



■ Bright Construction Company Inc.

IMMIGRATION TO CANADA
WITH START-UP VISA (SUV)

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DISCLAIMER STATEMENT

The market analysis and financial projections presented herein represent the Company's best judgment and reasonable assumptions of future events and circumstances; all other information contained herein has been obtained from sources deemed reliable. However, no warranty or representation, expressed or implied, is made as to the accuracy or completeness of any information contained herein, and same is submitted subject to errors and omissions, and no representations or warranties of future company performance or market trends are intended, and such are expressly disclaimed.

COMPLIANCE CHECKLIST

SUV Pillar	Description	Status ✓
1. Qualifying Business	Bright Construction Company will be incorporated federally in Canada . Each founder holds at least 10% voting rights ; collectively with designated organization, more than 50% voting rights . Essential operations and IP remain in Canada.	<input type="checkbox"/>
2. Designated Organization Support	Business will secure a Letter of Support / Commitment Certificate from a designated organization (Business Incubator, Angel Investor ≥ CAD \$75,000, or Venture Capital Fund ≥ CAD \$200,000).	<input type="checkbox"/>
3. Language Requirement	All applicants will achieve CLB 5+ in English or French through an IRCC-approved test (IELTS, CELPIP, TEF, TCF).	<input type="checkbox"/>
4. Settlement Funds	Applicants will demonstrate sufficient, unencumbered settlement funds per IRCC requirements (e.g., CAD \$27,800 for a family of 4). Proof via bank statements.	<input type="checkbox"/>

EXHIBITS





	Resumes/CVs.
	Letters of support from Canadian partners, suppliers, or community organizations.
	Evidence of relevant licenses or permits (if applicable).
	Proof of financial capacity (bank statements, investment letters).

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EXECUTIVE SUMMARY

01

Business Concept:

Bright Construction Company is an innovative construction venture focused on delivering building solutions. Our solution addresses a growing market demand by offering [state the unique value proposition — e.g., cost efficiency, sustainability, digital transformation, etc.]. Designed to be scalable and globally competitive, the business leverages Canada's thriving entrepreneurial ecosystem to launch, expand, and ultimately establish a strong international presence.

02

Why Canada:

Canada offers a strategic environment for start-ups through its diverse economy, skilled workforce, and supportive innovation infrastructure. Establishing operations in Ontario, Canada, provides immediate access to [target market/industry cluster], ensuring the Company's growth while contributing to Canadian innovation and job creation.

03

Ownership & Incorporation:

The Company will be federally incorporated under the Canada Business Corporations Act (CBCA). Each founder will hold at least 10% of the voting rights, and collectively with the designated organization, more than 50% of voting rights, fully meeting the Start-Up Visa Program requirements. Essential business operations will be based in Canada, including management, strategic decisions, and product development.

04

Designated Organization Support:

A core step in the Company's growth is securing backing from a designated organization. The business will pursue admission into a Canadian business incubator program, while also maintaining flexibility to attract funding from angel investors (minimum CAD \$75,000) or venture capital funds (minimum CAD \$200,000). Once support is confirmed, the designated organization will provide a Letter of Support and Commitment Certificate, ensuring program compliance.

05

Financial Highlights & Settlement Funds

Start-up funding will be sourced through designated organization investment or incubator support, complemented by founders' capital contributions. The Company projects [X revenues] within Year 1, growing to [Y revenues] by Year 3, supported by expansion into Canadian and international markets. In addition, founders will demonstrate proof of sufficient settlement funds, per IRCC's 2025 requirements (e.g., CAD \$27,800 for a family of four). These funds are liquid, transferable, and unencumbered.

06

Language Proficiency:

All applicants will achieve a minimum of CLB 5 in English or French, demonstrated through an IRCC-approved language test (IELTS, CELPIP, TEF, or TCF). This ensures full integration into the Canadian market, investor networks, and local business ecosystem.

07

Canadian Impact:

By establishing operations in Canada, the Company will create high-quality jobs, strengthen industry competitiveness, and attract international investment. The venture's innovation and growth potential position it to become a significant contributor to Canada's economy, aligning directly with the goals of the Start-Up Visa Program.

