

Business Loan Application

Community Futures of Fraser Fort George provides business loans up to \$150,000 to assist entrepreneurs to develop, diversify and expand economic activity in our region.

Loans are available to assist new business start-ups; to assist businesses expand or stabilize; or to assist individuals buying a business. As a developmental lender, Community Futures approves financing locally, considering each venture on its own merits, and may provide additional consideration for businesses that diversify and benefit the local or regional economy.

What is Community Futures?

Community Futures of Fraser Fort George is proud to be an independent and locally run not-for-profit assisting entrepreneurs with self-employment and business development for 25 years. Community Futures' approach to business development and financing promotes a diligent business planning process, enabling individuals to develop their business proposal to demonstrate its viability, as well as better position the venture for success.

Elements for Community Futures Business Loans

- Business and owners reside within Regional District of Fraser Fort George
- Business must be suitable for public funding
- Market potential and economic viability of the business
- Owners/principals experience, qualifications and commitment
- Competent management
- Local job creation or preservation
- Credit worthiness of applicants
- Reasonable personal financial investment
- Suitable security for loan amount
- Demonstrated capacity to service debt commitments

Community Futures Loan Features

- Term loans up to \$150,000.
- Loan repayment timelines up to 5 years
- Competitive business loan interest rates
- Flexible repayment schedules
- Reduced payments at loan / business start up

Community Futures Assistance

Community Futures can assist you with various business resources and tools, and our staff can guide and coach you about researching, planning and operating your business.

- Business Start-up information
- Loan Application Package
- Business Planning Workbook
- Market Research Workbook
- Financial Forecasting Worksheets
- Business Workshops, Training
- Business Library and Resource materials
- One-on-one Business Guidance, Coaching

For inquiries or assistance about Community Futures' business financing, call us at 250-562-9622.

Business Loan Application

LOAN APPLICATION & SUPPORTING INFORMATION REQUIRED

	Start-up	Purchase	Expansion	Sustainability
BUSINESS LOAN APPLICATION	✓	✓	✓	✓
1. Business Summary				
2. Financing: Loan Request				
3a. Personal Information Summary (for each of the principals of the business)				
3b. Personal Assets & Liabilities Summary (for each of the principals)				
4. Disclosure Agreement & Authorization (to be signed by each principal)				
• Appendix 1: <u>Personal Skills Resume</u> (required for each of the principals)				
• Appendix 2: <u>Financial Forecasts</u> : Sales, Cash Flow, Opening Balance Sheet (Min 12 months)				
• Appendix 3: <u>Existing Business Financial Summary</u>				
• Appendix 4: <u>Personal / Local / Regional Benefits</u>				
EXISTING BUSINESSES / BUSINESS PURCHASE		✓	✓	✓
• Year-end Financial Statements for prior 3 years, or Personal Tax Returns if Sole Proprietorship				
• Year-to-date interim financial reports, current within 3 months				
• Taxes: Copy of latest GST, PST, Payroll Deductions remittances				
• Up to date lists of aged Accounts Receivable & Accounts Payable				
• Business Tax Returns for the previous 3 years				
• Business Purchase: List & Cost of Assets being purchased. Independent Appraisal of Assets.				
Business Valuation / Purchase Agreement / Price if determined				
BUSINESS PLAN	✓	✓	✓	✓
• Business Plan				
• Project / Expansion Plan demonstrating the project, and the benefits and affordability to the business				
• Sustainability Plan demonstrating how business operations and profitability will be improved				
USUAL SUPPORTING DOCUMENTATION	✓	✓	✓	✓
• Evidence of Owner-Principals capital investment and equity into the business				
• Price quotes, invoices, re proposed expenditures, equipment purchases, insurances, etc.				
• Business purchase: Independent appraisal of assets; Independent business valuation / opinion				
• Market / demand information to support financial forecasts				
• Letters of intent, purchase offers / contracts / rights to use, etc				
• Personal Tax returns for prior 3 years				
• Environmental Risk Assessment (business use of / or purchasing real property)				
Keep a copy of all your application information, as we retain all materials submitted to us.				

Business lending takes time, depending first on our receiving a completed Business Loan Application, with Financial Forecasts and sufficient Business Plan information for us to fully consider your proposal.

