



New Brunswick Provincial Nominee Program

Mr. John Doe

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1 Business Description

Mr. John Doe will establish a nursing home (hereafter referred to as the Company) in Sample City, Sample County, New Brunswick. The Company will provide living quarters, inpatient nursing, and rehabilitation services for people with a chronic illness or a disability. The Company will specialize in providing nursing care for seniors living with memory-related illnesses and disorders, such as dementia or Alzheimer's disease. Mr. John Doe will establish a nursing home for the elderly, in which medical, psychological, and recreational aspects of nursing care are provided. The Company will hire skilled personnel, which will provide high-quality medical and non-medical care, coupled with accommodation services, consulting, and personal support. The nursing care facility will offer rooms, meals, social activities, personal care, nursing supervision, and access to medical services. Mr. John Doe will use his experience in managing healthcare facilities to successfully establish and launch the Company's operations, as well as to continuously develop the business in accordance with the local market requirements and latest industry trends.

2 Business/Management Experience

From 20XX to 20XX, Mr. John Doe worked as a Dermatologist/Medical Manager at Some Clinic in Some City, Some Country. From 20XX to 20XX, Mr. John Doe worked as the Head of Dermatology Department/Medical Manager at Some Company. From 20XX to 20XX, Mr. John Doe worked as the Dermatologist/Medical Manager at Some Clinic. Since 20XX, Mr. John Doe has been the Partner/General Manager and Medical Director at Some Clinic, where he is in charge of overall supervision of the clinic's performance. Since 20XX, Mr. John Doe has been the General Manager of Some Company's Medical Division, where he develops goals, supervises the implementation of business strategies, negotiates with equipment suppliers, and reviews and updates the company's business plan as necessary.

As an internationally-trained physician, with more than 10 years of professional experience in managing healthcare facilities, Mr. John Doe will be able to create and operate a successful nursing home. His vast medical and managerial experience will enable him to understand the senior population's needs and conditions, as well as to develop a facility specialized in improving the quality of life of senior citizens.

3 Responsibilities as the Business Owner

As the Company's Owner and Operating Manager, Mr. John Doe will oversee the Company's overall performance and growth. He will oversee daily business operations, develop and implement growth strategies, and train lower-level managers and staff. Mr. John Doe will make high-level decisions about policies and strategies, and will develop and implement operational policies and plans. He will act as the primary spokesperson for the Company and develop its culture and vision. He will create an environment that promotes excellent performance and positive morale. In addition, Mr. John Doe will oversee the facility's fiscal activities, including budgeting and reporting. He will enforce adherence to legal guidelines and in-house policies, review financial and non-financial reports, and analyze problematic situations and occurrences and provide solutions to ensure company survival and growth. Mr. John Doe will monitor industry and market trends in order to consistently expand and improve the quality of services provided, as well as increase revenues. He will also be dedicated to evaluating and improving benefits for senior citizens, staff, and the local community that result from the Company's operations.

4 Effectiveness of the Business Plan

According to the Government of New Brunswick's official website, New Brunswick has a total population of 756,780, of which 147,929 are seniors. This means that seniors account for nearly 20% of the province's population. By 2038, it is expected that XX.X% of the New Brunswick population will be seniors. Around XX.X% of New Brunswick seniors are 75 or older. The average life expectancy in the province is around 81 years. Approximately XX.X% of seniors have a disability that affects their activities of daily living, and more than X,XXX seniors living in private households suffer from some form of dementia. In 2014 it was reported that XX% of seniors in New Brunswick have three or more chronic health conditions. Around 5,570 seniors live in a nursing home (Source: Government of New Brunswick, An Aging Strategy for New Brunswick). Dementia is dramatically on the rise, along with other memory disorders such as Alzheimer's, increasing demand for professional support services, such as those provided by nursing homes. The Company's services will meet all the needs and challenges faced by the provinces' senior residents.