08

Conclusion:

Bright Construction Company Inc. combines a strong business model with clear compliance with SUV requirements. With Canadian incorporation, designated organization support, language and settlement readiness, the Company is positioned to succeed commercially and deliver lasting economic and social benefits to Canada.

Financial Overview:

The Company expects steady growth over the first five years of operation and projects the following revenue to be generated:

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$2,371,600	\$3,320,240	\$3,984,288	\$4,781,146	\$5,259,260

COMPANY OVERVIEW



LEGAL STRUCTURE

1. Legal Structure:

Federal incorporation under the Canada Business Corporations Act (CBCA).

Bright Construction Company will be a Limited Liability Company registered in Ontario, Canada.

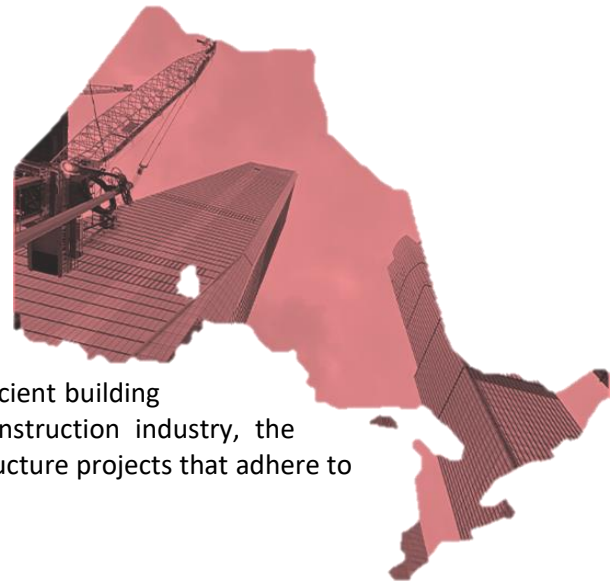
Mr. Richard Mark holds ownership.

HEAD OFFICE LOCATION: CANADA

2. Head Office:

To be established in **Ontario, Canada**, aligned with incubator/investor partnerships.

Bright Construction Company, headquartered in Ontario, Canada, is a forward-thinking construction firm dedicated to meeting the province's growing demand for high-quality, sustainable, and cost-efficient building solutions. Established to become a trusted leader in Ontario's construction industry, the Company specializes in delivering residential, commercial, and infrastructure projects that adhere to the highest safety, durability, and client satisfaction standards.



3. Ownership & Voting Rights:

Each founder/applicant will hold at least **10% of voting rights**.

Collectively with the designated organization, applicants will hold **more than 50%**.

4. Canadian Operations:

In Canada, essential business activities, intellectual property, and management decisions will be based.

The Company's core services include new home construction, home renovations, commercial building projects, general contracting, and project management. Bright Construction Company differentiates itself by adopting advanced building techniques, leveraging project management technologies, and implementing eco-friendly practices to ensure that all projects are completed on time, within budget, and in compliance with Ontario's building codes and regulatory standards.

Ontario's construction sector is rapidly expanding due to population growth, urbanization, and infrastructure investment, creating strong demand for skilled builders and reliable contractors. Bright Construction Company is strategically positioned to capitalize on this demand by offering innovative and sustainable solutions that address immediate construction needs and contribute to long-term community development.

DESIGNATED ORGANIZATION SUPPORT

Requirement:

- ◆ A Letter of Support or Commitment Certificate.

Pathways:

- ◆ Business Incubator – Preferred route for mentorship and acceleration.
- ◆ Angel Investor Group – Minimum CAD \$75,000 investment.
- ◆ Venture Capital Fund – Minimum CAD \$200,000 investment.

Action Plan:

- ◆ Business plan financials.
- ◆ Management profile.
- ◆ A letter of support and commitment certificate will be required to proceed with the SUV application.

