availability.

E. SPACE DESCRIPTIONS & FLOOR PLAN

The Link is a 32,505 sq.ft. building on approximately six acres running towards the historic Black River.

Phase One is 19,285 sq. ft. and comprises the front portion of the building facing Dalton Road. 14,715 of Phase One has been completely renovated, the main elements of which include:

- Mechanical and electrical additions and upgrades
- Barrier-free washrooms
- Commercial training kitchen
- Security system
- Life safety systems including sprinklers throughout the entire facility
- Roof replacement
- Staff kitchen/lounge
- IT infrastructure
- North wing demolition and asbestos abatement

Phase 2 is 13,220 sq. ft. and has not been renovated.

The full floor plan is provided in Appendix A.

Phase 1 is now available for tenancy and consists of the following:

- Space A: 955 sq. ft. located at the front southwest corner of building
Windows on both south face and west face
Concrete flooring, combination drywall and concrete block walls
Open-air industrial ceiling
Main entrance located inside main reception area
Internet and security system
Ideal for office space
Available for permanent tenancy
- Space B: 990 sq. ft. located adjacent to Space A on east side
Windows on south face
Concrete flooring, combination drywall and concrete block walls
Open-air industrial ceiling
Main entrance located inside main reception area
Internet and security system
Ideal for office space
Available for permanent tenancy
- Space D: 775 sq. ft. located at the southeast corner of Phase 1
Windows on east face
Concrete flooring, combination drywall and concrete block walls
Fully contained ceiling
Main entrance located inside main north-south corridor
Internet and security system
Ideal for office space
Available for permanent tenancy

- Space E: 760 sq. ft. located at east side mid-location of Phase 1
 Windows on south face
 Concrete flooring, combination drywall and concrete block walls
 Fully contained ceiling
 Main entrance located inside east-west corridor
 Internet and security system
 Ideal for programming, meetings
 Available for booking hourly, daily, weekly
- Space F: 735 sq. ft. located at east side mid-location of Phase 1
 Windows on north face
 Concrete flooring, combination drywall and concrete block walls
 Fully contained ceiling
 Main entrance located inside east-west corridor (across from Space E)
 Internet and security system
 Ideal for programming, meetings
 Available for booking hourly, daily, weekly
- Space G: 3385 sq. ft. located at the front west, mid-location of Phase 1
 Open-air event/hall space adjacent to commercial kitchen (self-containable)
 Luxury Vinyl Plank Flooring, sound absorbing cloth panels
 Open-air industrial ceiling with drop LED lighting
 Main entrance located inside front reception area
 Ideal for community events, weddings, receptions, large meetings/AGM's
 Available for booking hourly, daily
- Space H: 440 sq. ft. commercial kitchen located adjacent to event space
 Self-containable using oversized blonde wood sliding doors
 Teaching island with Corian counters with barrier free counter & food prep sink
 Acrylic refractor pendant lighting
 Pantry, condiment and water station
 Dishwashing station
 2 stacked convection wall-ovens
 Tilting skillet
 Commercial gas range & commercial suppression hood
 Reach in cooler and freezer
 Ideal for programming, events, workshops, food preparation and production
 Food storage available for booking daily, weekly
 Available for booking hourly, daily, weekly
- Space I: 105 sq. ft. Café located adjacent to commercial kitchen on south side
 Corian serving counter open to reception and multi-purpose area (public)
 Bar sink and access to commercial kitchen
 Ideal for social enterprise entrepreneurs to sell goods, skills training
 Available for booking hourly, daily, weekly, monthly

Space J: Multiple hoteling (temporary) desk spaces located behind the reception area
Open concept, access to multi-purpose area, accessible washrooms & internet
Ideal for students, entrepreneurs, business start-ups, community members

Available for booking hourly, daily, weekly

F. SPACE USE POLICY

See Appendix C

G. TENANT QUALIFICATIONS AND SELECTION

The goal of the tenant qualification and selection process is to ensure that interested parties meet the following criteria:

- 1) Align with mission statement
- 2) Provide community services and programming as identified in The Link Business Plan
- 3) Willing to engage residents through civic participation
- 4) Exhibit a capacity to work in a shared space facility
- 5) Demonstrate overall financial capacity that will be sustainable for ongoing collaborations

There has been extensive interest in this project from the beginning. Therefore, the tenant selection process will ensure that each organization that submits an EOI will be assessed closely to meet the needs of the community and the guiding principles of The Link. The Town hopes to attract the various agencies that are currently operating in Georgina with the opportunity to have access to shared space. Further, organizations that are mandated to serve York Region and currently have minimal presence in Georgina will also be encouraged to submit an EOI. Local groups and residents will also be welcomed to submit an EOI.

The Link will remain a Town facility, however a Board of Directors (BOD) will provide leadership in terms of the vision, mission, and guiding principles of The Link. The BOD is comprised of representatives from each of the already committed full-time tenants, community residents, Town staff and Council representatives.

A Tenant Selection Sub-Committee of the Board will assess all EOIs for tenant qualification and selection. Prior to the applications reaching the sub-committee, The Link Program Coordinator will complete an initial assessment of all applications to determine if the proposal should be brought forward to the Tenant Selection Sub-Committee. All proposals will be judged against the tenant selection and criteria eligibility listed in this document.

Step 1 - Eligibility

To be eligible to access space at The Link EOIs must originate from a) local residents of Georgina or surrounding communities b) a local community group or organization c) a non-profit agency or community service provider d) a local small business with social impact or e) a social enterprise. The Link Program Coordinator will assess all applications according to the following:

- a) For Georgina residents and Community Groups:
 - Are they a resident of Georgina
 - Demonstrate a commitment to the community
- b) For Non-profit Agencies and Community Service Providers, applicants must:
 - Be mandated to provide services in Georgina or demonstrate the need for same
 - Deliver programs and services that reflect community needs in any of the following: training, employment assistance, local food economy development, recreation and culture, health and wellness, mental health supports, counselling, and related support groups
 - Provide programs and services for any of the following: individuals, youth, and families
 - Committed to the principles of shared space and collaborative learning and have demonstrated this commitment in related projects
 - Willingness to develop, explore, participate in and support any fundraising, community events or social enterprise initiatives as a form of income generation for The Link
 - Organizations providing counselling services will need to abide by the rules of protocol and conduct as indicated by the appropriate governing bodies
 - Open to working with Town staff in an effort to build tenant relationships, improve services and the overall operating efficiencies for The Link

Step 2 - Assessment

The Tenant Selection Sub-Committee will review EOIs screened by The Link Program Coordinator based on the eligibility criteria. Proposals are expected to be submitted according to deadlines listed and include all supporting documentation. Prospective core tenants (see definitions) will be subject to a more stringent application process.

The second stage of the tenant selection and qualification process determines which applicants:

- Best meet the vision of collaboration and shared space usage of The Link;
- Can make strong contributions to The Link community; and
- Are able to address some key areas of program and service delivery that are currently lacking in Georgina.

The Link Board of Directors will evaluate each application based on this model. The Board will use the criteria below as a guide to ensure that each potential tenant will be most compatible in accessing space at The Link.

a) Mission: Does the proponent understand the mission of The Link?

- Will the organization or community group have a strong connection to the needs of Georgina?
- Does the EOI encourage community participation?
- Does the organization understand and support the sharing of resources with other service providers?

b) Community Engagement/Presence: What audience will be targeted?

- Does the EOI have connections to the community of Georgina?
- How well does the application demonstrate a willingness to work with other community groups, non-profits, or service providers at The Link?
- Does the EOI demonstrate a willingness to raise the profile of The Link and engage in outreach initiatives?
- Based on the proposal what benefits will be gained at the local community level?
- Is the organization seen as a current or aspiring leader or contributor to community involvement in Georgina or York Region?

c) Capacity: Does the organization have the capacity to meet their objectives along with the vision of The Link?

- Does the proponent have a strong track record of financial and organizational health?
- Has the applicant worked in a collaborative environment?
- Does the organization have resources to share that would be an additional asset to The Link?

H. SUBMITTING AN EXPRESSION OF INTEREST (EOI):

Step 1 – Attend an Information Session

Although attendance is not mandatory, all those interested in submitting an EOI are strongly encouraged to attend an information session. The sessions will take place at The Link and will be one hour in length. The information sessions will cover the items listed in the Request for Expressions of Interest (EOI), and will include floor plans and, space descriptions, along with the tenant selection and qualification criteria. Interested parties will have the opportunity to have their questions addressed at these sessions.

To attend an information session, proponents must RSVP for the desired date below by clicking on the appropriate link or by contacting The Link Program Coordinator at thelink@georgina.ca.

INFORMATION SESSION #1: [ADD DATE] 9:00 a.m. to 10:00 a.m.

Click here to RSVP for Session #1

INFORMATION SESSION #2: [ADD DATE] 6:00 p.m. to 7:00 p.m.

Click here to RSVP for Session #2

Step 2 – Prepare and submit an Expression of Interest (EOI)

Please prepare a submission which includes the following: (If you are unable to provide any of this information, please explain why)

1. Completed EOI Application Form (Appendix B)
 - Downloadable EOI form. [Insert link to application form]
2. Statement of Interest (2 pages maximum) including:
 - Why the proponent is interested in space at The Link?
 - How will accessing space at The Link enhance the profile or service delivery of the proponent?
 - Why is The Link the right place for the proponent?
3. Organization/Individual History (2 pages maximum) including:
 - A mission statement and brief history of the organization, including years in operation (organizations only)
 - Information on any awards, successes and relevant statistics
 - A description of the proponent's current programming, services, or community outreach activities
 - The size of the proponent's current location, monthly rent and notice requirements
4. Information Addressing the EOI Assessment Criteria – Vision, Community Audience/Youth Engagement & Capacity (2 pages maximum)
 - To assist the Board of Directors' Tenant Selection Sub-Committee in evaluating the submissions, proponents are encouraged to formulate their proposals in response to the sections and questions listed in Step 2: Assessment (pages 7-9)

5. Outline of Space Requirements

- Which space is the applicant interested in? See Space descriptions A through J and floor plans on pages 5-7
- What is the proposed use of the space requested?
- What modifications is the proponent planning to make to the interior of the space to make it usable?
- Will this be a primary or satellite location for the proponent?

6. Financials (for organizations only)

- Provide financial statements for two years and a current year internal financial statement
- Describe the organization's proposed financial operating plan while accessing space at The Link
- In the case of not-for-profits, provide evidence of sustained public sector support
- In the case of small business, provide a viable business plan

7. Supporting documents

- Biographies of key personnel
- List of Board of Directors (organizations only)
- List of staff that would be on-site at The Link
- Letters of Reference

Step 3 – Submission Deadline

- a) Submissions must be received by _____. Late or facsimiled submissions will not be accepted or considered.
- b) Send ONE original printed copy with signature and supporting documentation and ONE electronic copy with documentation to:

The Link
26557 Civic Centre Road
Keswick, ON L4P 3G1
Attention: Michele Vandentillaart
E: thelink@georgina.ca
T: 289-716-4930

FAQ's

During the Call for Proposals period, answers to frequently asked questions will be published at www.georgina.ca [insert FAQ link] and updated regularly, without revealing the source of the questions.

I. DEFINITIONS

Core Tenant:

- An organization that has long-term dedicated space and has entered into a license agreement with The Link for space that houses either the entire organization or be a satellite location
- The organization has a higher level of expectation of commitment to The Link's mission, vision and values, and higher participation in community wide Link activities
- The organization's services are not duplicated by another provider (licensee) within The Link
- The organization participates as an active member of The Link Steering Committee

Itinerant Tenant:

- An organization that does not have long-term dedicated space that often provides very specific programs/activities for the community and as such books space for those programs on a regular basis
- The length of programs offered depends on the demand/need in the community
- Organizations normally enter into a space agreement outlining the hours and frequency of their programs
- The organization agrees to support the mission vision and values of The Link
- The organization may or may not participate in larger events at The Link
- The organization normally does not participate as a member of The Link Steering Committee

Social Impact Business:

- a business that enhances the greater good of the local community and whose business practices lead to positive social change. Examples include social enterprises and businesses that practice social investing.

NEXT STEPS

The Board of Directors' Tenant Selection Sub-Committee will review each submission against the eligibility and assessment criteria listed above and develop a consensus as to which submissions are best suited to rent space at The Link. Successful applicants will be contacted in a timely manner prior to occupancy. Applicants are welcome to contact The Link Program Coordinator at thelink@georgina.ca for feedback on their application.

CONFIDENTIALITY

The Town of Georgina respects the privacy of all applicants. The information submitted to this Request for Expressions of Interest is collected and used for the administration activities related to rental opportunities at The Link. At all times it will be protected in accordance with the Freedom of Information and Protection of Privacy Act.