5 Three Most Important Short -term (1 to 3 Years) BusinessGoals

- Establish the Company, find a suitable location, hire qualified personnel, and develop service offerings
- Implement effective marketing campaigns to attract clients and reach the break-even point by the end of Year 1
- Reach full occupancy by the end of Year 3

6 Three Most Important Long -term (3 to 5 Years) Business Goals

- Establish a sizeable reputation in the area and expand service offering to grow the existing business
- Establish new business branches in terms of additional facilities
- Explore opportunities for mergers with competitors

7 Geographic Markets Served by the Business

Sample CountyNew Brunswick

Strengths: XX.X% of the population is 65 and older, competitive labor and resource costs, educated workforce, limited competition in the nursing care facilities market

Weaknesses: Labor shortage in Sample City, shrinking population, reported cases of COVID-19 patients in nursing homes in Sample City

8 Market Trends

Near-20% concentration of citizens over 65 in New Brunswick The Company will meet the increasing need for professional senior support services by establishing a high-quality nursing home providing both medical and non-medical support.

56,000 Canadians with dementia are cared for in hospitals Given that hospitals are not an ideal location for care for dementia patients, the Company will specialize in providing care for patients with memory disorders, decreasing the hospital burden and ensure high-quality care for people with dementia.

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24.4% of residents in Sample County are over XX%—The Company will establish a nursing home that will cover medical, psychological, and recreational needs of the county's increasingly aging population. The Company will monitor demographic changes and expand the capacity as necessary.

Only two licensed nursing homes are located in Restigouche—By establishing a new nursing home, the Company will meet the increasing needs of the county's aging population. The unsaturated market coupled with a high percentage of seniors indicate the growth need for nursing homes in the area.

9 Customers

The Company will offer its services to persons aged 65 and older. The Company's clients will be senior residents of Sample County in need of safe, reliable, comprehensive, and high-quality nursing care services. According to Statistics Canada, there were X,XXX people over the age of 65 in the Sample County, accounting for 24.4% of the total population (Source: Statistics Canada, Census profile, 2016 Census, Sample County).

The Company will focus on providing services to clients with memory disorders, such as Alzheimer's disease and dementia. People who have ongoing chronic conditions require nursing care facility services to receive all the necessary care. Additionally, senior residents living alone, or those who have recently been released from hospitals also need professional nursing care services.

In addition to employing various marketing efforts to attract clients, the Company will implement a well-developed retention strategy, which will include highlighting psychological and emotional aspects of care. The Company will also design customized programs and activities in accordance with each resident's areas of interest.

10 Service

The Company will offer nursing care services to elderly citizens with memory-related illnesses, including Alzheimer's disease and dementia. The nursing care facility will provide medical and non-medical services, and cover physical, psychological, and recreational aspects of residents' care, ensuring high quality of life for each of its residents.

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In order to attract clients, the Company will implement a comprehensive marketing strategy focusing mostly on digital marketing. The Company will promote its services via website and social media such as Instagram and Facebook, and by maintaining a blog and issuing newsletters. The Company will also rely on word of mouth marketing and referrals. Additionally, the Company will promote its services by directly presenting them to local authorities and local community organizations.

11 Pricing

The Company expects its daily nursing rate to amount to \$XXX. Therefore, the average monthly and annual prices for the Company's services will be \$X,XXX and \$XX,XXX, respectively. The price will be determined based on the maximum daily nursing rate set by the Department of Health (\$XXX as of April 20XX), and the average local market prices. The price of medications used will be directly added to the residents' bills.

Competitors analyzed for the purpose of this plan had no available prices listed on their marketing channels. However, according to the Government of New Brunswick, the average monthly payment to nursing homes, which includes room and board services, is \$X,XXX (Source: Government of New Brunswick, Nursing Home Services).

According to the Government of Canada, the average cost of sales account for approximately X% of the total revenues of the Nursing Care Facilities Industry in Canada (Source: Government of Canada, Financial Performance, Canadian Industry Statistics, Nursing Care Facilities). However, this includes wages and inventory, leaving direct costs at around X% of total sales. The Company expects its direct cost of sales to account for X.X% of revenues.



