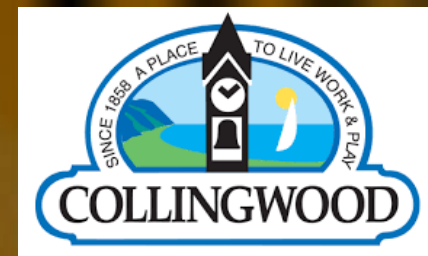


# Collingwood Accelerator Investment Opportunity

Transforming emerging companies to high growth contributors to the economy



Gillian Fairley  
Martin Rydlo  
John Pickard



# What is a Business Accelerator?

---

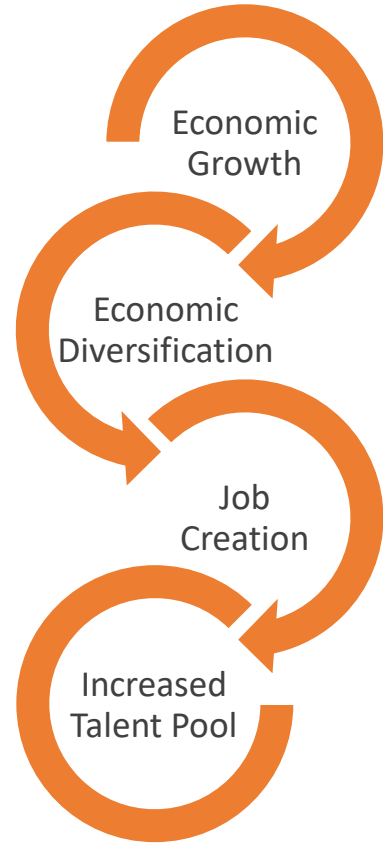
Programs that exponentially accelerate the development of emerging companies identified as having potential for significant growth and success.

- Education and Training
- Pathway to Funding
- Networking Platform
  - Companies, Investors, Mentoring
- Typically in a physical location



# The Opportunity

---



## South Georgian Bay Benefits

- Addresses identified service gaps for high-potential companies around mentoring, programming and funding
- Diversifies the regional economy by reducing the reliance on hospitality, tourism and recreation focused jobs
- Fuels the emerging technology and innovation sector to attract talent and investment to the community

# Strategically Aligned

---

**Business Accelerator has been identified as an opportunity in key strategic 2020 documents**

- Community Based Strategic Plan
- COVID-19 Economic Recovery Plan
- Economic Development Action Plan

**Fills existing and vacant commercial and residential land and space**

- In synergy with Official Plan review and update

# Who Would It Be For

---

## High Potential Growth Businesses...

- Local or willing to reside in South Georgian Bay
- Technology or innovation focused
- Identified intellectual property holders
- Existing traction in the marketplace
- 3-10 employees