APPENDIX A – The Link Floor Plan – Phase 1



APPENDIX A – The Link Floor Plan – Phase 2



APPENDIX B – Expression of Interest (EOI) Application Form

Type in your information below, **RESAVE** the document to your desktop

Send **ONE** original copy with signature and supporting documentation and **ONE** electronic copy **by** (insert date) to: Michele Vandentillaart at thelink@georgina.ca Mail: 26557 Civic Centre Road, Keswick, ON L4P 3G1

PRIMARY CONTACT INFORMATION				
PRIMARY CONTACT FIRST NAME			LAST NAME	
ORGANIZATION NAME (IF APPLICABLE)				
STREET ADDRESS				
CITY		PROVINCE		
POSTAL CODE		TELEPHONE		
EMAIL		FAX		
WEBSITE				
TYPE OF ORGANIZATION	NOT-FOR-PROFIT	SMALL BUSINESS	START-UP (Individual or Group)	OTHER <hr/> Please Specify
APPLICATION CHECKLIST				
Your Expression of Interest should include:				
<input type="checkbox"/> Statement of Interest (see pg. 10)	<input type="checkbox"/> Organization/Individual History (see pg. 10)	<input type="checkbox"/> Information addressing Assessment Criteria (see pg. 10)	<input type="checkbox"/> Outline of Space Requirements and desired access date (see pg. 11)	<input type="checkbox"/> Financials (see pg. 11)
Supporting Documents:				
<input type="checkbox"/> For Not-for-Profits, Small Business & Start-ups <ul style="list-style-type: none"> Biographies of key personnel List of Board of Directors List of staff that would be on-site at The Link Letters of Reference 		<input type="checkbox"/> For Individuals: <ul style="list-style-type: none"> Biography Letters of Reference 		
SPACE PREFERENCES				
Please indicate your TOP THREE space choices by indicating your preferences below (i.e., FIRST CHOICE: Space C). (See EOI for Floor plans and Space Descriptions))				
FIRST CHOICE Space #:	SECOND CHOICE Space #:	THIRD CHOICE Space #:		

ARTICLE I	GENERAL STATEMENTS and POLICIES
ARTICLE II	RESPONSIBILITIES
ARTICLE III	PRIORITIES and DEFINITIONS
ARTICLE IV	RESTRICTIONS
ARTICLE V	PROGRAM FEES
ARTICLE VI	REVIEW and APPEAL
ARTICLE VII	RENTAL POLICY AND FEES
ARTICLE VIII	TOWN OF GEORGINA POLICIES

Throughout this document, 'The Link' refers to The Link Community Connection Centre located at 20849 Dalton Road, Sutton, Ontario, 'the TLC' refers to The Link Steering Committee, and 'the Town' refers to the Town of Georgina.

Article I

General Statements and Policies

Purpose:

The purpose of this document is to describe the policies and priorities for space to be allocated among different groups and activities at The Link.

Policy in relation to business planning processes:

From time to time The Link Steering Committee (TLC) or its sub-committees may review or amend this policy to reflect emerging community needs and demand for space at The Link. The review process will respect and seek input from the community.

Activities at The Link:

The Link is a resource to be used for the benefit of the community therefore members of the community are encouraged to approach staff with programming and service ideas that they feel would be of value to participants. The Board, staff, and licensees will also create and promote activities that reflect the needs of the community.

Responsibility for space use:

The TLC and its sub-committees are ultimately responsible for ensuring all programming is aligned with the mission statement. Town staff is responsible for scheduling all programs and services in a manner that is equitable.

Context:

This document complements The Link Mission Statement, Business Plan and The Link/Town policies and procedures.

Objectives of this policy:

All persons are welcome and encouraged to make use of The Link, its facilities, services, and programs subject to applicable by-laws, The Link policies, Town policies and administrative guidance.

Article II

Responsibilities

1. The Link has clear and transparent procedures for allocating space.
 - a. The Link offers space to programs that serve Georgina's priority communities, to the best of its ability, given competing demands and limited capacity. It also provides meeting and programming space for activities in accordance with The Link's Business Plan.
2. The Link staff resolves disputes between groups regarding space, when conflicts arise.
3. The Town's violence and harassment-free policies, and their implementation, strive to ensure that all users enjoy a safe space, free from discrimination.
4. The Town has health and safety procedures in place, including procedures for fire safety. These procedures are posted and otherwise available, upon request, to any stakeholder.
5. The Link has a co-operative working relationship with all licensees regarding the programs and services they offer.

Responsibilities of Organizations and Individuals to The Link:

1. Activities taking place at The Link will align with the Mission Statement, Business Plan and related policies.
2. All groups are fully subject to The Link's policies, Town by-laws and policies, and administrative guidelines.
3. All user groups are responsible for keeping the building clean and safe. This includes, out of courtesy, stacking furniture, leaving rooms neat and clean for the next user, etc.
4. All program and service facilitators are encouraged to become familiar with safety issues, such as fire exit procedures, the fire safety plan, and communicate regularly with their stakeholders regarding these issues.
5. All activities, including programs, meetings, and events, will be monitored for attendance and the outcomes reported to The Link staff for record and analysis purposes.
6. When there are personnel changes within stakeholder organizations as they relate to program and service delivery, The Link staff must be notified in writing, and provided revised contact information as soon as possible.
7. Stakeholders must demonstrate the ability to successfully administer their own programs and services, including keeping accurate records. These records may be reviewed by The Link staff upon request.

Article III

Priorities and Definitions

Priorities:

In all of the categories defined below, groups serving the local community are given precedence according to The Link Business Plan.

The following types of groups and activities are given priority for use of space at The Link:

- Programs and services provided by The Link staff and licensees have the highest priority for use of space;
- Programs and services offered by local community groups and individuals have the next priority for use of space;
- Programs and services offered by regional groups and individuals have the next priority for use of space;
- Once space is booked by a group or individual, it is not cancelled to accommodate a group from a higher priority category, unless there are exceptional circumstances; and
- In exceptional circumstances, The Link staff may clear the building by moving scheduled programs or services offsite or by canceling regularly scheduled meetings.

Definitions:

1. The Link Programs and Services:

The Link programs and services are those created, funded, supported and supervised directly by the Town that focuses on:

- a. training and skills development
 - b. career path assistance
 - c. recreation
 - d. culture
 - e. social enterprise
 - f. economic development
 - g. community improvement
 - h. health, wellness and nutrition
 - i. food
 - j. community engagement and
- may be offered in collaboration with other stakeholders, including licensees;
 - may include courses or workshops offered by The Link staff or contracted out to a third party operator/facilitator;
 - serve the local and surrounding community and York Region;

- may be offered to the community on-site, or as an outreach activity offsite;
- may be offered by volunteers recruited through The Link's volunteer program and or that of the licensee.

2. Licensee Programs and Services:

Licensee programs and services are those created, funded and supported directly by licensee organizations that focus on:

- a. training and skills development
 - b. career path assistance
 - c. recreation
 - d. culture
 - e. social enterprise
 - f. economic development
 - g. community improvement
 - h. health, wellness and nutrition
 - i. food
 - j. community engagement and
- may be offered in collaboration with other stakeholders, including other licensees or the Town;
 - may include courses or workshops offered by licensee staff or contracted out to a third party operator;
 - serve the local and surrounding community and York Region;
 - may be offered to the community on-site, or as an outreach activity offsite;
 - may be offered by volunteers recruited through licensee's volunteer program and or that of The Link.

Space and time for licensee programs and services are negotiated as part of each organization's licensee agreement.

If additional time and space is required beyond that which has been allocated as part of the licensee's agreement with the Town, additional fees will apply. These fees will be in accordance with the Town's Fee's By-law approved by Mayor and Council.

3. Non-Licensee Programs and Services:

Non-Licensee Programs and Services are those offered by a local or regional organization or individual not necessarily affiliated with The Link or any of the licensees. These programs and services must align with The Link's Mission Statement and will be subject to a rental contract with fees reflecting those established in the Town's Fee By-law approved by Mayor and Council.

4. Provision of Space for Meetings:

Local and regional organizations and individuals may book meeting space at The Link if and when available. Use of space is subject to a rental contract with fees reflecting those established in the Town's Fee By-law approved by Mayor and Council.

The sale of goods or services for personal or corporate profit at The Link will be subject to approval by the TLC.

Article IV

Restrictions

Restrictions are in place for use of space including, but not limited to, the following:

Health Care and Health Education:

The Link is not equipped for the provision of health care. However, community-based health service organizations may provide health education workshops, and similar programs, on an occasional basis, as long as these activities complement the other programs and services offered at The Link.

Article V

Program and Course Fees

All programs and services may be subject to a fee for participants. Town programs are subject to the Fee's By-law approved by Mayor and Council. Licensee and non-licensee programs are not governed by the Town Fee's By-law but at their sole discretion.

Article VI

Review and Appeal

The Link staff or the TLC is not responsible for the exact content of programs and services offered by licensees or non-affiliated organizations or individuals however complaints can be brought forward to The Link staff who will work to resolve the complaint in a timely and equitable manner.

Review:

All programs and services are subject to periodic review regarding compliance with this and other policies.

The following are examples of serious concerns: undue noise, causing disturbances within The Link, allowing discriminatory language and actions to go unchallenged in meetings, or giving false information on the space use application form.

For serious and unresolvable breaches of The Link policy, a program or organization may have their privileges at The Link terminated within one week's written notice.

Appeal:

Community members who have an issue with the administration of this policy should discuss possible resolution of the issue with The Link staff.

Community members may appeal a staff decision to TLC.

Matters eligible for appeal include:

- denial of a new program or meeting space request
- termination of a group's meeting privileges at The Link
- conflict over participant fee levels

Appeals must be made in writing, and be submitted within 30 days of the incident in question. Appeals will be considered at the next meeting of TLC unless otherwise resolved.

Article VII

Rental Policy

The Rental Policy applies to the use of space by licensees that have exceeded the limit established in the licensee agreement, as well as to non-licensee organizations and individuals. All fees are reflected in the Town's Fees By-law.

RENTAL POLICY

- i) The renter(s) shall be responsible for the actions of those allowed or invited to the facility while entitled to use it and will release the Town, its agents and employees from all manner of action, causes of action, suits, losses, damages, or injuries caused by negligence or otherwise, (whether brought by the renter(s) or any other person) arising out of their use of The Link facility. The renter(s) will also hereby indemnify the Town, its employees or agents for any losses or damages sustained by the renter(s) or any other person as a result of such actions or proceedings being commenced against them by the renter(s) or any other such person. The renter(s) acknowledge that their permit outlines the agreed upon space at The Link, dates, times, and provided equipment and that the Town is responsible for no additional services. The Town reserves the right to alter or cancel any rental of space at The Link.
- ii) The purpose of use for the rental must be described in full by the renter(s) on the space-use application form.
- iii) Conditions of Use:
 - a) Space is to be left in the same manner as it was found. Any damages or excessive clean-up will be billed to the permit holder.
 - b) Proof of insurance, in the amount of \$2,000,000 liability and naming the Town as an additional insured, must be provided or purchased and included with the rental permit.
 - c) The renter(s) is responsible to supply any and all equipment not already available in the space being rented at The Link.
 - d) All renter(s) will adhere to the no smoking by-law of the Town and use the designated smoking areas only, as posted. Failure to comply may result in fines.
 - e) A three week written cancellation period is in effect.
 - f) The times and dates on this rental permit must be adhered to. Any additional time should be booked in advance. Use of the facility outside the listed hours may result in forfeit of your rental deposit or charges to your account.

Article VIII

Town of Georgina Policies

Insert accessibility, code of ethics and conduct, harassment and violence free, smoke free, health and safety

Feedback regarding this policy

If you have questions about The Link's space use policy or have suggestions for new activities, please contact The Link at 289-716-4930 or thelink@georgina.ca.