12 Industry Regulations , Permits, and Licenses

Federal, Provincial and/or Municipal policy:

Nursing Homes Act

Regulation, permit and/or license required:

MD-D-1, MD-D-2, MD-D-3, MD-D-10, and MD-D-11

Federal, Provincial and/or Municipal policy:

New Brunswick Regulation

Regulation, permit and/or license required:

Nursing Homes Act O.C.

Federal, Provincial and/or Municipal policy:

New Brunswick Regulation

Regulation, permit and/or license required:

Nursing Homes Act O.C.

Federal, Provincial and/or Municipal policy:

New Brunswick Regulation

Regulation, permit and/or license required:

Nursing Homes Act O.C.



13 Requirements for a Regulated Industry

Obligation

Nursing Homes Act

Business Response

Comply with the Fire Marshal Inspection and Fire Protection Systems regulations

Obligation

Nursing Homes Act

Business Response

Comply with Institutional Food Services regulations and Water Inspection (Private Wells) regulations

Obligation

Nursing Homes Act

Business Response

Comply with the regulations of Public Safety Canada

Obligation

Nursing Homes Act

Business Response

Comply with regulations of the Department of Employment and Social Development and the Ministry of Post-Secondary Education, Training and Labour.

14 Insurance Plan

Type of insurance needed:

As required by NB Reg, Insurance Act O.C.

Approximate Cost:

\$X,XXX per year

15 Primary Suppliers

Company Name:

Canadian Safety Supplies

Product/service:

First-aid and safety kits and equipment

Location:

Laval, Some Province

Years in Business:

N/A

CompanyName:

Stat Medical Canada

Product/service:

Healthcare furniture and equipment

Location:

Cambridge, Ontario

Years in Business:

XX

Company Name:

Sample Name by Sample Name

Product/service:

Medical alert systems and devices

Location:

Some City, Some Province

Years in Business:

N/A

16 Competition

Competitor 1- New Brunswick

Market Share: N/A

Products/services: Nursing and long-term care services

Strengths: Large number of employees, established reputation, hair salon, chapel, activity rooms, bilingual services

Weaknesses: No online presence

Competitor 2- New Brunswick

Market Share: N/A

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Products/services: Nursing care services for elderly citizens

Strengths: Established reputation, 24-hour nursing care, full range of amenities and services

Weaknesses: No website, limited online presence and marketing

17 Marketing Plan

The Company will develop a website and promote it by conducting search engine optimization campaigns. The website will include a regularly updated blog. The Company will also maintain a presence on social media and online reviewing platforms. The Company will employ word-of-mouth marketing to establish a strong reputation and ensure referrals. The Company will also promote its services to local authorities and community organizations.

17.1 Website

The Company will maintain a website, which will be designed and optimized for better search engine rankings. Additionally, the website will include a blog with posts relevant to nursing and long-term care services. The Company will also issue newsletters.

Online marketing and promotional efforts will help the Company rank higher in search engine result pages, which will lead to an increased number of visitors and, consequently, clients.

Approximate Cost: \$X,XXX

17.2 Social Media

An ever-expanding social media presence is crucial in the modern business environment. For this reason, the Company will maintain professional pages on social media outlets, including Facebook, Twitter, Instagram, and LinkedIn.

By focusing on social media communication, the Company will build awareness and credibility while allowing its employees to communicate directly with customers and better understand their needs.

Approximate Cost: \$X,XXX

17.3 Unique Selling Position

In addition to constantly expanding its service scope, the Company's unique selling point will include seeking partnerships and long-term contracts in the local area. The Company will establish business relationships with local organizations and hospitals in Canada to acquire new clients and expand its service offering. The Company will present and promote its service offerings to local authorities and community organizations in order to foster referrals and recommendations.

18 Sales Plan

As the Company's Representative, Mr. John Doewill be focused on promoting the Company's services by establishing relationships with local authorities and community organizations dedicated to serving the elderly population. The Company will have a professional agency design and optimize a website will be used for promotional and sales purposes. The Company will also send emails to existing and prospective clients to promote its offering. The Company will offer competitive prices, which will be an important determinant when it comes to market share acquisition and popularity among the Company's target clients. The Company will also hire skilled customer service professionals dedicated to promoting the nursing care services and accurately and diligently answering prospects' inquiries. Prices will be determined based on industry standards and market trends, focusing on affordability for the clients.