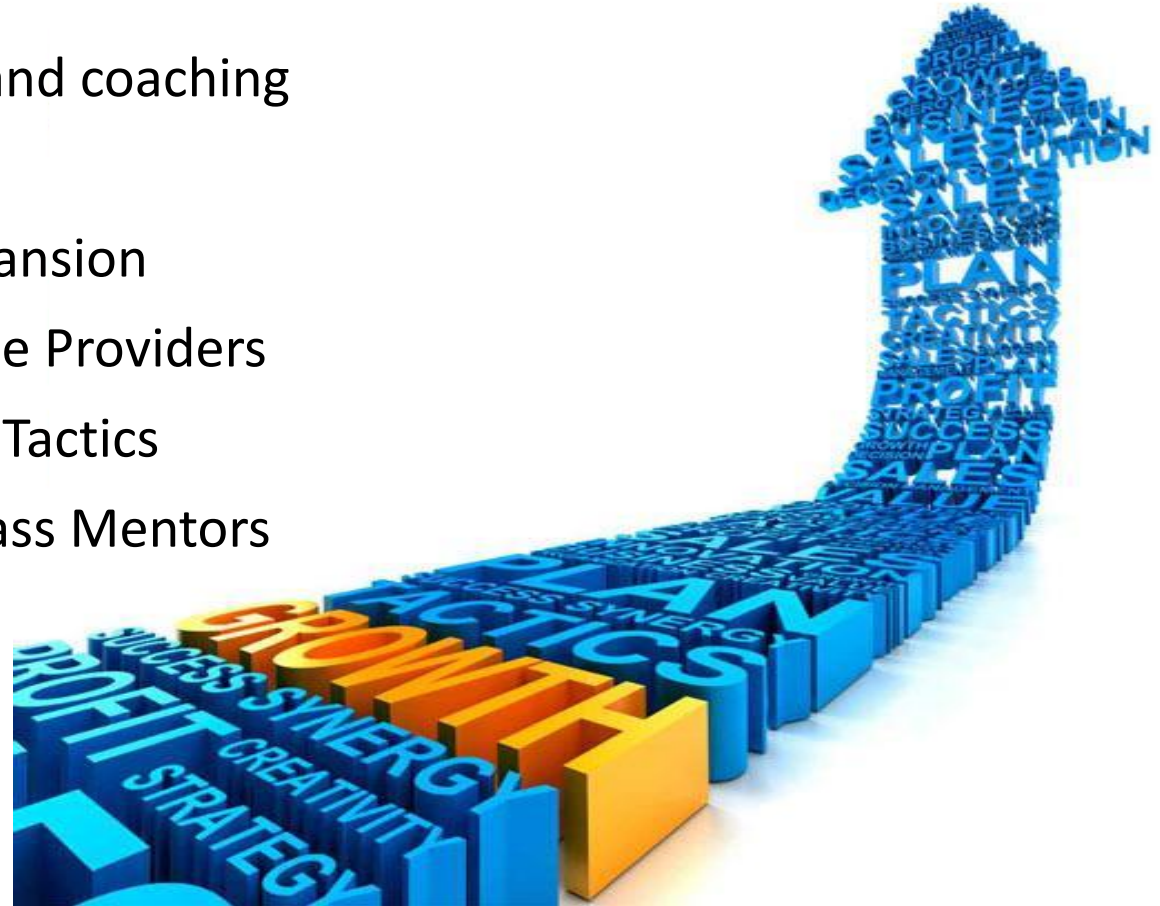


# What Would It Offer

---

## Highly Specialized Cohort Support

- Globally recognized programming and coaching
- Access to Capital
- Global Connections for Market Expansion
- Access to Extended Range of Service Providers
- Exponential Growth Strategies and Tactics
- Strategy Development by World Class Mentors



# The Power of Mentorship

---

**70% of mentored companies survive longer than 5 years and are 3 times more likely to become top performers**

- Mentors with focused skillsets provide business growth expertise as:
  - Generalists (ie....Corporate CEOs and Successful Founders)
  - Specialists (Patent Agents, Engineers, E-commerce experts, HR professionals, Manufacturing pro's, Funding experts, Advertising and promotion execs, etc.)
  - Service Providers (Lawyers, Accountants, Bankers, Bookkeepers)
- Tap the depth of business experience resident in SGB
- Deliver the right advice at the right time and the right way time



# What Could It Mean

---

“They say it’s the lifestyle, the four seasons of play....But there’s been an ever-increasing migration of startups and tech companies calling Collingwood home. Some of these companies have been here for a while, just under the radar succeeding locally and on the global stage. Could Collingwood become the next tech hub like a Boulder, Colorado?”

Brandon Houston, owner of Switch Video and The Foundry



“I was brought into the fold of Barrie's entrepreneurial community and that connected me with some amazing mentors who provided a lot of advice and assistance. The best mentors have pushed me so far outside my comfort zone, which is where I’ve really grown and succeeded in business.”

Shelby Taylor, Founder of Collingwood’s Chickapea Pasta is an alumni member of District Ventures Business Accelerator





# What Would Make This Program Different

---

## PEOPLE

- Coaching Expertise- small cohorts allow for 1:1 coaching by local subject experts with sector-specific knowledge
- Entrepreneur Excellence- taps the talent of the most experienced small company entrepreneurs in Canada

## PLACE

- Outdoor Inspiration- Programming leverages the 'power of the outdoors' to stimulate innovation and collaboration
- Community Integration- networking and co-working accesses a range of big city services in a small-town setting