<i>The Link Charges and Fees 2016-2018</i>		2016	2017	2018
Facilities				
Event Hall and Kitchen - 3% annual increase				
-Licensed	Hourly	61.95	63.81	65.72
-Licensed (non-profit)	Hourly	35.00	36.05	37.13
-Licensed Event	2pm - 2am	400.00	412.00	424.36
-Non-Licensed	Hourly	40.10	41.30	42.54
-Non-Licensed (non-profit)	Hourly	25.00	25.75	26.52
-Commercial	Hourly	115.25	118.71	122.27
-Commercial	12 Hours	1150.50	1185.02	1220.57
-Fundraising	Per Day	225.00	231.75	238.70
-Catering	Per Person	1-50.00	1-50.00	1-50.00
Event Hall (no Kitchen) - 3% annual increase				
-Commercial	Hourly	40.00	41.20	42.44
-Commercial	Per Day (8 hrs)	295.00	303.85	312.97
-Non-profit	Hourly	25.00	25.75	26.52
-Non-profit	Per Day (8 hrs)	150.00	154.50	159.14
Kitchen (no Event Hall) - 3% annual increase				
-Commercial (Non-Licensed)	Hourly	35.00	36.05	37.13
-Commercial (Licensed)	Hourly	50.00	51.50	53.05
-Non-profit (Licensed)	Hourly	35.00	36.05	37.13
-Commercial (Non-Licensed)	Per Day (8 hrs)	195.00	200.85	206.88

<i>The Link Charges and Fees 2016-2018</i>		2016	2017	2018
-Commercial (Licensed)	Per Day (8 hrs)	350.00	360.50	371.32
-Non-profit (Non-Licensed)	Per Day (8 hrs)	200.00	206.00	212.18
-Non-profit (Licensed)	Per Day (8 hrs)	225.00	231.75	238.70
-Commercial (Non-Licensed)	Weekly (35 hrs)	1100.00	1133.00	1166.99
-Non-profit (Non-Licensed)	Weekly (35 hrs)	850.00	875.50	901.77
Social Enterprise Café				
Food and Beverage	Per item	\$0.00-\$20.00	\$0.00-\$20.00	\$0.00-\$20.00
Hot Desks/Hotelling Space				
5 hours plus 2 hours meeting room space	Monthly	50.00	51.50	53.05
20 hours plus 3 hours meeting room space	Monthly	100.00	103.00	106.09
60 hours plus 6 hours meeting room space	Monthly	150.00	154.50	159.14
100 hours plus 8 hours meeting room space	Monthly	200.00	206.00	212.18
Programs				
Registered Sessional Programs 0-3% annual increase				
Children's Activities	per class	5.00 - 25.00	5.00 - 25.75	5.00 - 26.50
Youth's Activities	per class	5.00 - 25.00	5.00 - 25.75	5.00 - 26.50
Adult Activities	per class	5.00 - 25.00	5.00 - 25.00	5.00 - 25.00
Senior's Activities	per class	5.00 - 25.00	5.00 - 25.00	5.00 - 25.00

<i>The Link Charges and Fees 2016-2018</i>		2016	2017	2018
Family Activities	per class	5.00 - 25.00	5.00 - 25.00	5.00 - 25.00
Specialized Programs 0-3% annual increase				
Children's Specialized Programming	per class	6.00 - 40.00	6.00 - 41.20	6.00 - 42.50
Youth's Specialized Programming	per class	6.00 - 40.00	6.00 - 41.20	6.00 - 42.50
Adult Specialized Programming	per class	15.00 - 40.00	15.00 - 41.20	15.00 - 42.50
Senior Specialized Programming	per class	15.00 - 40.00	15.00 - 41.20	15.00 - 42.50

APPENDIX 11.7 - WORKPLAN

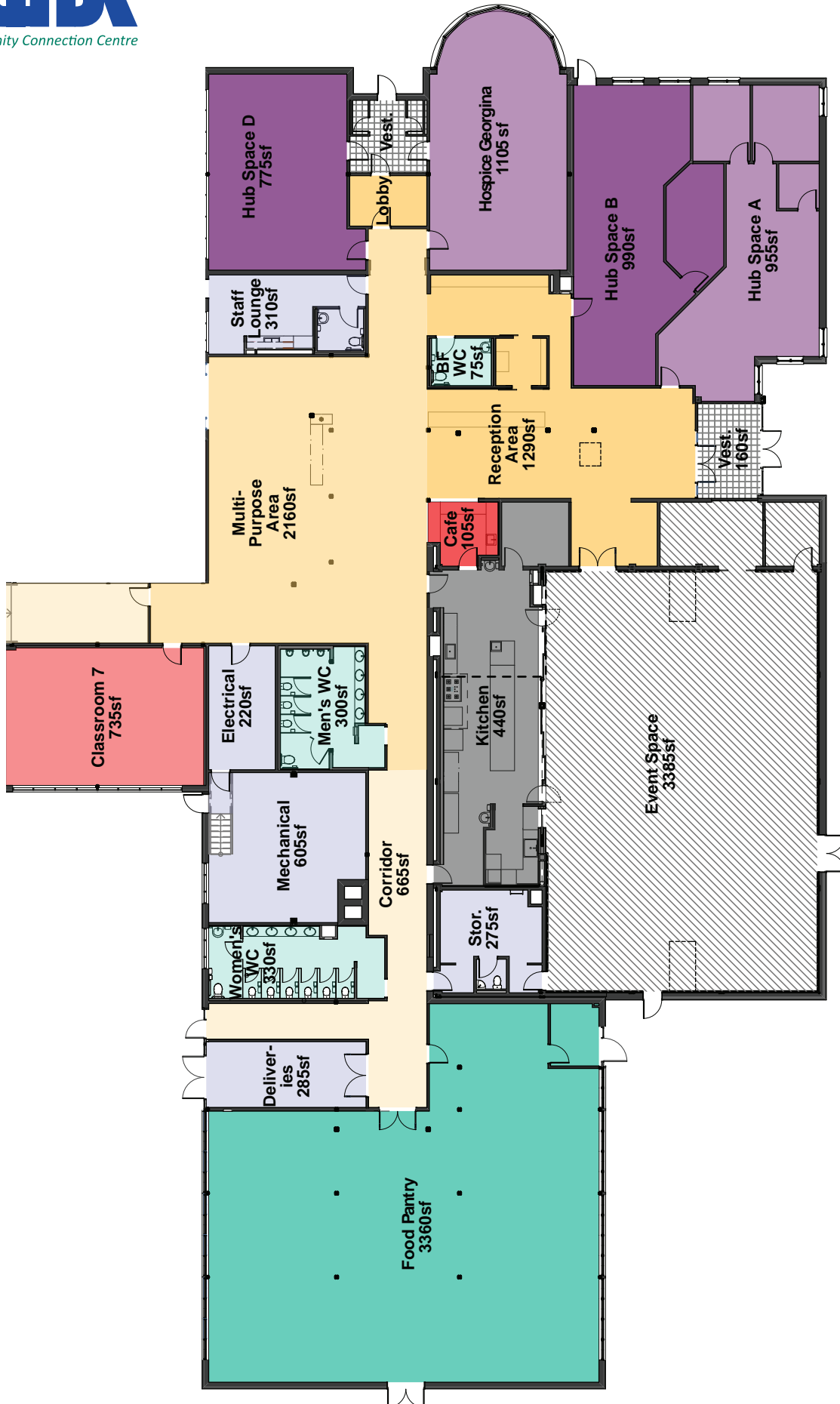
Expected Results	Description of Activities	Timeline	Expected Initiation Date (Log Date)	Status	Action Initiated By	Expected Closing
The Link Steering Committee transitioned into a Board of Directors	Transition the TLC into the Board of Directors for The Link that attains nonprofit status.	Prior to June 2017	1-Jan-16	Open	TLC and Town	December, 2016
	Upon incorporation initiate formation of the following subcommittees: Tenant Selection, Executive Standing, Grant Application & Fundraising, Strategic & Program Planning, Nomination Sub-Committee	Throughout Year 2 (2017)	1-Jan-17	Open	Link Staff, newly formed Board, and Town	December, 2017
Revised IRD application submitted to FedDev Ontario	Continue to work with the Ontario Water Centre and other stakeholders to prepare and submit a revised IRD application, making the case for both projects as regional economic development projects	Fall, 2015	4-Aug-15	Open	Town and OWC	Fall, 2015
Site prepared for grand opening, including landscaping, parking lot cleaning, etc.	Contact Parks Division to assist with exterior improvements in preparation of grand opening in the fall, 2015	Aug-Sept, 2015	4-Aug-15	Open	Link Program Coordinator	September, 2015
Contracts secured for contracted services such as fire alarm monitoring, cleaning, etc.	Work with Operations and Engineering to ensure consistency with existing contracted service providers	Aug-Sept, 2015	4-Aug-15	Open	Town	September, 2015
Grand Opening	Plan a grand opening that celebrates the launch of The Link. Grand opening to include activities, dignitaries, food, etc.	Aug, 2015	4-Aug-15	Open	Town, GTTI, HG, GACAG, GCFP, ReWilding, YRP, etc.	October, 2015
Finalized ReWilding design	Continue to work with ReWilding and stakeholders to solidify a final design and then implement the design	Aug, 2015	4-Aug-15	Open	Town, GTTI, HG, GACAG, GCFP, ReWilding	November, 2015
MOU regarding use and ownership of kitchen appliances	Work with GTTI to create an Memorandum of Understanding regarding the use of th kitchen space and appliances and expectations of both parties regarding maintenance and upkeep	Sept, 2015	1-Sep-15	Open	Town, GTTI, HG, GCFP	September, 2015
Licence Agreements for initial round of licensees	Work with GTTI, HG and GCFP to create Licence Agreements for use of space in The Link	Aug-Sept, 2015	4-Aug-15	Open	Town, GTTI, HG, GCFP	September, 2015