Community Futures conducts an initial review of your venture, credit and loan request, to determine the likelihood of successful financing. Changes to a proposal may be suggested / required, and/or further information requested.

Assuming a loan is approved, time is needed for our lawyer to prepare legal documents, and for representatives of your firm to meet various loan conditions, arrange security and sign loan documents.

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1. BUSINESS BASICS SUMMARY

Business Name:				
<input type="checkbox"/> New Business Start-Up			Anticipated start date:	
<input type="checkbox"/> Existing Business: Years operating under current owners			<input type="checkbox"/> Purchase <input type="checkbox"/> Expansion <input type="checkbox"/> Maintain <input type="checkbox"/> Franchise	
Legal Form: <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> Incorporated <input type="checkbox"/> Other:				
Industry you are operating in:				
Employment:	# Jobs Created	Full-time:	Part-time:	Seasonal:
	# Jobs Retained	Full-time:	Part-time:	Seasonal:
Contract:				
Operating: Is the business year-round <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Seasonal				

Owners, Principals	% Owner	Title/Position

Each of the business Owners/Principals must complete: Personal Summary / Assets & Liabilities, Disclosure, Personal Resume

Business Address & Contact Information

<input type="checkbox"/> Home Based <input type="checkbox"/> Store, Office <input type="checkbox"/> Commercial, Industrial <input type="checkbox"/> Mobile <input type="checkbox"/> Internet		
Address:		Own <input type="checkbox"/> Lease <input type="checkbox"/> Term
Mail Address:		Postal Code:
Phone:	Cell:	Home:
E-mail:	Web: www.	Fax:

Business Description *Describe the business and products and services.*

Type: <input type="checkbox"/> Services <input type="checkbox"/> Retail <input type="checkbox"/> Wholesale <input type="checkbox"/> Producer <input type="checkbox"/> Tech <input type="checkbox"/> Tourism, Hospitality <input type="checkbox"/> Forestry <input type="checkbox"/> Transportation
Area: <input type="checkbox"/> Neighborhood <input type="checkbox"/> City, Local <input type="checkbox"/> Regional <input type="checkbox"/> Provincial <input type="checkbox"/> National <input type="checkbox"/> Other:

Have you determined your products and pricing?	
Sales: What do you estimate your total yearly sales will be?	Yr \$
Cost of Goods: Have you determined your suppliers and COGS purchases?	Yr \$
Gross Margin: What are typical margins (%) in your industry?	Yr \$
Have you determined sales levels required to pay all monthly operating expenses?	Mo \$
Earnings: What do you anticipate your yearly profit / owner income will be?	Yr \$

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Market & Customers: *Describe the market for your business. Who is the target customer?*

Rationale: *What is the need for this business? Why does it matter? How have you established demand for your venture?*

Competition: *Who else is already solving this problem / products / services? Describe your competitors or substitutes.*

Your Business / Competitive Advantage: *How is your business different and / or better than your competition?
Advantages that your customers value. ex. products, services, price, expertise, location, promotion, etc.*

Facilities & Technical: *What is needed and how do you get your product to your customer.*

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Market / Trends: *What are conditions and trends in your market? Ex. growing, flat, declining?*

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Key Persons *Who will oversee the business and handle critical tasks?*

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Legal, Licences, Rights to Use

Is the business name registered?	Yes	No	Business Registration #:
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If a Corporation, where incorporated :	Incorporation #:
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Have you registered for GST/PST?	Yes	No	GST/PST/Business #:
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Do products or processes meet all legal requirements / safety / liability standards for sale in Canada?

Are licenses, agreements, fees needed? (Ex. franchise, trade name, patent, facilities?)

What government licenses, permits and approvals are required?

What industry standards, certification or approvals are required?