## PROGRAMMING

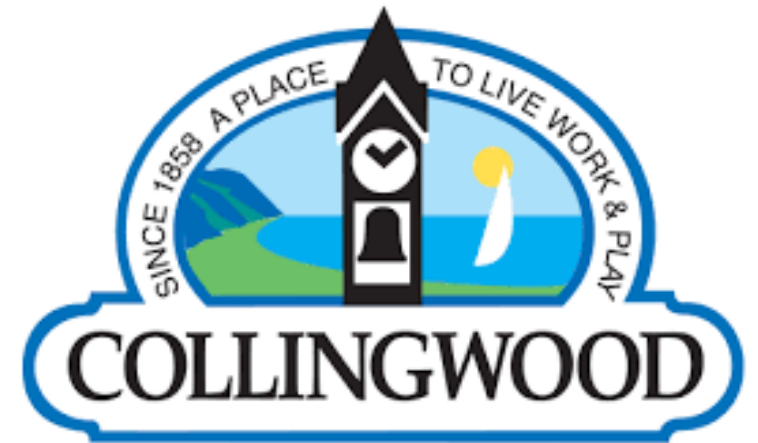
- Custom Curriculum- education modules address critical needs of each cohort, spurring better peer-to-peer learning
- Proven Methods- curriculum driven by Ontario Centres of Excellence and the Waterloo Accelerator Centre
- Graduation Focus- a clear start and finish means cohort companies graduate together with investor and customer-ready plans

# Collingwood's Business Accelerator Could...

---

*Elevate Collingwood's Entrepreneurial Excellence!*

- Keep local companies from seeking support elsewhere
- Attract new companies to set up here
- Increase the growth velocity of emerging businesses
- Address expertise gaps at Business Development Centre



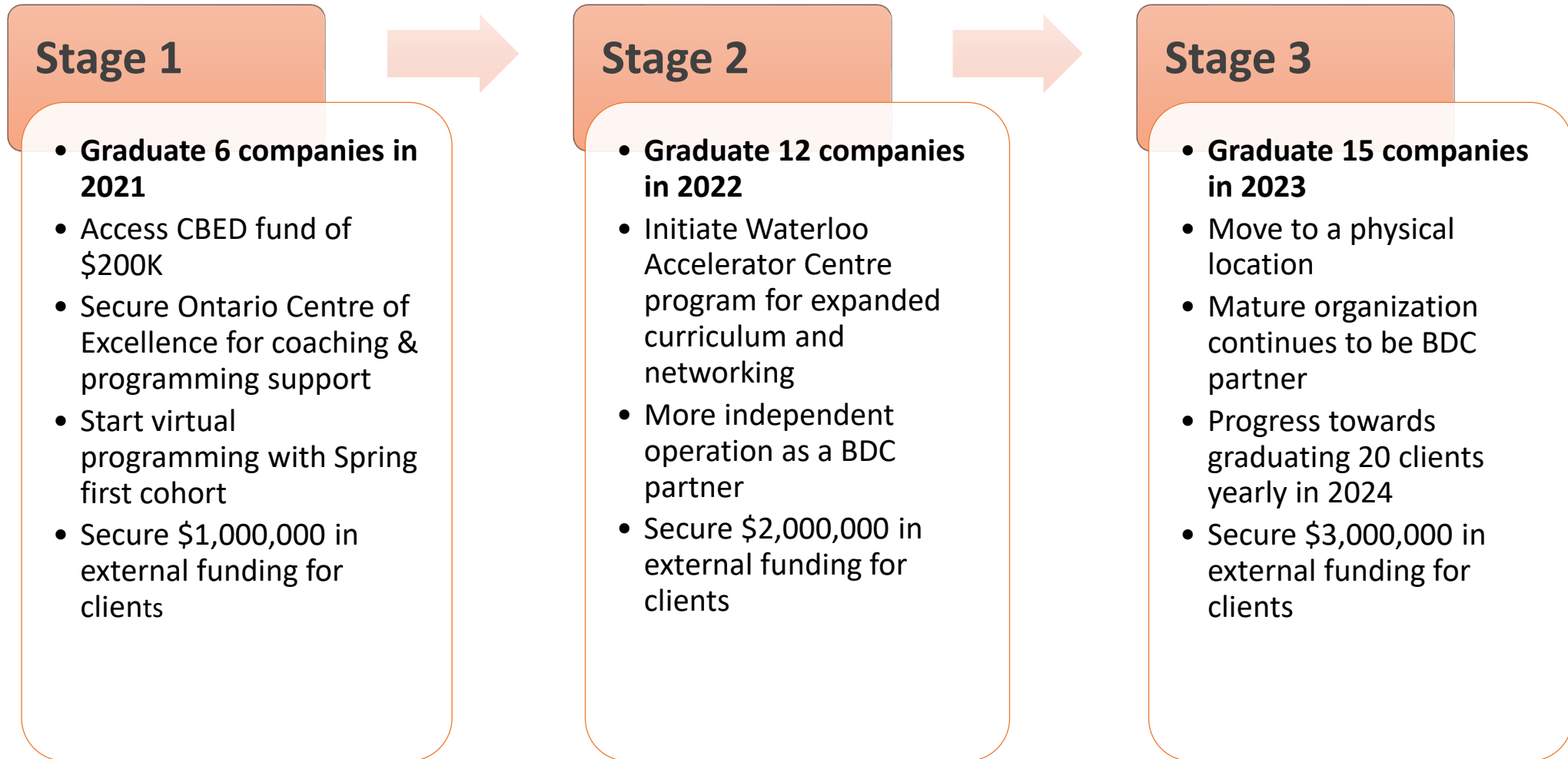
# Why Now?