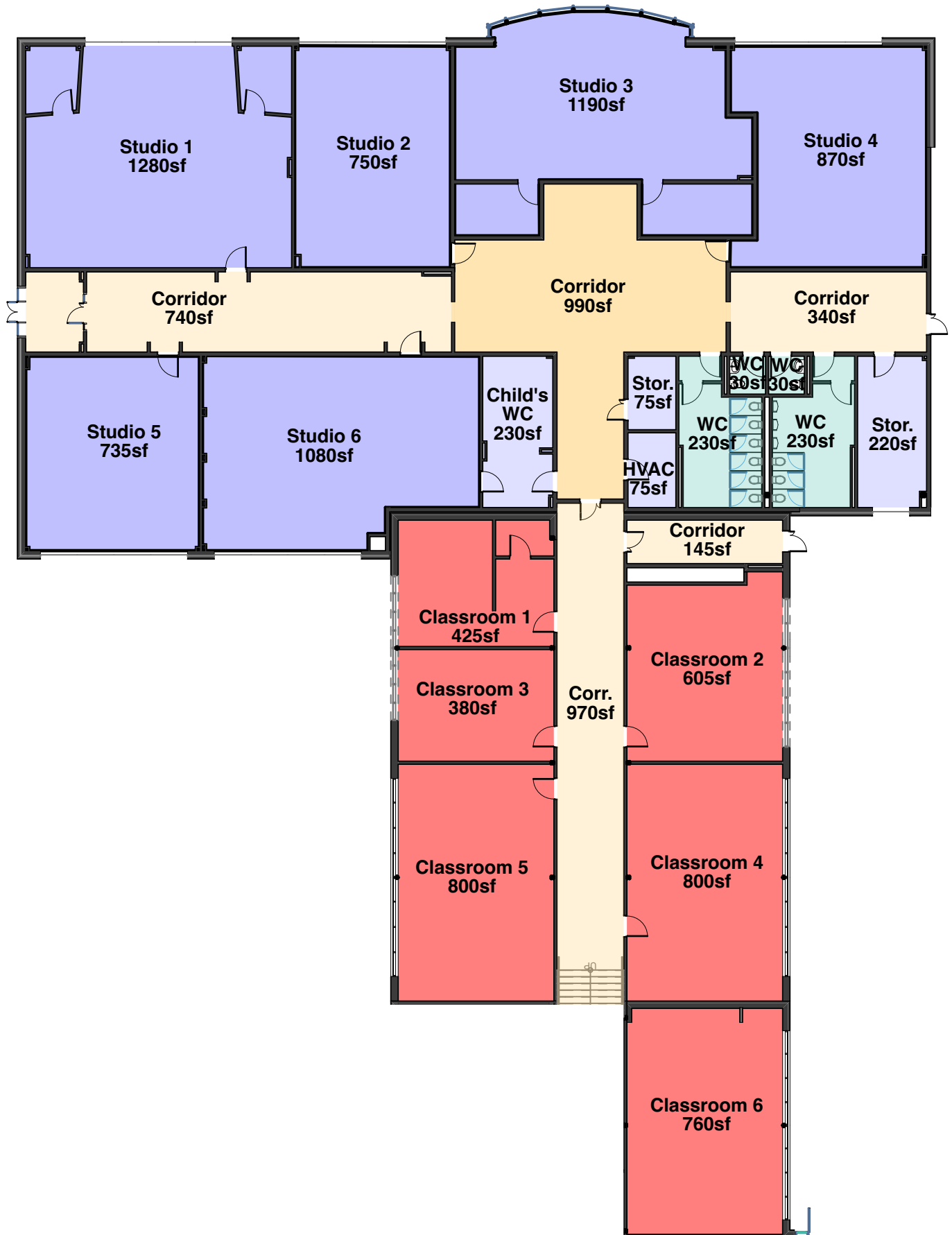
APPENDIX 11.7 - WORKPLAN

Expected Results	Description of Activities	Timeline	Expected Initiation Date (Log Date)	Status	Action Initiated By	Expected Closing
Fundraising Campaign for ongoing phased occupancy	Develop a fundraising plan for phase two capital costs and ongoing operating costs. Review fundraising plans from similar projects such as the 519, The Orillia Common Roof, etc. Utilize input from United Way York Region to refine plan.	Fall, 2015	8-Sep-15	Open	Fundraising Subcommittee and Town	1-Dec-15
	Create at least two fundraising events during phase one occupancy to raise the profile of The Link and engage the community.	Fall 2014	1-Sep-14	Open	FSPSSC and Town	1-Dec-15
	Create a Corporate Partnerships and Private Foundations Giving Program	Fall 2014	1-Sep-14	Open	FSPSSC and Town	1-Dec-14
Develop Collaborative Programs & Services Among The Link Partners	Work alongside core partners to develop opportunities for collaboration in programming. This should include creating new initiatives or building on any existing collaborative efforts	Throughout Year 1 (2016)	1-Sep-14	Open	Link Staff	Ongoing
	Organize and facilitate meetings with key Link stakeholders, review and implement governance, and develop a process for stakeholder decision making.	Throughout Year 1 (2016)	1-Sep-14	Ongoing Quarterly Review	Link Staff	Ongoing
	Develop RFP for contracting out management of commercial community kitchen and program/service delivery	Summer 2014	1-Jul-14	Open	Link Staff, FSPSSC, Town	1-Sep-14
	Establish a "charter of collaboration" and other related documents to ensure core partners in the Link participate in the shared space collaborative model	Fall 2014	1-Sep-14	Open	FSPSSC and Town	1-Dec-14
Release Call for Proposal for additional tenants	Finalize application and supporting documents for the call for proposal process (CFP). CFP should include proposal deadline, electronic and paper version of applications, etc.	Spring-Summer 2014	1-Mar-14	Open	FSPSSC and Town	1-Aug-14
	Host information session to support CFP process at one of the core tenant location or town owned hall	May-June 2014	1-May-14	Open	FSPSSC and Town	Jun-14
	Initial assessment and evolution of CFP will be at the discretion of the Town	Aug-Sept 2014	1-Aug-14	Open	Town	Sep-14
Develop and Expand Marketing Plan	Business plan and marketing plan review to ensure it continues to support the goals and mission of The Link	Throughout 2015	1-Jan-16	Open	Link Staff, Board, Town Communications Manager	Dec-16
	Gain input from the Town's Communications Manager to ensure marketing plan is also in line with Town's overall marketing strategy	Throughout 2016	1-Jan-16	Open	Link Staff, Board, Town Communications	15/12/2016
Create ongoing list of grant applications and funding opportunities	Link Staff will finalize a list of all relevant operating grant applications related to programming. Main emphasis of program funds will concentrate on the target groups of individuals, youth, and families	Ongoing based on granting body	Immediately	Ongoing	Link Staff and Town	Ongoing

APPENDIX 11.7 - WORKPLAN

Expected Results	Description of Activities	Timeline	Expected Initiation Date (Log Date)	Status	Action Initiated By	Expected Closing
	Facilitate meeting with fundraising and grant writing sub-committee to apply for grants and corporate donations	Ongoing based on granting body	As required	Open	Town, FSPSSC, Link staff	Ongoing
Formalize Link Policies and Procedures	Formalize the Relationship Framework document between the Town and the Link Board of Directors (see Appendix 10).	Spring 2014	1-Dec-14	Open	Town and Link Staff	Apr-14
	Finalize mission statement, guiding principles, space usage policy, and code of conduct.	Prior to Fall 2014	Spring-Summer 2014	Open	Link Staff and Town	Sep-14
	Design workplan and implementation strategy for full renovation and build out of the Link.	Spring-Fall 2014	1-Apr-14	Ongoing	Town, FSPSSC, Hilditch Architect	Dec-14
Design Website & Social Media Presence	Create a separate website for the Link that is connected to Town's Recreation and Culture Department and core tenants' websites. Connect to various social media outlets such as Facebook, Twitter, YouTube, etc.	Summer 2014-Winter 2015	1-Aug-14	Open	Town, Link Staff, FSPSSC	Feb-15
Purchase Booking/Scheduling	Assess software needs for booking rooms and tracking program frequency access.	Summer 2014	1-Apr-14	Open	Town and Tenants	Oct-14
Explore Future Development Opportunities	Investigate options for the development of the North wing. Maintain communication with York Region, developers, and other possible stakeholders to develop a strategic housing redevelopment plan.	Ongoing	Ongoing	Open	Town, Link Staff	Ongoing
Determine Link Ability to Generate Revenue Streams	Explore additional revenue tools beyond rent and programming to ensure The Link is sustainable, such as rentals, programs, social enterprise, business acceleration, expanded learning opportunities, etc.	Ongoing	Ongoing	Open	Link Staff, Board, Town	Ongoing
Application to Alcohol and Gaming Commission of Ontario (AGCO)	Submit an application to the Alcohol and Gaming Commission for liquor license	2016	1-Jan-16	Open	Link Staff, Town	Dec-16
Facilitate professional development of The Link staff and Board	Support and encourage ongoing development and education of The Link staff and Board to ensure best practices are followed	Ongoing	1-Jan-16	Open	Link Staff, Board of Directors	Ongoing





	A	B	C	D	E	F	G	H	I	J	M	N	O
1	Appendix 11.9 - Financials												
2	YEAR 1 - (Jan. 1, 2016-Dec. 31,2016) MARKET VALUE OPERATING BUDGET												
3	DESCRIPTION	TOG 2015 BUDGET AMOUNT (4 mos)	LINK BUDGET AMOUNT Jan. - Dec. 2016	Per Sq. Ft.	Hospice Georgina (Licensee A)	Hospice Georgina- Current Costs	Georgina Food Pantry (Licensee B)	Georgina Food Pantry- Current Costs	Georgina Trades & Training Inc. (Licensee C)	Total Licensee Share	Other Rental Income	Total Rental Income	TOG Cost Year 1 subsidy (82.0%)
4	Phase 1: Bldg. Costs - Total sq.ft.: 19285				1105 sq. ft.	(1200 sq. ft.)	3360 sq. ft.	(3500 sq. ft.)	715 sq. ft.	5180 sq. ft.			14105 sq. ft.
5	Rent (Tenant's Current)					\$ 16,000.00		\$ 21,151.00					
6	PROPERTY TAXES (2m value-prior to future reassessment)	\$ 15,000.00	\$ 44,760.00	\$2.321	\$ 2,564.68		\$ 7,798.48	\$ 11,004.00	\$ 1,659.50	\$ 12,022.65			\$ 32,737.35
7	REPAIRS & MAINTENANCE incls: building upkeep, alterations,	\$ 6,700.00	\$ 20,000.00	\$1.037	\$ 1,145.97	\$ 800.00	\$ 3,484.57		\$ 741.51	\$ 5,372.05			\$ 14,627.95
8	INTERNAL MAINTENANCE incls. Town staff from operations to change light fixtures, etc.		\$ 5,000.00	\$0.259	\$ 286.49		\$ 871.14	\$ 678.00	\$ 185.38	\$ 1,343.01			\$ 3,656.99
9	INSURANCE PREMIUMS (includes 8% PST)	\$ 12,500.00	\$ 12,500.00	\$0.648	\$ 716.23		\$ 2,177.86	\$ 1,800.00	\$ 463.44	\$ 3,357.53			\$ 9,142.47
10	TMI Total	\$ 12,500.00	\$ 82,260.00	\$4.265	\$ 4,713.37	\$ 16,800.00	\$ 14,332.05	\$ 34,633.00	\$ 3,049.83	\$ 22,095.25			\$ 60,164.75
11	UTILITIES : hydro+gas+water -full year	\$ 69,000.00	\$ 76,200.00	\$3.951	\$ 4,366.14	\$ 3,800.00	\$ 13,276.23	\$ 3,862.00	\$ 2,825.15	\$ 20,467.51			\$ 55,732.49
12	CLEANING SERVICES	\$ 7,700.00	\$ 17,000.00	\$0.882	\$ 974.07	\$ 480.00	\$ 2,961.89		\$ 630.28	\$ 4,566.24			\$ 12,433.76
13	CLEANING SUPPLIES		\$ 6,000.00	\$0.311	\$ 343.79		\$ 1,045.37		\$ 222.45	\$ 1,611.62			\$ 4,388.38
14	CONTRACTED SERVICES incls: security, HVAC maintenance, fire suppression equipment, kitchen hood, grease trap, paper savers, etc.	\$ 5,000.00	\$ 15,000.00	\$0.778	\$ 859.48		\$ 2,613.43		\$ 556.13	\$ 4,029.04			\$ 10,970.96
15	BANK CHARGES	\$ 500.00	\$ 2,500.00										\$ 2,500.00
16	TELEPHONE (TOG only)	\$ 4,500.00	\$ 4,500.00										\$ 4,500.00
17	GENERAL STATIONARY & OFFICE SUPPLIES	\$ 1,500.00	\$ 1,500.00		\$ -		\$ -		\$ -	\$ -			\$ 1,500.00
18	RESERVE FUND * current reserve is \$51,000		\$ 25,000.00	\$1.296	\$ 1,432.46		\$ 4,355.72		\$ 926.89	\$ 6,715.06			\$ 18,284.94
19	INTERNAL BORROWING		\$ 126,890.00	\$0.000	\$ -		\$ -		\$ -	\$ -			\$ 126,890.00
20	SUBTOTAL BUILDING COSTS	\$ 125,880.00	\$ 356,850.00	\$ 11.48	\$ 12,689.31	\$ 21,080.00	\$ 38,584.68	\$ 38,495.00	\$ 8,210.73	\$ 59,484.72	\$ 100,480.00	\$ 159,964.72	\$ 297,365.28
21	INTERNET ACCESS - equal share	\$ 2,500.00	\$ 2,500.00	\$0.130	\$ 240.00	\$ 540.00	\$ 240.00	\$ 960.00	\$ 240.00	\$ 720.00			\$ 1,780.00
22	BOOKING SOFTWARE	\$ 3,000.00	\$ 2,500.00	\$0.130	\$ 300.00		\$ 300.00		\$ 300.00	\$ 900.00			\$ 1,600.00
23	EQUIPMENT LEASE/MAINT. - PHOTOCOPIER - equal share		\$ 5,320.00	\$0.276	\$ 450.00		\$ 450.00		\$ 450.00	\$ 1,350.00			\$ 3,970.00
24	FUNDRAISING & SPECIAL EVENTS COSTS - equal share		\$ 3,500.00	\$0.181	\$ 875.00		\$ 875.00		\$ 875.00	\$ 2,625.00			\$ 875.00
25	MEMBERSHIP AND DUES (NCN)		\$ 2,000.00	\$0.104									\$ 2,000.00
26	ADVERTISING/MARKETING	\$ 9,000.00	\$ 9,000.00	\$0.467	\$ 1,200.00		\$ 1,200.00		\$ 1,200.00	\$ 3,600.00			\$ 5,400.00
27	SUBTOTAL FLAT RATE COSTS	\$ 14,500.00	\$ 24,820.00	\$ 1.29	\$ 3,065.00		\$ 3,065.00		\$ 3,065.00	\$ 9,195.00			\$ 15,625.00
28	TOTAL BUILDING COSTS	\$ 140,380.00	\$ 381,670.00	\$12.77	\$ 15,754.31	\$ 21,620.00	\$ 41,649.68	\$ 39,455.00	\$ 11,275.73	\$ 68,679.72	\$ 100,480.00	\$ 169,159.72	\$ 312,990.28
29													
30	PROGRAM COSTS												
31	CONTRACTED STAFF	\$ 20,040.00											
32	EDUCATIONAL MATERIALS												
33	OTHER SUPPLIES	\$ 10,000.00											
34	TOTAL PROGRAMING COSTS		\$ 32,000.00										
35	REGULAR SALARIES & WAGES (2 FT -Program Manager and Maintenance)		\$ 108,000.00										
36	ALL OTHER PAYROLL COSTS (30%)		\$ 32,400.00										
37	OVERTIME PAY		\$ 3,000.00										
38	TOTAL STAFFING COSTS	\$ 66,800.00	\$ 143,400.00										
39	TOTAL SHARED SPACE COST 14105 sq. ft. (property taxes, repairs, maintenance, internal maintenance, insurance, cleaning services & supplies, contracted services)												
40	SUBTOTAL EXPENSE		\$ 532,250.00		\$ 15,754.31		\$ 41,649.68		\$ 11,275.73	\$ 68,679.72			
41	ADMINISTRATION FEES 5% incls. Late payments, invoice & billing, added on top of licensee agreement												
42	CORE LICENSEES 5%												
43	TOTAL EXPENSE	\$ 256,335.00	\$ 532,250.00		\$ 15,754.31		\$ 41,649.68		\$ 11,275.73	\$ 68,679.72		\$ 68,679.72	