Direct sales at the Company's office

Products/Services: Nursing care services specialized for patients suffering from dementia

Percentage of Sales: XX%

Strengths: Personalized approach, clients are able to see the premises

Weaknesses: Accessible only to clients and their families who are already in Sample City

Sales through referrals

Products/Services: Nursing care services specialized for patients suffering from dementia

Percentage of Sales: 20XX Strengths: Increasing reputation and establishing trust from the beginning

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Weaknesses: Increased expectations from clients, possibility of incorrect information

19 Resource Requirements

Mr. John Doe has already defined resource requirements to set up the business in New Brunswick. The Company will rent a building suitable for the Company's operations that will have both a front yard and a back yard. The building will have at least 16 rooms, a living room area, kitchen area, leisure area, and reception area. The building will also have several washrooms, a common dining room, a recreation room, and a room for daily activities. Once rented, the Company will invest in leasehold improvements to adjust the premises according to requirements of a fully functional nursing home. The Company's premises will be equipped with security systems, wi-fi, telephone, and cable television. Additionally, the Company will purchase all the necessary equipment and furniture as listed in section 22.

Location Analysis

Physical location: building located in Sample City

Strengths: Unsaturated market, aging population

Weaknesses: May experience difficulties finding staff

Exterior of Premises: to be determined

Strengths: /

Weaknesses: /

Interior of Premises: 16 rooms, kitchen, washroom, dining, living, leisure rooms

Strengths: A variety of activities provided to residents

Weaknesses: More complex cleaning and organization activities

Size of exterior and interior space: To be determined

Strengths: /

Weaknesses: /

Parking: To be determined

Strengths: /

Weaknesses: /

Traffic: Easily accessible area with low street traffic

Strengths: Clients will live in a quiet, but easily accessible area

Weaknesses: Building will not attract a high number of people passing by

Equipment Analysis

Key Equipment: **Kitchen equipment**

Description: sink, oven, refrigeration, serving utensils, washing machines

Purpose: cooking meals for residents

Purchasing Cost: \$XX,XXX Operating Cost: TBD

Key Equipment: **Furniture**

Description: beds, cabinets, tables, chairs, dining/outdoor furniture, software

Purpose: accommodating patients

Purchasing Cost: \$XXX,XXX

Operating Cost: TBD

Key Equipment: **Medical equipment**

Description: defibrillator, stethoscope, thermometers, wheel chair, other

Purpose: providing medical services

Purchasing Cost: \$XX,XXX

Operating Cost: TBD

Key Equipment: **Computers and systems**

Description: computer, printer, alarm system, TVs, CCTV

Purpose: supporting primary services, security

Purchasing Cost: \$XX,XXX

Operating Cost: TBD

Key Equipment: **Vehicle**

Description: a van with a wheelchair ramp

Purpose: transporting patients with reduced mobility

Purchasing Cost: \$XX,XXX

Operating Cost: \$X,XXX

Materials and supplies analysis:

Key materials and supplies: **Cleaning supplies**

Description: cleaning buckets, disinfectant, scrub pads, glass cleaners

Purpose: maintaining the hygiene standards of the premises

Quantity: TBD

Unit Cost: TBD

Annual Cost: \$X,XXX

Key materials and supplies: **Dietary supplies**

Description: food ingredients and beverages

Purpose: preparing meals for residents

Quantity: TBD

Unit Cost: TBD

Annual Cost: \$XX,XXX

Key materials and supplies: **Medicalsupplies**

Description: gauzes, cotton swabs, alcohol, gloves, sanitizers

Purpose: everyday care and nursing of the patients

Quantity: TBD

Unit Cost: TBD

Annual Cost: \$XX,XXX

Technology Analysis:

Description: Electronic Medical Record (EMR) Software

Purpose: computerized medical record system

Quantity: X

Unit Cost: \$XX,XXX

Annual Cost: \$X,XXX

20 Operations Plan

Physical address: The Company will be located in Sample City, New Brunswick.