Owned Affiliate or Subsidiary Businesses	Name	Industry	Location
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Services & Support	Company	Contact	Phone
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Banking			
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Lawyer			
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Accountant			
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Bookkeeper			
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Other, Mentors			
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2. LOAN REQUEST	\$	Term / Months	Needed
Loan Purpose:	<input type="checkbox"/> New Start-up <input type="checkbox"/> Existing Business:	<input type="checkbox"/> Expansion <input type="checkbox"/> Purchase, transition	<input type="checkbox"/> Stabilize

List costs / expenditures for your project, and all sources of funds including your personal investment and other lenders.			
USES OF FUNDS		SOURCES OF FUNDS	
Purchase Business / Franchise	\$	Capital: Owners, Principals (A)	\$
Land, Building	\$	Shareholders, Investors (A)	\$
Plant, Equipment	\$	Loans: Community Futures	\$
Vehicles, rolling stock	\$	Bank, Credit Union	\$
Furnishings, Fixtures	\$	BDC	\$
Leaseholds, Renovations	\$	Other:	\$
Inventory, Materials	\$	Other: Sale of Assets	\$
Working Capital	\$	Gov't Programs (SR&ED, etc)	\$
Refinance debt, payables	\$	Working Capital, Earnings	\$
Other:	\$	Other:	\$
Total Project Expenditures	\$	= Total Funds Sources	\$

Non-Cash Assets Contributed by Owner, Principals	Current Value	- Amount Owed	= Equity (B)
Land, Building, Plant	\$	\$	\$
Equipment, Tools	\$	\$	\$
Vehicles	\$	\$	\$
Other:	\$	\$	\$
Total Assets Contributed by Owners, Principals	\$	\$	\$

Total Owner Equity Contributed: Capital + Assets	(A + B)	\$
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Loan Security Available	Current Value	- Amount Owed	= Equity
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

Have you applied for financing elsewhere? Yes No Results?			
Are you a prior client of Community Futures; or How referred?			
Are you related to any Director or Employee of Community Futures of Fraser Fort George?			Yes No
Enclosures with Application:	<input type="checkbox"/> Sales & Cash Flow Forecasts	<input type="checkbox"/> Business Plan	Other:

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3a. PERSONAL SUMMARY (required for each owner / principal, spouse, guarantor)

Last Name:		First:		Middle:	
Birth Date: Y/M/D:		Birth Place:		Cdn Citizen?	
Other name(s) used:		SIN #:		DrLic. #:	
Home		Work		Cell	
Email:		Other:			
Address:				Postal:	
Own Free & Clear <input type="checkbox"/> Buying <input type="checkbox"/> Rent <input type="checkbox"/> Other:				Time:	
Prior Address:				Time:	
Prior Address:				Time:	
Employment History: (4 yrs) Name, Address		Occupation, Income	Dates	Reason Ended	
1)					
2)					
3)					
4)					
Marital Status: Single <input type="checkbox"/> Married <input type="checkbox"/> Common Law <input type="checkbox"/> Separated <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/> # Dependants:					

Spousal or Partner Information (required)

Last Name:		First:		Middle:	
Birth Date: Y/M/D:		Birth Place:		Cdn Citizen?	
Other name(s) used:		SIN #:		DrLic. #:	
Employment History (4 yrs)		Occupation, Income	Dates	Reason Ended	
1)					
2)					
3)					

Personal & Business References

Emergency Contact:	
Closest Family Member not Living with You:	Relationship:
Address:	
Name:	Relationship:
Address:	
Name:	Relationship:
Firm / Address:	
Name:	Relationship:
Firm / Address:	

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3b. PERSONAL ASSETS & LIABILITIES SUMMARY.

Include all personal assets and liabilities for yourself and for spouse / partner if married or common-law

Real Estate Owned	Address, Description	Current Value	Mortgage(s)	Monthly Pymt
Residence		\$	\$	\$
		\$	\$	\$
		\$	\$	\$

Assets (description)	Present Value	Liabilities, Finance	Owed	Monthly Pymt
Cash: (chequing / savings)	\$	Term Loan(s)	\$	\$
Stocks, Bonds, Mutual Funds	\$	Line(s) of Credit	\$	\$
RRSP's, Pension	\$	Bank Credit Cards	\$	\$
Real Estate (current value from above)	\$	Mortgages (above)	\$	\$
Vehicle 1:	\$	Loan, Lease	\$	\$
Vehicle 2:	\$	Loan, Lease	\$	\$
Other:	\$	Retailer Credit Cards	\$	\$
Other:	\$	Guarantor / Guarantee	\$	\$
Other:	\$	Family Maintenance	\$	\$
Business Equity, Retained Earnings	\$	Taxes Payable	\$	\$
TOTAL A	\$	TOTAL B	\$	\$
NET WORTH		(Total A – B)		\$