	A	B	C	D	E	F	G	H	I	J	M	N	O
1	Appendix 11.9 - Financials												
2	YEAR 1 - (Jan. 1, 2016-Dec. 31,2016) MARKET VALUE OPERATING BUDGET												
3	DESCRIPTION	TOG 2015 BUDGET AMOUNT (4 mos)	LINK BUDGET AMOUNT Jan. - Dec. 2016	Per Sq. Ft.	Hospice Georgina (Licensee A)	Hospice Georgina- Current Costs	Georgina Food Pantry (Licensee B)	Georgina Food Pantry- Current Costs	Georgina Trades & Training Inc. (Licensee C)	Total Licensee Share	Other Rental Income	Total Rental Income	TOG Cost Year 1 subsidy (82.0%)
4	Phase 1: Bldg. Costs - Total sq.ft.: 19285				1105 sq. ft.	(1200 sq. ft.)	3360 sq. ft.	(3500 sq. ft.)	715 sq. ft.	5180 sq. ft.			14105 sq. ft.
44	HST - LICENSEES 13%				\$ 2,048.06	?	\$ 5,414.46	?	\$ 1,465.84	\$ 8,928.36			
45	1.76% tax on all exp. items except Insurance, salaries, admin. fee				\$ 264.67		\$ 694.70		\$ 190.30				
46	TOTAL LICENSEE EXPENSE INCL. HST				\$ 18,067.04	\$ 22,765.00	\$ 47,758.85	\$ 40,460.00	\$ 12,931.87	\$ 77,608.08			
47	TOTAL LICENSEE EXPENSE PER MONTH				\$ 1,505.00	\$ 1,897.00	\$ 3,979.00	\$ 3,371.00	\$ 1,077.00	\$ 6,561.00			
48	TOTAL RENTAL INCOME (not incl.hst)	\$ 35,750.00	\$ 68,679.72										
56	OTHER RENTAL INCOME												
57	Programs	\$ 20,500.00	\$ 68,600.00										
58	Hoteling Desks		\$ 4,800.00										
59	Meeting Room Space		\$ 3,000.00										
60	Hub Space		\$ 9,120.00										
61	Event Space		\$ 3,000.00										
62	Corporate Events (seminars, AGM's, professional development		\$ 8,960.00										
63	Nonprofit Events (AGM's, training, professional development)		\$ 3,000.00										
64	Total Other Rental Income		\$ 100,480.00										
65	GRANT INCOME												
66	Total Grant Income		\$ 500,000.00										
67	OTHER INCOME	\$ 175,000.00											
68	Crowd Funding		\$ 3,000.00										
69	Communty Supporter Program		\$ 2,000.00										
70	Fundraising Events		\$ 10,000.00										
71	Corporate Donations	\$ 3,500.00	\$ 10,000.00										
72	Total Other Income		\$ 25,000.00										
73	TOTAL INCOME 2016	\$ 199,000.00	\$ 694,159.72										
74	NET DIFFERENCE-INCOME LESS EXPENSES		\$ 161,909.72										



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 2 - (Jan. 1, 2017-Dec. 31,2017) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2017	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 2 subsidy (65.5%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
5	PROPERTY TAXES (2m value-prior to future reassessment)	\$ 50,378.00	\$1.550	\$ 1,712.59	\$ 5,207.51	\$ 1,108.15	\$ 6,338.90	\$ 3,347.68	\$ 1,480.11	\$ 767.18	\$ 767.18	\$ 1,201.14	\$ 588.94	\$ 658.69	\$ 23,178.06			\$ 27,199.94
6	REPAIRS & MAINTENANCE incs: building upkeep, alterations,	\$ 22,510.00	\$0.693	\$ 765.22	\$ 2,326.83	\$ 495.14	\$ 2,832.36	\$ 1,495.82	\$ 661.35	\$ 342.79	\$ 342.79	\$ 536.69	\$ 263.15	\$ 294.32	\$ 10,356.47			\$ 12,153.53
7	INTERNAL MAINTENANCE incs. Town staff from operations to change light fixtures, etc.	\$ 5,628.00	\$0.173	\$ 191.32	\$ 581.76	\$ 123.80	\$ 708.15	\$ 373.99	\$ 165.35	\$ 85.71	\$ 85.71	\$ 134.19	\$ 65.79	\$ 73.59	\$ 2,589.35			\$ 3,038.65
8	INSURANCE PREMIUMS (includes 8% PST)	\$ 12,875.00	\$0.396	\$ 437.68	\$ 1,330.87	\$ 283.21	\$ 1,620.02	\$ 855.56	\$ 378.27	\$ 196.07	\$ 196.07	\$ 306.97	\$ 150.52	\$ 168.34	\$ 5,923.57			\$ 6,951.43
9	TMI Total	\$ 91,391.00	\$2.812	\$ 3,106.82	\$ 9,446.97	\$ 2,010.29	\$ 11,499.44	\$ 6,073.05	\$ 2,685.08	\$ 1,391.74	\$ 1,391.74	\$ 2,178.99	\$ 1,068.41	\$ 1,194.93	\$ 42,047.45			\$ 49,343.55
10	UTILITIES : hydro+gas+water -full year	\$ 85,764.00	\$2.638	\$ 2,915.53	\$ 8,865.31	\$ 1,886.52	\$ 10,791.41	\$ 5,699.13	\$ 2,519.75	\$ 1,306.05	\$ 1,306.05	\$ 2,044.83	\$ 1,002.62	\$ 1,121.36	\$ 39,458.56			\$ 46,305.44
11	CLEANING SERVICES	\$ 19,134.00	\$0.589	\$ 650.46	\$ 1,977.86	\$ 420.88	\$ 2,407.57	\$ 1,271.48	\$ 562.16	\$ 291.38	\$ 291.38	\$ 456.20	\$ 223.69	\$ 250.18	\$ 8,803.23			\$ 10,330.77
12	CLEANING SUPPLIES	\$ 6,753.00	\$0.208	\$ 229.57	\$ 698.05	\$ 148.54	\$ 849.71	\$ 448.75	\$ 198.40	\$ 102.84	\$ 102.84	\$ 161.01	\$ 78.95	\$ 88.29	\$ 3,106.94			\$ 3,646.06
13	CONTRACTED SERVICES incs: security, HVAC maintenance, fire suppression equipment, kitchen hood, grease trap, paper savers, etc.	\$ 16,883.00	\$0.519	\$ 573.93	\$ 1,745.17	\$ 371.37	\$ 2,124.33	\$ 1,121.90	\$ 496.02	\$ 257.10	\$ 257.10	\$ 402.53	\$ 197.37	\$ 220.74	\$ 7,767.58			\$ 9,115.42
14	BANK CHARGES	\$ 2,575.00													\$ -			\$ 2,575.00
15	TELEPHONE (TOG only)	\$ 5,065.00																\$ 5,065.00
16	GENERAL STATIONARY & OFFICE SUPPLIES	\$ 1,688.00		\$ -	\$ -	\$ -									\$ -			\$ 1,688.00
17	RESERVE FUND * current reserve is \$51,000	\$ 28,137.00	\$0.866	\$ 956.51	\$ 2,908.49	\$ 618.92	\$ 3,540.39	\$ 1,869.74	\$ 826.67	\$ 428.48	\$ 428.48	\$ 670.86	\$ 328.94	\$ 367.89	\$ 12,945.36			\$ 15,191.64
18	INTERNAL BORROWING	\$ 126,890.00	\$0.000	\$ -	\$ -	\$ -									\$ -			\$ 126,890.00
19	SUBTOTAL BUILDING COSTS	\$ 384,280.00	\$ 7.63	\$ 8,432.81	\$ 25,641.85	\$ 5,456.52	\$ 31,212.85	\$ 16,484.05	\$ 7,288.09	\$ 3,777.59	\$ 3,777.59	\$ 5,914.41	\$ 2,899.97	\$ 3,243.39	\$ 114,129.13	\$ 113,093.00	\$ 227,222.13	\$ 270,150.87
20	INTERNET ACCESS - equal share	\$ 2,813.00		\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 2,578.62	\$ 234.38	\$ 2,813.00	\$ -
21	BOOKING SOFTWARE	\$ 2,813.00		\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 234.42	\$ 2,578.62	\$ 234.38	\$ 2,813.00	\$ -
22	EQUIPMENT LEASE/MAINT. - PHOTOCOPIER - equal share	\$ 5,988.00		\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 499.00	\$ 5,489.00	\$ 499.00	\$ 5,988.00	\$ -
23	FUNDRAISING & SPECIAL EVENTS COSTS	\$ 3,939.00		\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 328.25	\$ 3,610.75	\$ 328.25	\$ 3,939.00	\$ -
24	MEMBERSHIP AND DUES (NCN)	\$ 2,251.00		\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 187.58	\$ 2,063.38	\$ 187.62	\$ 2,251.00	\$ -
25	ADVERTISING/MARKETING	\$ 10,130.00		\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 844.16	\$ 9,285.76	\$ 844.24	\$ 10,130.00	\$ -
26	SUBTOTAL FLAT RATE COSTS	\$ 27,934.00	\$ 0.86	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 2,327.83	\$ 25,606.13	\$ 2,327.87	\$ 27,934.00	
27	TOTAL BUILDING COSTS	\$ 412,214.00	\$ 8.49	\$ 10,760.64	\$ 27,969.68	\$ 7,784.35	\$ 33,540.68	\$ 18,811.88	\$ 9,615.92	\$ 6,105.42	\$ 6,105.42	\$ 8,242.24	\$ 5,227.80	\$ 5,571.22	\$ 139,735.26	\$ 115,420.87	\$ 255,156.13	\$ 270,150.87
28																		
29	PROGRAM COSTS																	
30	CONTRACTED STAFF																	
31	EDUCATIONAL MATERIALS																	
32	OTHER SUPPLIES																	
33	TOTAL PROGRAMING COSTS	\$ 36,016.00																
34	REGULAR SALARIES & WAGES (2 FT -Program Manager and Maintenance)	\$ 108,000.00																
35	ALL OTHER PAYROLL COSTS (30%)	\$ 32,400.00																
36	OVERTIME PAY	\$ 3,000.00																
37	TOTAL STAFFING COSTS	\$ 143,400.00																
38	TOTAL SHARED SPACE COST 7225 sq. ft. or 22.2% (property taxes, repairs, utilities, maintenance, internal maintenance, insurance, cleaning services & supplies, contracted services) Flat Rate (cost divided by 12)	\$ 40,821.00	\$ 5.64	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 37,419.25	\$ 3,401.75	\$ 40,821.00	
39	SUBTOTAL EXPENSE			\$ 14,162.39	\$ 31,371.43	\$ 11,186.10	\$ 36,942.43	\$ 22,213.63	\$ 13,017.67	\$ 9,507.17	\$ 9,507.17	\$ 11,643.99	\$ 8,629.55	\$ 8,972.97	\$ 139,735.26	\$ 118,822.62	\$ 258,557.88	
40	ADMINISTRATION FEES 5-10% incs. Late payments, invoice & billing, added on top of licensee agreement																	
41	CORE LICENSEES 5%			\$ 708.12	\$ 1,568.57	\$ 559.31	\$ 1,847.12	\$ 1,110.68	\$ 650.88	\$ 475.36	\$ 475.36	\$ 582.20	\$ 431.48	\$ 448.65	\$ 8,857.73	\$ 17,715.45	\$ 26,573.18	
42	TOTAL EXPENSE	\$ 632,451.00		\$ 14,870.51	\$ 32,940.00	\$ 11,745.41	\$ 38,789.55	\$ 23,324.31	\$ 13,668.55	\$ 9,982.53	\$ 9,982.53	\$ 12,226.19	\$ 9,061.03	\$ 9,421.62	\$ 186,012.23	\$ 136,538.07	\$ 322,550.30	
43	HST - LICENSEES 13%			\$ 1,933.17	\$ 4,282.20	\$ 1,526.90	\$ 5,042.64	\$ 3,032.16	\$ 1,776.91	\$ 1,297.73	\$ 1,297.73	\$ 1,589.41	\$ 1,177.93	\$ 1,224.81	\$ 24,181.59			
44	1.76% tax on all exp. items except insurance, salaries, admin. fee			\$ 181.68	\$ 468.84	\$ 132.02	\$ 561.80	\$ 316.03	\$ 162.58	\$ 104.00	\$ 104.00	\$ 139.66	\$ 89.36	\$ 95.09				
45	TOTAL LICENSEE EXPENSE INCL. HST			\$ 16,985.36	\$ 37,691.04	\$ 13,404.33	\$ 44,393.99	\$ 26,672.50	\$ 15,608.04	\$ 11,384.27	\$ 11,384.27	\$ 13,955.26	\$ 10,328.32	\$ 10,741.52	\$ 212,548.91			
46	TOTAL LICENSEE EXPENSE PER MONTH			\$ 1,415.00	\$ 3,140.00	\$ 1,117.00	\$ 3,699.00	\$ 2,222.00	\$ 1,300.00	\$ 948.00	\$ 948.00	\$ 1,162.00	\$ 860.00	\$ 895.00	\$ 17,706.00			
47	TOTAL RENTAL INCOME (not incl. HST)	\$ 322,550.30																
48																		
49	OTHER RENTAL INCOME																	
50	Programs	\$ 77,210.00																
51	Hoteling Desks	\$ 5,402.00																
52	Meeting Room Space	\$ 3,377.00																
53	Hub Space	\$ 10,265.00																
54	Event Space	\$ 3,377.00																
55	Corporate Events (seminars, AGM's, professional development	\$ 10,085.00																
56	Nonprofit Events (AGM's, training, professional development)	\$ 3,377.00																
57	Total Other Rental Income	\$ 113,093.00																
58	GRANT INCOME																	
59	Trillium																	
60	Souther Ontario Federal Economic Dev.Fund (South Lake CFDC)																	
61	United Way York Region-Strengths Investment Fund																	
62	The Healing Cycle Foundation																	
63	York Region - Community Investment Strategy																	
64	Total Grant Income	\$ 300,000.00																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 2 - (Jan. 1, 2017-Dec. 31,2017) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2017	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 2 subsidy (65.5%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
71	OTHER INCOME																	
72	Crowd Funding	\$ 3,377.00																
73	Communtiy Memberships	\$ 2,251.00																
74	Fundraising Events	\$ 11,255.00																
75	Corporate Donations	\$ 11,255.00																
76	Total Other Income	\$ 28,138.00																
77	TOTAL INCOME	\$ 763,781.30																
78	NET DIFFERENCE-INCOME LESS EXPENSES	\$ 131,330.30																