Strengths: Favorable demographics, low competition, governmental initiatives for the improvement of workforce quality

Weaknesses: Shrinking population and workforce, no existing reputation in the market

Business hours: to be determined

Strengths:/

Weaknesses:/

Business Premises: The Company will rent a building with at least 16 rooms located in an easily accessible location

Strengths: Visible location that will accommodate a large number of patients, ability to move to another location, no building purchase costs

Weaknesses: Potentially high lease improvement costs, improvements and adjustments limited by lease agreement

Work schedule for you and your staff: to be determined

Strengths:/

Weaknesses:/

Acceptable forms of payment for products or services: Cash, check, bank transfer

Strengths: Forms of payments adjustable to various needs and preferences of clients

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Weaknesses: Potential misunderstandings, unrealized payments, financial statements harder to manage

Warranties:Not applicable

Strengths:/

Weaknesses:/

Refund policiesThe Company will provide refunds for clients who have payed in advanced and not entered the facility or left during the first month

Strengths: Higher client trustworthiness, increased clients' willingness to enter the facility, positive reputation

Weaknesses: Complicated accounting, clients may take advantage of refunds

Quality assurance initiativeto be determined

Strengths:/

Weaknesses:/

Environmental issuesto be determined

Strengths:/

Weaknesses:/

21 Human Resources Strategy

Employer responsibilities and obligations:

Employment standard: Mr. John Doe has read and understood the Employment Standard Act and will maintain compliance at all times.

Human rights: Mr. John Doe has read and understood the Human Rights Act as set out in the New Brunswick Human Rights Act regulations and agrees to abide by it.

Occupational health and safety: Mr. John Doe has read and understood the Occupational Health and Safety Act and agrees to abide by it at all times.

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WorkSafe NB: Mr. John Doe has reviewed the regulations as set out by WorkSafe NB and agrees to abide by them.

Registered Nurse (NOC 3012)

Qualifications: Completion of a university, college or other approved registered nursing program

Responsibilities: Provide direct nursing care to patients, provide consultative services

of positions: X

Annual Wage: \$XX,XXX

Total Wages: \$XXX,XXX

Nursing Caretaker (NOC 3413) (part-time)

Qualifications: Secondary school education and on-the-job training

Responsibilities: Assist nurses in the basic care of patients, plan and monitor meals

of positions: X

Annual Wage: \$XX,XXX

Total Wages: \$XXX,XXX

Medical Director (NOC 0311)

Qualifications: Completion of a university, college or other approved registered nursing program

Responsibilities: Direct the delivery of nursing care, responsible for overall clinical care

of positions: X

Annual Wage: \$XX,XXX

Total Wages: \$XX,XXX

Customer Service Clerk (NOC 552)

Qualifications: High school or occupation-specific training

Responsibilities: Answer inquiries, provide accurate services-related information

of positions: X

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Annual Wage: \$XX,XXX

Total Wages: \$XX,XXX

Accountant (NOC 1111) (partime)

Qualifications: University degree and completion of a professional training program

Responsibilities: Analyze and report financial data, create periodic reports, maintain financial records

of positions: X

Annual Wage: \$XX,XXX

Total Wages: \$XX,XXX

Total WagesXX/\$XXX,XXX

Identify and describe employee recruitment options:

The Company will advertise vacancies online and through recruitment agencies and conduct interviews at the Company's premises. Candidates will be selected based on education and relevant experience.

List training requirements

All medical staff will be required to have completed approved medical training programs in Canada. The Company will organize entry training for all new employees and provide them with ongoing training opportunities.