Other Liabilities: <i>ex. taxes, family support, alimony, co-signed debts, guarantees, leases</i>	Balance owing	Monthly Pymt
	\$	\$
	\$	\$
	\$	\$

Monthly Family Income (including spouse)		Monthly Family Expenditures (including spouse)	
Income Drawn from the Business	\$	Rent / Mortgage Payments	\$
Employment Income	\$	Finance Payments (from above)	\$
Spouse's Employment Income	\$	Food and Clothing	\$
Rental Income	\$	Utilities, Phone, Internet, Cable	\$
Pensions/Annuities	\$	Transportation	\$
Investments Income	\$	Medical & Insurances	\$
Family / Support Payments	\$	Education / Child Care	\$
Other:	\$	Other:	\$
Total Income	\$	Total Expenditures	\$

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Credit History (provide details)	
Have you had assets repossessed or foreclosed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you made a debt proposal through a credit counselor, trustee, or government; or applied for bankruptcy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you or any closely related individual or firm involved in ANY legal action or litigation, personal or business?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Status	
Do you have a current Business Plan or Expansion / Project plan as appropriate?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have a Monthly Sales Forecast & Cash Flow Forecast for at least 1 year?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Existing Business / Purchase: Do you have the prior 3 Year-end Financial Statements, and year to date results?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Describe any health issues that may affect your time or ability to operate a business	
Describe any family issues that may affect your time or ability operate a business	

4. DISCLOSURE AGREEMENT & AUTHORIZATION

The information and statements herein are for the purpose of obtaining and/or maintaining financing from Community Futures Development Corporation of Fraser Fort George ("CFFFG"), and are true, full, and correct as of the date below.
 I/we understand that additional information if required by CFFFG in support of this application, must be supplied to the CFFFG before full consideration may be given to this financing application.

Consent to Obtain / Release Information: I/we hereby consent to the CFFFG making any inquiries including credit agency reports, and exchanging financial or other information with other financial institutions, or financial partners agencies or credit grantors; and personal, business and corporate information from/to such persons, firms, corporations, government authorities, institutions or agencies as it deems necessary in order to reach a decision on any business proposal and financing application under consideration, or any future applications for financing, and to administer an eventual loan, if such is the case.

I/we agree providing our social insurance number ("SIN") to CFFFG as confirmation of identity and authorize CFFFG to use and reveal the SIN to others as a means of identity and obtaining credit reports. These consents shall remain in force until all amounts owing to CFFFG are repaid.

Costs Incurred: The Applicant agrees to reimburse CFFFG for any costs incurred in processing and/or registration of documents for loan security. Should the applicant withdraw from a loan request, or the proposed financing not complete for any reason, the applicant shall be responsible for paying all costs incurred, including credit and registry searches and appraisals conducted to assess the application. Whether or not financing is approved, all application documents, agency reports and other information obtained by CFFFG in connection with this application are the property of CFFFG.

Acknowledgement & Release: I/we acknowledge that CFFFG has advised me/us to conduct my/our own investigations into all matters pertaining to my/our business proposal; and that any information and advice provided to me by CFFFG, its employees, volunteers, directors, and representatives is given without warranty or representation; and I/we release CFFFG, its employees, volunteers, directors, and representatives from any and all liability or responsibility should I/we choose to rely on information provided to me/us by or on behalf of CFFFG; and I/we waive any and all claims against CFFFG for any loss, damage, expense or cost that I may suffer or incur in my proposed business venture, due to any cause whatsoever.

I/we warrant that we have read and understand this agreement, and I/we sign on behalf of my/ourselves and any proprietorship, firm, partnership, or corporation I/we represent.

_____, 20__ * _____ * _____ * _____
 Date Applicant signature Spouse signature Guarantor signature

Corporation: _____ * _____ by its Authorized signatory

Appendix 1: PERSONAL SKILLS RESUME

Applicant Education High School College Technical University Other:

Diploma's, degrees, or certifications attained:

Industry Experience, Qualifications, and Currency *Describe your experience as related to your business plan.*

Business Qualifications & Experience

Describe your previous business, management, and supervisory experience. Include references to key business functions such as: marketing / sales; finance / accounting; management / supervisory, and operations / administration.