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 3 - (Jan. 1, 2018-Dec. 31,2018) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2018	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 3 subsidy (65.2%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
5	PROPERTY TAXES (2m value-prior to future reassessment)	\$ 51,889.00	\$1.596	\$ 1,763.95	\$ 5,363.70	\$ 1,141.38	\$ 6,529.03	\$ 3,448.09	\$ 1,524.50	\$ 790.19	\$ 790.19	\$ 1,237.16	\$ 606.61	\$ 678.44	\$ 23,873.25			\$ 28,015.75
6	REPAIRS & MAINTENANCE incs: building upkeep, alterations,	\$ 23,185.00	\$0.713	\$ 788.17	\$ 2,396.60	\$ 509.99	\$ 2,917.29	\$ 1,540.67	\$ 681.18	\$ 353.07	\$ 353.07	\$ 552.79	\$ 271.04	\$ 303.14	\$ 10,667.03			\$ 12,517.97
7	INTERNAL MAINTENANCE incs. Town staff from operations to change light fixtures, etc.	\$ 5,797.00	\$0.178	\$ 197.07	\$ 599.23	\$ 127.51	\$ 729.42	\$ 385.22	\$ 170.32	\$ 88.28	\$ 88.28	\$ 138.21	\$ 67.77	\$ 75.80	\$ 2,667.10			\$ 3,129.90
8	INSURANCE PREMIUMS (includes 8% PST)	\$ 13,261.00	\$0.408	\$ 450.80	\$ 1,370.77	\$ 291.70	\$ 1,668.59	\$ 881.21	\$ 389.61	\$ 201.94	\$ 201.94	\$ 316.18	\$ 155.03	\$ 173.39	\$ 6,101.16			\$ 7,159.84
9	TMI Total	\$ 94,132.00	\$2.896	\$ 3,200.00	\$ 9,730.30	\$ 2,070.59	\$ 11,844.33	\$ 6,255.20	\$ 2,765.61	\$ 1,433.48	\$ 1,433.48	\$ 2,244.34	\$ 1,100.45	\$ 1,230.77	\$ 43,308.54			\$ 50,823.46
10	UTILITIES : hydro+gas+water -full year	\$ 88,337.00	\$2.718	\$ 3,003.00	\$ 9,131.28	\$ 1,943.12	\$ 11,115.16	\$ 5,870.11	\$ 2,595.35	\$ 1,345.23	\$ 1,345.23	\$ 2,106.17	\$ 1,032.70	\$ 1,155.00	\$ 40,642.36			\$ 47,694.64
11	CLEANING SERVICES	\$ 19,708.00	\$0.606	\$ 669.97	\$ 2,037.19	\$ 433.51	\$ 2,479.79	\$ 1,309.62	\$ 579.02	\$ 300.12	\$ 300.12	\$ 469.89	\$ 230.40	\$ 257.68	\$ 9,067.32			\$ 10,640.68
12	CLEANING SUPPLIES	\$ 6,956.00	\$0.214	\$ 236.47	\$ 719.03	\$ 153.01	\$ 875.25	\$ 462.24	\$ 204.37	\$ 105.93	\$ 105.93	\$ 165.85	\$ 81.32	\$ 90.95	\$ 3,200.34			\$ 3,755.66
13	CONTRACTED SERVICES incs: security, HVAC maintenance, fire suppression equipment, kitchen hood, grease trap, paper savers, etc.	\$ 17,389.00	\$0.535	\$ 591.14	\$ 1,797.48	\$ 382.50	\$ 2,188.00	\$ 1,155.52	\$ 510.89	\$ 264.81	\$ 264.81	\$ 414.60	\$ 203.29	\$ 227.36	\$ 8,000.38			\$ 9,388.62
14	BANK CHARGES	\$ 2,652.00													\$ -			\$ 2,652.00
15	TELEPHONE (TOG only)	\$ 5,217.00																\$ 5,217.00
16	GENERAL STATIONARY & OFFICE SUPPLIES	\$ 1,739.00		\$ -	\$ -	\$ -									\$ -			\$ 1,739.00
17	RESERVE FUND * current reserve is \$51,000	\$ 28,981.00	\$0.892	\$ 985.20	\$ 2,995.73	\$ 637.48	\$ 3,646.59	\$ 1,925.83	\$ 851.46	\$ 441.34	\$ 441.34	\$ 690.98	\$ 338.80	\$ 378.92	\$ 13,333.67			\$ 15,647.33
18	INTERNAL BORROWING	\$ 126,890.00	\$0.000	\$ -	\$ -	\$ -									\$ -			\$ 126,890.00
19	SUBTOTAL BUILDING COSTS	\$ 392,001.00	\$ 7.86	\$ 8,685.77	\$ 26,411.02	\$ 5,620.20	\$ 32,149.12	\$ 16,978.51	\$ 7,506.70	\$ 3,890.91	\$ 3,890.91	\$ 6,091.83	\$ 2,986.96	\$ 3,340.68	\$ 117,552.60	\$ 116,485.00	\$ 234,037.60	\$ 274,448.40
20	INTERNET ACCESS - equal share	\$ 2,897.00		\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 1,991.00	\$ 906.00	\$ 2,897.00	\$ -
21	BOOKING SOFTWARE	\$ 2,897.00		\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 1,991.00	\$ 906.00	\$ 2,897.00	\$ -
22	EQUIPMENT LEASE/MAINT. - PHOTOCOPIER - equal share	\$ 6,168.00		\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 4,246.00	\$ 1,922.00	\$ 6,168.00	\$ -
23	FUNDRAISING & SPECIAL EVENTS COSTS	\$ 4,057.00		\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 2,794.00	\$ 1,263.00	\$ 4,057.00	\$ -
24	MEMBERSHIP AND DUES (NCN)	\$ 2,319.00		\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 1,595.00	\$ 724.00	\$ 2,319.00	\$ -
25	ADVERTISING/MARKETING	\$ 10,434.00		\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 7,183.00	\$ 3,251.00	\$ 10,434.00	\$ -
26	SUBTOTAL FLAT RATE COSTS	\$ 28,772.00	\$ 0.89	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 19,800.00	\$ 8,972.00	\$ 28,772.00	
27	TOTAL BUILDING COSTS	\$ 420,773.00	\$ 8.75	\$ 10,485.77	\$ 28,211.02	\$ 7,420.20	\$ 33,949.12	\$ 18,778.51	\$ 9,306.70	\$ 5,690.91	\$ 5,690.91	\$ 7,891.83	\$ 4,786.96	\$ 5,140.68	\$ 137,352.60	\$ 125,457.00	\$ 262,809.60	\$ 274,448.40
28																		
29	PROGRAM COSTS																	
30	CONTRACTED STAFF																	
31	EDUCATIONAL MATERIALS																	
32	OTHER SUPPLIES																	
33	TOTAL PROGRAMING COSTS	\$ 37,097.00																
34	REGULAR SALARIES & WAGES (2 FT -Program Manager and Maintenance)	\$ 111,240.00																
35	ALL OTHER PAYROLL COSTS (30%)	\$ 33,372.00																
36	OVERTIME PAY	\$ 3,090.00																
37	TOTAL STAFFING COSTS	\$ 147,702.00																
38	TOTAL SHARED SPACE COST 7225 sq. ft. or 22.2% (property taxes, repairs, utilities, maintenance, internal maintenance, insurance, cleaning services & supplies, contracted services) Flat Rate (cost divided by 12)	\$ 42,046.00	\$ 5.65	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 3,503.80	\$ 38,541.80	\$ 3,504.20	\$ 42,046.00	
39	SUBTOTAL EXPENSE			\$ 13,989.57	\$ 31,714.82	\$ 10,924.00	\$ 37,452.92	\$ 22,282.31	\$ 12,810.50	\$ 9,194.71	\$ 9,194.71	\$ 11,395.63	\$ 8,290.76	\$ 8,644.48	\$ 137,352.60	\$ 128,961.20	\$ 266,313.80	
40	ADMINISTRATION FEES 5-10% incs. Late payments, invoice & billing, added on top of licensee agreement																	
41	CORE LICENSEES 5%			\$ 699.48	\$ 1,585.74	\$ 546.20	\$ 1,872.65	\$ 1,114.12	\$ 640.53	\$ 459.74	\$ 459.74	\$ 569.78	\$ 414.54	\$ 432.22	\$ 8,794.72	\$ 17,589.44	\$ 26,384.16	
42	TOTAL EXPENSE	\$ 647,618.00		\$ 14,689.04	\$ 33,300.56	\$ 11,470.20	\$ 39,325.57	\$ 23,396.43	\$ 13,451.03	\$ 9,654.44	\$ 9,654.44	\$ 11,965.41	\$ 8,705.30	\$ 9,076.70	\$ 184,689.12	\$ 146,550.64	\$ 331,239.76	
43	HST - LICENSEES 13%			\$ 1,909.58	\$ 4,329.07	\$ 1,491.13	\$ 5,112.32	\$ 3,041.54	\$ 1,748.63	\$ 1,255.08	\$ 1,255.08	\$ 1,555.50	\$ 1,131.69	\$ 1,179.97	\$ 24,009.59			
44	1.76% tax on all exp. items except insurance, salaries, admin. fee			\$ 176.62	\$ 472.39	\$ 125.46	\$ 568.14	\$ 314.99	\$ 156.94	\$ 96.61	\$ 96.61	\$ 133.33	\$ 81.52	\$ 87.42				
45	TOTAL LICENSEE EXPENSE INCL. HST			\$ 16,775.24	\$ 38,102.02	\$ 13,086.79	\$ 45,006.03	\$ 26,752.95	\$ 15,356.60	\$ 11,006.13	\$ 11,006.13	\$ 13,654.24	\$ 9,918.51	\$ 10,344.10	\$ 211,008.73			
46	TOTAL LICENSEE EXPENSE PER MONTH			\$ 1,397.00	\$ 3,175.00	\$ 1,090.00	\$ 3,750.00	\$ 2,229.00	\$ 1,279.00	\$ 917.00	\$ 917.00	\$ 1,137.00	\$ 826.00	\$ 862.00	\$ 17,579.00			
47	TOTAL RENTAL INCOME (not incl. HST)	\$ 327,847.76																
48																		
49	OTHER RENTAL INCOME																	
50	Programs	\$ 79,526.00																
51	Hoteling Desks	\$ 5,564.00																
52	Meeting Room Space	\$ 3,478.00																
53	Hub Space	\$ 10,573.00																
54	Event Space	\$ 3,478.00																
55	Corporate Events (seminars, AGM's, professional development	\$ 10,388.00																
56	Nonprofit Events (AGM's, training, professional development)	\$ 3,478.00																
57	Total Other Rental Income	\$ 116,485.00																
58	GRANT INCOME																	
59	Trillium																	
60	Souther Ontario Federal Economic Dev.Fund (South Lake CFDC)																	
61	United Way York Region-Strengths Investment Fund																	
62	The Healing Cycle Foundation																	
63	York Region - Community Investment Strategy																	
64	Total Grant Income	\$ 309,000.00																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 3 - (Jan. 1, 2018-Dec. 31,2018) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2018	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 3 subsidy (65.2%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
71	OTHER INCOME																	
72	Crowd Funding	\$ 3,478.00																
73	Communtiy Memberships	\$ 2,319.00																
74	Fundraising Events	\$ 11,593.00																
75	Corporate Donations	\$ 11,593.00																
76	Total Other Income	\$ 28,983.00																
77	TOTAL INCOME	\$ 782,315.76																
78	NET DIFFERENCE-INCOME LESS EXPENSES	\$ 134,697.76																