22 Start-up Costs

Start up cost	Amount	Source
Raw materials, components and parts	\$X,XXX	Personal Savings
Initial Inventory	\$XX,XXX	Personal Savings
Leasehold Improvements	\$XXX,XXX	Personal Savings
Equipment, Machinery, and Tools	\$XX,XXX	Personal Savings
Furniture	\$XX,XXX	Personal Savings
Vehicle	\$XX,XXX	Personal Savings
Professional Fees	\$XX,XXX	Personal Savings
Total Eligible Investment	\$XXX,XXX	Personal Savings
Cash	\$XX,XXX	Personal Savings
Insurance	\$X,XXX	Personal Savings
Rentals	\$XX,XXX	Personal Savings
Utilities	\$X,XXX	Personal Savings
Total Ineligible Investment	\$XXX,XXX	Personal Savings
Total Investment	\$XXX,XXX	Personal Savings

Breakdown of Current Assets	# of Units	Unit Cost	Total Cost	Source
Stationary	XX	\$XX	\$XXX	Personal Savings
Toiletries	X,XXX	\$X.XX	\$X,XXX	Personal Savings
Staff Uniform	XX	\$XXX.XX	\$X,XXX	Personal Savings
First Aid Kits	XX	\$XXX	\$XX,XXX	Personal Savings
Hand Gloves	XXX	\$XX	\$X,XXX	Personal Savings
Drugs	XXX	\$XX	\$XX,XXX	Personal Savings
Isopropyl Alcohol Usp 70%	XX	\$X.XX	\$XX	Personal Savings
Alcohol Prep Pads	X	\$XX	\$XX	Personal Savings
Syringes	XXX	\$X.XX	\$XX	Personal Savings
Hand Sanitizer Gel 8oz	XX	\$XX	\$X,XXX	Personal Savings
Disposable Medical Masks	XXX	\$X.XX	\$XX	Personal Savings
Accu-Chekglucose strips	X	\$XXX	\$XXX	
2-hook IV Stand	X	\$XX	\$XX	Personal Savings
Tegaderm I.V. Advanced	XX	\$XX	\$XX	Personal Savings
Continu-Flo solution set	XX	\$XX	\$XX	Personal Savings
Total			\$XX,XXX	Personal Savings

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Breakdown of Fixed Assets	Total Cost	Source
Leasehold improvement	\$XXX,XX	Personal Savings
Medical beds, normal beds	\$XX,XXX	Personal Savings
Clothes cabinet, dressing table with chair	\$XX,XXX	Personal Savings
Mattress with covers, bed sets	\$XX,XXX	Personal Savings
Chairs, cartens, bed eating table	\$XX,XXX	Personal Savings
TV 40", TV 60"	\$X,XXX	Personal Savings
Computers + printers	\$XX,XXX	Personal Savings
Sound system, telephone system, modem	\$X,XXX	Personal Savings
Alarm System with GPS, CCTV	\$XX,XXX	Personal Savings
Kitchen equipment, dining tables and chairs	\$XX,XXX	Personal Savings
Book library, sofas (inside and outside)	\$XX,XXX	Personal Savings
Reception and administration tables and chairs	\$X,XXX	Personal Savings
Wall paintings, decoration plants	\$X,XXX	Personal Savings
Washing/dryer machine, fridge	\$X,XXX	Personal Savings
Filing cabinet, store equipment	\$X,XXX	Personal Savings
Piano, painting tools, puzzles	\$X,XXX	Personal Savings
Automated Ext defibrillator, stethoscope	\$X,XXX	Personal Savings
Wheel chair and thermometers	\$X,XXX	Personal Savings
Software (accounting, payroll, CRM)	\$X,XXX	Personal Savings
ERM Software	\$XX,XXX	Personal Savings
Other medical equipment	\$X,XXX	Personal Savings
Vehicle	\$XX,XXX	Personal Savings
Total	\$XXX,XXX	Personal Savings

23 Assumptions

Revenue: The Company expects daily nursing rates to be \$XXX per person, amounting to \$XX,XXX annually. The estimated number of residents in Year 1 is 26. Revenues will rise X% annually.

Cost of goods sold: The Company expects direct costs of services provided to amount to \$XX,XXX in Year 1, accounting for X.XX% of annual revenues.