Training & Development: *Describe your plans for further skills development related to your business*

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Appendix 2: FINANCIAL FORECASTS: Worksheets / Guide provided separately to Loan Application

Appendix 3: EXISTING BUSINESS AND / OR BUSINESS PURCHASE

Trend: Are Sales growing, level, or shrinking? Why?
Are Profits growing, level, or shrinking? Why?
Business Purchase: What is being bought? Shares or Assets?
What is the owner's reason for selling?
Has an independent appraisal value of the assets been obtained? (details, \$)
Has a professional valuation / opinion of the business been obtained? (details, \$)
If a price is already agreed to, how arrived at?

Financial Results Summary

Year Ending	20__	20__	20__	20__
Sales	\$	\$	\$	\$
Gross Profit	\$	\$	\$	\$
Net Profit After Tax	\$	\$	\$	\$
Depreciation/Amortization	\$	\$	\$	\$
Interest Expense	\$	\$	\$	\$
Current Assets	\$	\$	\$	\$
Total Assets	\$	\$	\$	\$
Current Liabilities	\$	\$	\$	\$
Total Liabilities	\$	\$	\$	\$
Business Net Worth	\$	\$	\$	\$

Insurance Coverages: Type	Amount	Insurer, Contact	Phone
	\$		
	\$		
	\$		

Contingent Liabilities Provide detailed information if you answer **Yes** to any of the following questions:

Is the business supporting obligations not listed on its balance sheet as a co-signer or guarantor?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Is the business or principals involved in ANY legal action or litigation?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Has the business or principals ever sought legal protection from its Creditors – i.e. bankruptcy; receivership; receiver/manager, debt counselor payment ?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Does the business owe any taxes or government remittances for prior years – i.e. sales, income, realty, municipal, WCB, GST / PST ?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Are payroll taxes current?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

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Appendix 4: PERSONAL / LOCAL / REGIONAL BENEFITS (optional)

Personal: (optional)

Community Futures may have awareness or access from time to time of other available services or resources to assist eligible individuals of certain demographics.

Are you considered to be „Youth“, ages 18-32?

Do you consider yourself to be a person with a disability? Nature?

Are you aboriginal?

Do you consider yourself to be a member of a visible minority?

Local / Regional Benefits and Economic Development:

Community Futures may provide additional consideration for businesses that diversify / benefit the local / regional economy. Businesses that essentially merely compete with existing businesses that already offer similar products or services in the region, should demonstrate a need and how they are adding value to the local economy.

Where applicable, describe how your business venture:

Develops a new or different sector that is not available in the region	
Adds value to an existing economic sector	
Meets a demand for ongoing market growth	
Fills a gap / niche re services / amenities; that improve quality of life	
Environmentally sustainable products, services, practices, etc	
Other Benefits:	

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GUIDE: FINANCIAL FORECASTING WORKSHEETS: Sales, Cash Flow, Balance Sheet

Funders expect financial forecasts presented as spreadsheets, prepared in generally accepted business format. Community Futures financial worksheets are available for hand-written copy, or formatted in Microsoft Excel. Using Excel spreadsheets / templates enables making changes and comparisons to suit your needs, without re-writing all your data over. And, provides greater clarity for yourself, and for business plan reviewers.

Products & Services

- Use this worksheet to describe the major goods or services you will sell; your prices to your customers; and your direct costs - Costs of Goods & Services Sold - of purchases and materials.