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 4 - (Jan. 1, 2019-Dec. 31,2019) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2019	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 4 subsidy (64.9%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
5	PROPERTY TAXES (2m value-prior to future reassessment)	\$ 53,446.00	\$1.644	\$ 1,816.88	\$ 5,524.64	\$ 1,175.63	\$ 6,724.94	\$ 3,551.56	\$ 1,570.25	\$ 813.90	\$ 813.90	\$ 1,274.29	\$ 624.81	\$ 698.80	\$ 24,589.60			\$ 28,856.40
6	REPAIRS & MAINTENANCE incs: building upkeep, alterations,	\$ 23,881.00	\$0.735	\$ 811.83	\$ 2,468.55	\$ 525.30	\$ 3,004.87	\$ 1,586.92	\$ 701.63	\$ 363.67	\$ 363.67	\$ 569.38	\$ 279.18	\$ 312.24	\$ 10,987.24			\$ 12,893.76
7	INTERNAL MAINTENANCE incs. Town staff from operations to change light fixtures, etc.	\$ 5,971.00	\$0.184	\$ 202.98	\$ 617.21	\$ 131.34	\$ 751.31	\$ 396.78	\$ 175.43	\$ 90.93	\$ 90.93	\$ 142.36	\$ 69.80	\$ 78.07	\$ 2,747.16			\$ 3,223.84
8	INSURANCE PREMIUMS (includes 8% PST)	\$ 13,659.00	\$0.420	\$ 464.33	\$ 1,411.91	\$ 300.45	\$ 1,718.67	\$ 907.66	\$ 401.30	\$ 208.01	\$ 208.01	\$ 325.66	\$ 159.68	\$ 178.59	\$ 6,284.27			\$ 7,374.73
9	TMI Total	\$ 96,957.00	\$2.983	\$ 3,296.03	\$ 10,022.32	\$ 2,132.73	\$ 12,199.79	\$ 6,442.92	\$ 2,848.61	\$ 1,476.50	\$ 1,476.50	\$ 2,311.70	\$ 1,133.48	\$ 1,267.70	\$ 44,608.27			\$ 52,348.73
10	UTILITIES : hydro+gas+water -full year	\$ 90,987.00	\$2.799	\$ 3,093.08	\$ 9,405.21	\$ 2,001.41	\$ 11,448.60	\$ 6,046.21	\$ 2,673.21	\$ 1,385.59	\$ 1,385.59	\$ 2,169.36	\$ 1,063.68	\$ 1,189.65	\$ 41,861.58			\$ 49,125.42
11	CLEANING SERVICES	\$ 20,299.00	\$0.624	\$ 690.06	\$ 2,098.28	\$ 446.51	\$ 2,554.16	\$ 1,348.90	\$ 596.39	\$ 309.12	\$ 309.12	\$ 483.98	\$ 237.31	\$ 265.41	\$ 9,339.23			\$ 10,959.77
12	CLEANING SUPPLIES	\$ 7,165.00	\$0.220	\$ 243.57	\$ 740.64	\$ 157.61	\$ 901.55	\$ 476.12	\$ 210.51	\$ 109.11	\$ 109.11	\$ 170.83	\$ 83.76	\$ 93.68	\$ 3,296.50			\$ 3,868.50
13	CONTRACTED SERVICES incs: security, HVAC maintenance, fire suppression equipment, kitchen hood, grease trap, paper savers, etc.	\$ 17,991.00	\$0.553	\$ 611.60	\$ 1,859.71	\$ 395.74	\$ 2,263.75	\$ 1,195.53	\$ 528.58	\$ 273.97	\$ 273.97	\$ 428.95	\$ 210.32	\$ 235.23	\$ 8,277.35			\$ 9,713.65
14	BANK CHARGES	\$ 2,732.00													\$ -			\$ 2,732.00
15	TELEPHONE (TOG only)	\$ 5,374.00																\$ 5,374.00
16	GENERAL STATIONARY & OFFICE SUPPLIES	\$ 1,791.00		\$ -	\$ -	\$ -									\$ -			\$ 1,791.00
17	RESERVE FUND * current reserve is \$51,000	\$ 29,859.00	\$0.919	\$ 1,015.05	\$ 3,086.49	\$ 656.80	\$ 3,757.06	\$ 1,984.17	\$ 877.26	\$ 454.71	\$ 454.71	\$ 711.91	\$ 349.07	\$ 390.40	\$ 13,737.62			\$ 16,121.38
18	INTERNAL BORROWING	\$ 126,890.00	\$0.000	\$ -	\$ -	\$ -									\$ -			\$ 126,890.00
19	SUBTOTAL BUILDING COSTS	\$ 400,045.00	\$ 8.10	\$ 8,949.40	\$ 27,212.64	\$ 5,790.79	\$ 33,124.91	\$ 17,493.84	\$ 7,734.55	\$ 4,009.01	\$ 4,009.01	\$ 6,276.73	\$ 3,077.62	\$ 3,442.08	\$ 121,120.55	\$ 119,949.00	\$ 241,069.55	\$ 278,924.45
20	INTERNET ACCESS - equal share	\$ 2,984.00		\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 247.00	\$ 2,717.00	\$ 267.00	\$ 2,984.00	\$ -
21	BOOKING SOFTWARE	\$ 2,984.00		\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 1,991.00	\$ 993.00	\$ 2,984.00	\$ -
22	EQUIPMENT LEASE/MAINT. - PHOTOCOPIER - equal share	\$ 6,353.00		\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 4,246.00	\$ 2,107.00	\$ 6,353.00	\$ -
23	FUNDRAISING & SPECIAL EVENTS COSTS	\$ 4,179.00		\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 2,794.00	\$ 1,385.00	\$ 4,179.00	\$ -
24	MEMBERSHIP AND DUES (NCN)	\$ 2,389.00		\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 1,595.00	\$ 794.00	\$ 2,389.00	\$ -
25	ADVERTISING/MARKETING	\$ 10,747.00		\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 7,183.00	\$ 3,564.00	\$ 10,747.00	\$ -
26	SUBTOTAL FLAT RATE COSTS	\$ 29,636.00	\$ 0.91	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 1,866.00	\$ 20,526.00	\$ 9,110.00	\$ 29,636.00	
27	TOTAL BUILDING COSTS	\$ 429,681.00	\$ 9.01	\$ 10,815.40	\$ 29,078.64	\$ 7,656.79	\$ 34,990.91	\$ 19,359.84	\$ 9,600.55	\$ 5,875.01	\$ 5,875.01	\$ 8,142.73	\$ 4,943.62	\$ 5,308.08	\$ 141,646.55	\$ 129,059.00	\$ 270,705.55	\$ 278,924.45
28																		
29	PROGRAM COSTS																	
30	CONTRACTED STAFF																	
31	EDUCATIONAL MATERIALS																	
32	OTHER SUPPLIES																	
33	TOTAL PROGRAMING COSTS	\$ 38,210.00																
34	REGULAR SALARIES & WAGES (2 FT -Program Manager and Maintenance)	\$ 114,577.00																
35	ALL OTHER PAYROLL COSTS (30%)	\$ 34,373.00																
36	OVERTIME PAY	\$ 3,183.00																
37	TOTAL STAFFING COSTS	\$ 152,133.00																
38	TOTAL SHARED SPACE COST 7225 sq. ft. or 22.2% (property taxes, repairs, utilities, maintenance, internal maintenance, insurance, cleaning services & supplies, contracted services) Flat Rate (cost divided by 12)	\$ 43,307.00	\$ 5.65	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 37,419.25	\$ 3,401.75	\$ 40,821.00	
39	SUBTOTAL EXPENSE			\$ 14,217.15	\$ 32,480.39	\$ 11,058.54	\$ 38,392.66	\$ 22,761.59	\$ 13,002.30	\$ 9,276.76	\$ 9,276.76	\$ 11,544.48	\$ 8,345.37	\$ 8,709.83	\$ 141,646.55	\$ 132,460.75	\$ 274,107.30	
40	ADMINISTRATION FEES 5-10% incs. Late payments, invoice & billing, added on top of licensee agreement																	
41	CORE LICENSEES 5%			\$ 710.86	\$ 1,624.02	\$ 552.93	\$ 1,919.63	\$ 1,138.08	\$ 650.11	\$ 463.84	\$ 463.84	\$ 577.22	\$ 417.27	\$ 435.49	\$ 8,953.29	\$ 17,906.58	\$ 26,859.87	
42	TOTAL EXPENSE	\$ 663,331.00		\$ 14,928.00	\$ 34,104.41	\$ 11,611.46	\$ 40,312.29	\$ 23,899.67	\$ 13,652.41	\$ 9,740.59	\$ 9,740.59	\$ 12,121.70	\$ 8,762.64	\$ 9,145.32	\$ 188,019.09	\$ 150,367.33	\$ 338,386.42	
43	HST - LICENSEES 13%			\$ 1,940.64	\$ 4,433.57	\$ 1,509.49	\$ 5,240.60	\$ 3,106.96	\$ 1,774.81	\$ 1,266.28	\$ 1,266.28	\$ 1,575.82	\$ 1,139.14	\$ 1,188.89	\$ 24,442.48			
44	TOTAL LICENSEE EXPENSE INCL. HST			\$ 16,868.64	\$ 38,537.98	\$ 13,120.95	\$ 45,552.89	\$ 27,006.63	\$ 15,427.22	\$ 11,006.87	\$ 11,006.87	\$ 13,697.52	\$ 9,901.78	\$ 10,334.21	\$ 212,461.57			
45	1.76% tax on all exp. items except Insurance, salaries, admin. fee																	
46	TOTAL LICENSEE EXPENSE PER MONTH			\$ 1,405.00	\$ 3,211.00	\$ 1,093.00	\$ 3,796.00	\$ 2,250.00	\$ 1,285.00	\$ 917.00	\$ 917.00	\$ 1,141.00	\$ 825.00	\$ 861.00	\$ 17,701.00			
47	TOTAL RENTAL INCOME (not incl.hst)	\$ 338,386.42																
48																		
49	OTHER RENTAL INCOME																	
50	Programs	\$ 81,912.00																
51	Hoteling Desks	\$ 5,731.00																
52	Meeting Room Space	\$ 3,582.00																
53	Hub Space	\$ 10,890.00																
54	Event Space	\$ 3,582.00																
55	Corporate Events (seminars, AGM's, professional development	\$ 10,670.00																
56	Nonprofit Events (AGM's, training, professional development)	\$ 3,582.00																
57	Total Other Rental Income	\$ 119,949.00																
58	GRANT INCOME																	
59	Trillium																	
60	Souther Ontario Federal Economic Dev.Fund (South Lake CFDC)																	
61	United Way York Region-Strengths Investment Fund																	
62	The Healing Cycle Foundation																	
63	York Region - Community Investment Strategy																	
64	Total Grant Income	\$ 318,270.00																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	R	S	T
1	Appendix 11.9 - Financials																	
2	YEAR 4 - (Jan. 1, 2019-Dec. 31,2019) OPERATING BUDGET																	
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2019	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 4 subsidy (64.9%)
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.
71	OTHER INCOME																	
72	Crowd Funding	\$ 3,582.00																
73	Communtiy Memberships	\$ 2,389.00																
74	Fundraising Events	\$ 11,941.00																
75	Corporate Donations	\$ 11,941.00																
76	Total Other Income	\$ 29,853.00																
	TOTAL INCOME	\$ 806,458.42																
77																		
78	NET DIFFERENCE-INCOME LESS EXPENSES	\$ 143,127.42																