Depreciation and amortization method for fixed assets: Total value of fixed assets: \$XXX,XXX. Depreciation 20% annually over a five-year period amounts to \$XX,XXX per year.

Wages and benefits (monthly cost of): Monthly wages in Year 1 will amount to approximately \$XX,XXX.

24 Forecasted Income Statement

Pro Forma Profit and Loss	Year 1	Year 2	Year 3
Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXXXX93
Direct Cost of Sales	\$XX,XXX	\$XX,XXX	\$XX,XXX
Total Cost of Sales	\$XX,XXX	\$XX,XXX	\$XX,XXX
Gross Margin	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Gross Margin %	XX.XX%	XX.XX%	XX.XX%
Operating Expenses			
Payroll	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Marketing	\$X,XXX	\$X,XXX	\$X,XXX
Depreciation	\$XX,XXX	\$XX,XXX	\$XX,XXX
Rent	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Dietary	\$XX,XXX	\$XX,XXX	\$XX,XXX
Cleaning Supplies	\$X,XXX	\$X,XXX	\$X,XXX
Software Maintenance	\$X,XXX	\$X,XXX	\$X,XXX
Utilities	\$XX,XXX	\$XX,XXX	\$XX,XXX
Office Supplies	\$X,XXX	\$X,XXX	\$X,XXX
Professional and Business Fees	\$XX,XXX	\$XX,XXX	\$XX,XXX
Repairs and Maintenance	\$XX,XXX	\$XX,XXX	\$XX,XXX
Fuel	\$X,XXX	\$X,XXX	\$X,XXX
Insurance	\$X,XXX	\$X,XXX	\$X,XXX
Payroll Taxes	\$XX,XXX	\$XX,XXX	\$XX,XXX
Total Operating Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Profit Before Interest and Taxes	\$XX,XXX	\$XX,XXX	\$XX,XXX
EBITDA	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Taxes Incurred	\$X,XXX	\$X,XXX	\$X,XXX
Net Profit	\$XX,XXXX	\$XX,XXX	\$XX,XXX
Net Profit/Sales	X.XX%	X.XX%	X.XX%

25 Forecasted Balance Sheet

Pro Forma Balance Sheet	Year 1	Year 2	Year 3
Assets			
Current Assets			
Cash and Other Current Assets	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Total Current Assets	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Longterm Assets			
Long-term Assets	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Accumulated Depreciation	\$XX,XXX	\$XXX,XXX	\$XXX,XXX
Total Longterm Assets	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Total Assets	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Capital	Year 1	Year 2	Year 3
Paid-in Capital	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Retained Earnings	(\$XXX,XXX)	\$XX,XXXX	\$XX,XXX
Earnings	\$XX,XXXX	\$XX,XXX	\$XX,XXX
Total Capital	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Net Worth	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX

26 Economic Benefit to New Brunswick

Is the business in a strategic economic sector? Yes

Will the business include a value-added process in New Brunswick, and increase export? No

Will the business create at least one job in National Occupation Code O or A for a permanent resident or Canadian citizen, not including family? Yes, one Medical Director

Will the business create at least two jobs in National Occupation Code B, C, or D for a permanent resident or Canadian citizen, not including family? Yes

How much of the \$XXX,XXX investment will be invested in fixed assets? Do you have a five-year plan for the business? No, the Company has a three-year plan for the business.

How will the business link New Brunswick to global markets? There will be no links to the global markets.

27 Applicant Declaration

I, John Doe, do solemnly declare that I am fully aware of the contents of this business plan. I understand that upon being granted permanent resident status by Canada I must make a genuine effort to establish the Business as per this plan. I understand that I may be asked to provide additional information, and to defend any position or assumption included in this plan. I understand that any information provided by PGD or the Province related to this plan is intended for informational and educational purposes only and does not constitute specific advice regarding the establishment or purchase of a business in New Brunswick or provide specific individual advice about matters relating to the Business including, but not limited to, human resources, investment, insurance, financial, legal, accounting, tax, or similar matters. I understand all the above information, having had the opportunity to ask for or having asked for and obtained an explanation on every point which was not clear to me.