---

- Close collaboration with BDC supercharges the profile of Collingwood as a centre of entrepreneurship
- Increasing competition from smaller municipalities in Southern Ontario
  - Cobourg, Cornwall, Peterborough, Innisfil and Owen Sound
- Fuel the emerging local knowledge economy to create great jobs and draw capital
  - Brings more advanced service expectations
- Fresh wave of COVID-inspired interest in balancing business ambition with lifestyle
  - Tipping point opportunity. The need is now and the window is open now, but is limited
- Time-sensitive COVID Economic Recovery funding announced by CBED

# Staging The Rollout

---



# Organizing for Success

## Current Organization: Conducted research and delivered the plan

- Joann Bowden, Gillian Fairley, Sonja Hamilton, Peter Heinke, John Pickard, David Reynolds, Martin Rydlo, Julie Scarcella



## Transition Team: Execute the plan

- Establish a private-public sector Board of 3-5
- Create the not-for-profit entity
- Identify a Community Champion to support fund-raising
- Identify legal and accounting providers
- Assist in identifying a founding Managing Director



## Long Term Organization: Grow & govern

- Managing Director reporting to a public and private Board of 7
- Advisory Panel of Acceleration experts
- Guidance from Waterloo Accelerator Centre team



# Measuring Success

---

## 5 Primary Measures

- # Companies Accelerated
- # of Cohorts Graduated
- Company Revenue Growth
- Jobs Added
- Company Funding \$ Obtained

## Diagnostic Measures

- # of Events Held / Attendance
- Mentor Hrs. Delivered
- Workshops Delivered
- Partner/Service Provider Mtgs Held
- New Customers Added
- New Connections Established
- Growth Sector Expanded

# Making a Balanced Investment

---

## Private Sector: 1/3 of funding

- Donation, sponsorship, membership



## Government: 2/3 of funding

- Federal, Provincial & Regional, Municipal

### Year-One: Virtual Programming with Ontario Centre of Excellence

|                        |                        |
|------------------------|------------------------|
| Private Sector         | \$200,000              |
| Federal Funding (CBED) | \$200,000 (if matched) |
| Municipal/Regional     | \$200,000              |

### Year-Two: Physical location with addition of Waterloo Program

|  |           |
|--|-----------|
| Municipalities                                   | \$300,000 |
| Other Government Funding                         | \$300,000 |
| Private Sources                                  | \$500,000 |
| Physical Space: Capital or In-Kind Contributions | \$500,000 |

# Return on Investment

## First 3 Year Assumptions

- 8 cohorts are hosted
- 44 companies are accelerated
- 80% company revenue growth in year of program participation
- 118 new jobs created by all companies
- Draw \$19,000,000 in investment capital
- Capital and operational investment by private & public partners: \$2,988,000



### Total Economic Impact

|                                   |                     |
|-----------------------------------|---------------------|
| Cumulative Payroll Added          | \$ 20,330,000       |
| Incremental Company Revenue Added | \$ 20,000,000       |
| Accelerator GDP Contributed       | <u>\$ 3,500,000</u> |
| <b>Total Economic Expansion</b>   | <b>\$43,830,000</b> |
| <b>Investment Required</b>        | <b>\$ 2,988,000</b> |
| <b>Annualized ROI</b>             | <b>96%</b>          |