Sales Forecast

- Use this worksheet to project sales for each of your major product and services lines by numbers of unit sales and/or billable rates, and the revenues generated. You can also calculate your Cost of Goods & Services Sold.
- Your Total Sales Revenues are transferred to the Cash In section of the Cash Flow Forecast

Projected Cash Flow

- Show all pre-opening start-up costs in the start-up column.
- Show cash being contributed by owners / principals, and proceeds from sales of any fixed assets.
- Transfer your monthly sales revenue from each month of your Sales Forecast worksheet. Take into account if your sales receipts are all paid cash at time of sale, or adjust for cash collected as Accounts Receivable at later date.
- You may wish to leave cash from loan proceeds blank until after you have calculated all revenues and costs; then use the lowest monthly ending cash balance as a guide for your financing needs.
- Record the monthly expenses that you will be paying out each month to run your business.
- Calculate the cash balance at the beginning and end of each month. Start with your beginning cash balance, add Cash In, subtract Cash Paid Out, and enter the ending cash balance. The ending cash balance for one month is the starting cash balance for the next month.

Guide & Notes to Cash Flow

- The Guide sheet can be helpful to clarify the typical information and sources.
- The Notes worksheet can be helpful to explain the assumptions you used for your Cash Flow Forecast. Wherever possible, you should research and confirm costs. Community Futures Staff will review these notes to determine the extent of your research in regard to revenues and costs.

Balance Sheet

- The Balance Sheet summarizes all of the assets and liabilities of the business at opening for a new business start-up, or at the most recent month end for an existing business.

CANADIAN INDUSTRY STATISTICS: SME Benchmarking Tool (Search online as: SME Benchmarking)

Provides industry specific income statement and balance sheet data for small and medium sized businesses, showing both in dollars and operating percentages. SME Benchmarking allows you to:

- Estimate the operating costs for your new business in line with other similar businesses
- View financial performance averages in your industry
- Enter your own financial data and or forecasts to see how your business measures up to comparable firms

Community Futures Staff can guide you in locating suitable resources and in preparing your financial forecasts and reviewing them to determine the extent to which:

- Your revenue projections are realistic and are based on a suitable understanding of markets and competition
- You have carefully considered all of the costs involved in starting / expanding and operating your business

GUIDE: BUSINESS PLAN SUMMARY

If you have already completed a business plan, attach it with your application. If you have not yet completed a business plan, this guide may be helpful for you. The following basic business information will enable funders and stakeholders to better understand and assess your business venture. This information becomes the basis of your business plan. Answer as best you can, with the information you have gathered and available to you.

Community Futures staff can help guide you in planning your business. We can provide Business Plan and Market Research Workbooks (or you may use alternate formats); and, we have various information resources and tools that may assist your plans.

Business Description

- Is this business a startup; expansion of an existing business, or buy-out of an existing business?
- What is the history of the business (if applicable)?
- What are your products and/or services?

Business Location

- What is your business location and why did you choose that location?
- Will the building be leased or owned? (if applicable)
- What are the terms and length of the lease contract? (if applicable)

Licenses and Permits

- Is your business name registered with the Registrar of Companies?
- How will your business be affected by local zoning regulations – City and/or CRD?
- What licenses or permits will you be required to obtain?
- Do you require to be registered for GST/PST?
- Do you require a Canada Revenue Agency (CRA) Taxation Number?

Insurance

- What are your insurable business risks?
- What insurance coverage will you purchase to protect your business from fire, theft, vehicle and liability claims?
- Do you require Worker's Compensation Board coverage?

Market

- Describe the market for your business: How large is the market? What is your expected market share? Is the market growing or contracting? What research have you done to demonstrate the market?
- Who is your target customer? Describe their characteristics: (ie: age, sex, families, occupation, lifestyle, income, location, etc.

Competition

- Describe your competitors. What are their strengths and weaknesses in regard to products/services; pricing; distribution/location; and promotional strategies?
- How will your competitors react to your business?

Competitive Advantage

- Describe the „Key Value Factors“ in your industry that customers decide who they will buy from. How do you rate?
- Describe your competitive advantage. How will you position your business to be different from and/or better than your competition? Consider competitive advantages in products/services; pricing; distribution/location; and promotional strategies.
- How will your business attract your target market?

Business Risks

- What are your most significant business risks and what will you do to mitigate them?
- How will your business be affected by changes to the regional industries and the economy?

Other Supporting Information

- Letters of reference
- Letters of intent/contracts/purchase offers
- Price quotations on potential purchases of equipment, insurance, etc.
- Copies of all lease, contracts, or agreements, deeds, or other legal documents
- Any other information that might help clarify or strengthen your proposal and answer potential questions, concerns