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Appendix 11.9 - Financials																			
2	YEAR 5 - (Jan. 1, 2020-Dec. 31, 2020) OPERATING BUDGET																			
3	DESCRIPTION	LINK BUDGET AMOUNT Jan. - Dec. 2020	Per Sq. Ft.	Licensee A	Licensee B	Licensee C	Licensee D	Licensee E	Licensee F	Licensee G	Licensee H	Licensee I	Licensee J	Licensee K	Total Tenant Share	Other Rental Income	Total Rental Income	TOG Cost Year 5 subsidy (64.6%)		
4	Bldg. Costs - Total sq.ft.: 32505			1105 sq. ft.	3360 sq. ft.	715 sq. ft.	4090 sq. ft.	2160 sq. ft.	955 sq. ft.	495 sq. ft.	495 sq. ft.	775 sq. ft.	380 sq. ft.	425 sq. ft.	14,955 sq. ft.			10,325 sq. ft.		
5	PROPERTY TAXES (2m value prior to future reassessment)	\$ 55,049.00	\$1.694	\$ 1,871.38	\$ 5,690.34	\$ 1,210.89	\$ 6,926.64	\$ 3,658.08	\$ 1,617.34	\$ 838.31	\$ 838.31	\$ 1,312.50	\$ 643.55	\$ 719.76	\$ 25,327.11			\$ 29,721.89		
6	REPAIRS & MAINTENANCE incls: building upkeep, alterations,	\$ 24,597.00	\$0.757	\$ 836.17	\$ 2,542.56	\$ 541.05	\$ 3,094.96	\$ 1,634.50	\$ 722.66	\$ 374.57	\$ 374.57	\$ 586.45	\$ 287.55	\$ 321.60	\$ 11,316.66			\$ 13,280.34		
7	INTERNAL MAINTENANCE incls. Town staff from operations to change light fixtures, etc.	\$ 6,150.00	\$0.189	\$ 209.07	\$ 635.72	\$ 135.28	\$ 773.83	\$ 408.68	\$ 180.69	\$ 93.65	\$ 93.65	\$ 146.63	\$ 71.90	\$ 80.41	\$ 2,829.51			\$ 3,320.49		
8	INSURANCE PREMIUMS (includes 8% PST)	\$ 14,089.00	\$0.433	\$ 478.27	\$ 1,454.29	\$ 309.47	\$ 1,770.26	\$ 934.90	\$ 413.35	\$ 214.25	\$ 214.25	\$ 335.44	\$ 164.47	\$ 183.95	\$ 6,472.91			\$ 7,596.09		
9	TOT. Total	\$ 99,865.00	\$3.072	\$ 3,394.69	\$ 10,322.92	\$ 2,196.69	\$ 12,565.69	\$ 6,636.16	\$ 2,934.04	\$ 1,620.79	\$ 1,620.79	\$ 2,381.03	\$ 1,167.47	\$ 1,305.73	\$ 45,946.20			\$ 53,916.80		
10	UTILITIES: hydro-gas-water full year	\$ 93,717.00	\$2.883	\$ 3,185.89	\$ 9,687.41	\$ 2,061.46	\$ 11,792.11	\$ 6,227.62	\$ 2,753.41	\$ 1,427.16	\$ 1,427.16	\$ 2,234.45	\$ 1,095.60	\$ 1,225.34	\$ 43,117.60			\$ 50,599.40		
11	CLEANING SERVICES	\$ 20,908.00	\$0.643	\$ 710.76	\$ 2,161.23	\$ 459.91	\$ 2,630.79	\$ 1,389.36	\$ 614.28	\$ 318.40	\$ 318.40	\$ 498.50	\$ 244.43	\$ 273.37	\$ 9,619.42			\$ 11,288.58		
12	CLEANING SUPPLIES	\$ 7,380.00	\$0.227	\$ 250.88	\$ 762.86	\$ 162.34	\$ 928.60	\$ 490.41	\$ 216.83	\$ 112.39	\$ 112.39	\$ 175.96	\$ 86.28	\$ 96.49	\$ 3,395.41			\$ 3,984.59		
13	CONTRACTED SERVICES incls: security, HVAC maintenance, fire suppression equipment, kitchen hood, grease trap, paper savers, etc.	\$ 18,531.00	\$0.570	\$ 629.96	\$ 1,915.53	\$ 407.62	\$ 2,331.70	\$ 1,231.41	\$ 544.44	\$ 282.20	\$ 282.20	\$ 441.83	\$ 216.64	\$ 242.29	\$ 8,525.80			\$ 10,005.20		
14	BANK CHARGES	\$ 2,814.00													\$ -			\$ 2,814.00		
15	TELEPHONE (TOG only)	\$ 5,535.00																\$ 5,535.00		
16	GENERAL STATIONARY & OFFICE SUPPLIES	\$ 1,845.00		\$ -	\$ -	\$ -									\$ -			\$ 1,845.00		
17	RESERVE FUND - current reserve is \$51,000	\$ 30,755.00	\$0.946	\$ 1,045.51	\$ 3,179.10	\$ 676.51	\$ 3,869.80	\$ 2,043.71	\$ 903.58	\$ 468.35	\$ 468.35	\$ 733.28	\$ 359.54	\$ 402.12	\$ 14,149.85			\$ 16,605.15		
18	INTERNAL BORROWING	\$ 126,890.00	\$0.000	\$ -	\$ -	\$ -									\$ -			\$ 126,890.00		
19	SUBTOTAL BUILDING COSTS	\$ 406,240.00	\$ 8.34	\$ 9,217.89	\$ 28,028.05	\$ 5,964.51	\$ 34,116.69	\$ 18,918.67	\$ 7,966.59	\$ 4,129.28	\$ 4,129.28	\$ 6,465.03	\$ 3,169.86	\$ 3,545.34	\$ 124,754.28	\$ 123,546.00	\$ 248,300.28	\$ 283,485.72		
20	INTERNET ACCESS - equal share	\$ 3,074.00		\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 1,991.00	\$ 1,983.00	\$ 3,074.00	\$ -		
21	BOOKING SOFTWARE	\$ 3,074.00		\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 181.00	\$ 1,991.00	\$ 1,983.00	\$ 3,074.00	\$ -		
22	EQUIPMENT LEASE/MAINT. - PHOTOCOPIER - equal share	\$ 6,545.00		\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 386.00	\$ 4,246.00	\$ 2,299.00	\$ 6,545.00	\$ -		
23	FUNDRAISING & SPECIAL EVENTS COSTS	\$ 4,304.00		\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 254.00	\$ 2,794.00	\$ 1,510.00	\$ 4,304.00	\$ -		
24	MEMBERSHIP AND DUES (NCN)	\$ 2,461.00		\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 145.00	\$ 1,595.00	\$ 866.00	\$ 2,461.00	\$ -		
25	ADVERTISING/MARKETING	\$ 11,069.00		\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 653.00	\$ 7,183.00	\$ 3,886.00	\$ 11,069.00	\$ -		
26	SUBTOTAL FLAT RATE COSTS (22.7% charged to other rentals)	\$ 36,527.00	\$ 0.94	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 19,800.00	\$ 10,727.00	\$ 30,527.00	\$ -		
27	TOTAL BUILDING COSTS	\$ 438,767.00	\$ 9.28	\$ 11,017.89	\$ 29,828.05	\$ 7,764.51	\$ 35,916.69	\$ 19,818.67	\$ 9,766.59	\$ 5,929.28	\$ 5,929.28	\$ 8,265.03	\$ 4,969.86	\$ 5,345.34	\$ 144,554.28	\$ 134,273.00	\$ 278,827.28	\$ 283,485.72		
28	PROGRAM COSTS																			
29	CONTRACTED STAFF																			
30	EDUCATIONAL MATERIALS																			
31	OTHER SUPPLIES																			
32	TOTAL PROGRAMING COSTS	\$ 39,356.00																		
33	REGULAR SALARIES & WAGES (2 FT -Program Manager and Maintenance)	\$ 118,014.00																		
34	ALL OTHER PAYROLL COSTS (30%)	\$ 35,404.00																		
35	OVERTIME PAY	\$ 3,276.00																		
36	TOTAL STAFFING COSTS	\$ 156,696.00																		
37	TOTAL SHARED SPACE COST 7225 sq. ft. or 22.2% (property taxes, repairs, utilities, maintenance, internal maintenance, insurance, cleaning services & supplies, contracted services) Flat Rate (cost divided by 12)	\$ 44,606.00	\$ 5.65	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 3,401.75	\$ 37,419.25	\$ 3,401.75	\$ 40,821.00			
38	SUBTOTAL EXPENSE			\$ 14,419.64	\$ 33,230.80	\$ 11,166.26	\$ 39,320.44	\$ 23,220.42	\$ 13,168.34	\$ 9,331.03	\$ 9,331.03	\$ 11,666.78	\$ 8,371.70	\$ 8,747.09	\$ 144,554.28	\$ 137,674.75	\$ 282,229.03			
39	ADMINISTRATION FEES 5-10% incls. Late payments, invoice & billing, added on top of licensee agreement																			
40	CORE LICENSEES 5%			\$ 720.98	\$ 1,661.54	\$ 559.31	\$ 1,966.02	\$ 1,161.02	\$ 659.42	\$ 466.55	\$ 466.55	\$ 583.34	\$ 418.59	\$ 437.35	\$ 9,098.68	\$ 18,197.35	\$ 27,296.03			
41	TOTAL EXPENSE	\$ 679,425.00		\$ 15,146.62	\$ 34,892.34	\$ 11,724.58	\$ 41,286.46	\$ 24,381.44	\$ 13,826.76	\$ 9,797.58	\$ 9,797.58	\$ 12,260.12	\$ 8,790.29	\$ 9,184.45	\$ 191,072.21	\$ 155,872.10	\$ 346,944.31			
42	HST - LICENSEES 13%			\$ 1,968.28	\$ 4,536.00	\$ 1,524.20	\$ 5,367.24	\$ 3,169.59	\$ 1,797.48	\$ 1,273.69	\$ 1,273.69	\$ 1,592.52	\$ 1,142.74	\$ 1,193.98	\$ 24,839.39					
43	TOTAL LICENSEE EXPENSE INCL. HST	\$ 17,108.90		\$ 39,428.34	\$ 13,248.77	\$ 46,663.70	\$ 27,551.03	\$ 15,624.23	\$ 11,071.27	\$ 11,071.27	\$ 13,842.64	\$ 9,933.02	\$ 10,378.42	\$ 215,911.60						
44	1.76% tax on all exp. items except insurance, salaries, admin. fee																			
45	TOTAL LICENSEE EXPENSE PER MONTH			\$ 1,425.00	\$ 3,285.00	\$ 1,104.00	\$ 3,887.00	\$ 2,295.00	\$ 1,302.00	\$ 922.00	\$ 922.00	\$ 1,153.00	\$ 827.00	\$ 864.00	\$ 17,986.00					
46	TOTAL RENTAL INCOME (not incl.hst)	\$ 342,553.31																		
47	OTHER RENTAL INCOME																			
48	Programs	\$ 84,369.00																		
49	Meeting Danks	\$ 5,903.00																		
50	Meeting Room Space	\$ 3,689.00																		
51	Hub Space	\$ 11,217.00																		
52	Event Space	\$ 3,689.00																		
53	Corporate Events (seminars, AGM's, professional development)	\$ 10,990.00																		
54	Nonprofit Events (AGM's, training, professional development)	\$ 3,689.00																		
55	Total Other Rental Income	\$ 123,546.00																		
56	GRANT INCOME																			
57	Trillium																			
58	Southern Ontario Federal Economic Dev Fund (South Lake CPDC)																			
59	United Way York Region-Strengthening Investment Fund																			
60	The Healing Cycle Foundation																			
61	York Region - Community Investment Strategy																			
62	Total Grant Income	\$ 327,818.00																		
63	OTHER INCOME																			
64	Crowd Funding	\$ 3,689.00																		
65	Community Memberships	\$ 2,461.00																		
66	Fundraising Events	\$ 12,299.00																		
67	Corporate Donations	\$ 12,299.00																		
68	Total Other Income	\$ 30,748.00																		
69	TOTAL INCOME	\$ 824,665.31																		
70	NET DIFFERENCE-INCOME LESS EXPENSES	\$ 145,240.31																		