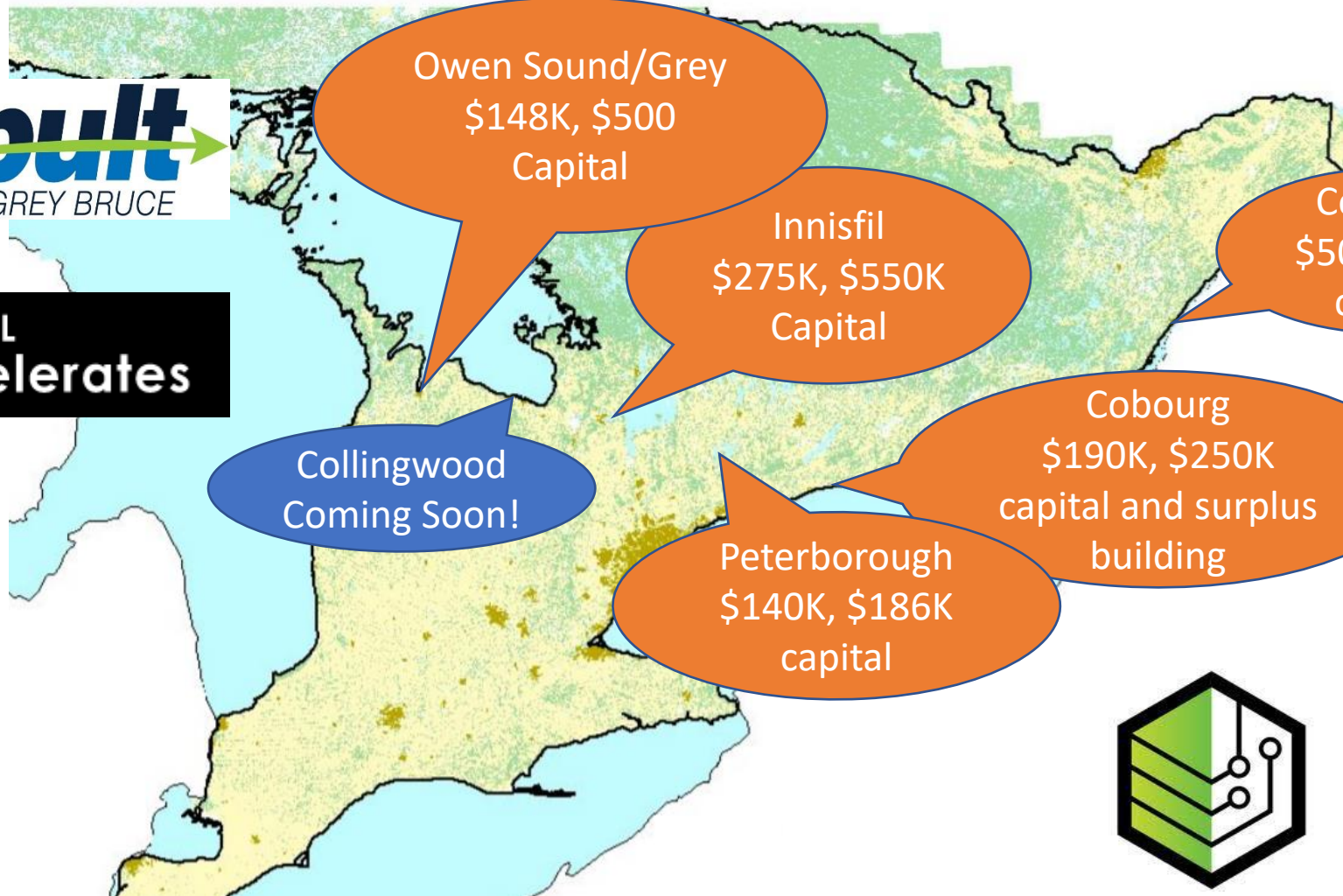
# Council Contribution Means

---

- Every \$1 invested by Council is matched by \$2 from other levels of government and private sector
- Funding support for critical Business Accelerator start-up & ongoing costs
  - 27%- start-up costs including OCE partnership investment
  - 37%- salaries including Managing Director, coaches and mentors
  - 36%- operational costs including programming & coaching curriculum
- A Founder's Seat at the table with a Board of Director's position

# Business Accelerator Keeps Collingwood Competitive

Average annual municipal contribution and capital over last 2-3 years



# What's Next

---

## In the Next 4 months:

- Pitch for \$200,000 CBED funding (decision by February 1, 2021)
- Establish transition team, legal entity and governance structure
- Begin private sector funding campaign
- Secure Ontario Centres of Excellence partnership and consulting resources
- Hire Managing Director
- Begin onboarding mentors

### **Make Collingwood A Founding Force in this Bold New Business Accelerator.**

- Invest \$200,000 in calendar 2021 to establish this Accelerator in this community
  - Decision by January 15<sup>th</sup> to optimize matching funding opportunities