PRODUCTS AND SERVICES

Bright Construction Company provides a comprehensive range of construction solutions designed to meet the diverse needs of residential, commercial, and infrastructure clients across Ontario. The Company's services are grounded in quality, safety, and sustainability, ensuring every project is delivered with precision and long-term value.



Residential Construction

Bright Construction specializes in the construction of new single-family homes, townhouses, and multi-unit residential buildings. The Company also provides high-quality home renovation and remodeling services, including kitchen and bathroom upgrades, basement finishing, and full home redesigns. With a focus on energy efficiency and modern designs, Bright Construction helps homeowners build or transform their spaces into safe, sustainable, and comfortable living environments.



Commercial Construction

The Company delivers tailored solutions for small- to medium-scale commercial projects, including retail stores, office spaces, restaurants, and mixed-use developments. Services include site preparation, structural construction, interior build-outs, and project management. Bright Construction ensures compliance with all Ontario building codes and workplace safety standards while delivering projects that enhance business operations and customer experience.



General Contracting and Project Management



Infrastructure and Community Projects

Bright Construction Company is positioned to participate in small- and mid-scale infrastructure projects such as community centers, schools, and public facilities to support Ontario's rapid urban growth. These projects contribute to local development, improve the quality of life, and align with municipal and provincial development goals.



Sustainable Building Solutions

Bright Construction integrates eco-friendly practices into its projects in line with Canada's sustainability objectives. This includes using energy-efficient materials, smart insulation systems, waste-reduction processes, and environmentally responsible building techniques. The Company's commitment to green construction ensures lower environmental impact and long-term savings for clients.



TARGET MARKET

1. First-Time Homebuyers & Young Families:



- ◆ **Demographics:** Young professionals, couples, and new families, typically aged 25-40, with moderate to mid-level incomes.
- ◆ **Needs/Pain Points:** High housing costs and a competitive market in Ontario make traditional homeownership nearly impossible. They need a more affordable entry point into the market without sacrificing quality or modern design.
- ◆ **Preferences:** Look for single-family detached homes, townhomes, or laneway houses that are cost-effective, energy-efficient, and have a streamlined, modern aesthetic. Customization and a faster path to homeownership are key motivators.

2. Downsizers & Empty Nesters:

- ◆ **Demographics:** Individuals or couples typically aged 55+, whose children have moved out. They may be looking to sell their larger, traditional home and simplify their living situation.
- ◆ **Needs/Pain Points:** They want to downsize to a smaller, more manageable home to reduce maintenance burdens and potentially free up equity. They value single-level living, accessibility, and a community-oriented lifestyle.
- ◆ **Preferences:** Seek high-quality, comfortable, and low-maintenance homes, such as bungalows or smaller two-story models. They are less focused on rapid construction and more on quality materials, long-term durability, and a well-designed, functional space.



3. Real Estate Developers & Investors:



- ◆ **Demographics:** Professional developers, real estate investment firms, and builders looking for scalable and efficient construction methods.
- ◆ **Needs/Pain Points:** To maximize return on investment, they need to build housing projects quickly and cost-effectively. Due to labor shortages and weather delays, traditional construction methods are often slow and unpredictable.
- ◆ **Preferences:** They are motivated by speed of deployment, consistency of quality, and cost predictability. They are interested in multi-family units, supportive housing, and large-scale residential developments. A major advantage is the ability to build to a uniform standard in a factory environment.

4. Eco-Conscious & Sustainability-Focused Buyers:

- ◆ **Demographics:** Environmentally aware individuals and families of all ages who prioritize sustainable living. They often have higher education levels and are willing to pay a premium for eco-friendly features.
- ◆ **Needs/Pain Points:** They are committed to reducing their carbon footprint and want their homes to reflect their values. They seek homes with superior energy performance and sustainable materials.
- ◆ **Preferences:** Their main drivers are the environmental benefits of prefabrication, such as reduced construction waste and energy efficiency. They are drawn to homes built with mass timber, high-performance insulation, and smart home technology. Customization to include features like rainwater harvesting or solar panels is highly valued.



INNOVATION AND COMPETITIVE ADVANTAGE

Bright Construction Company differentiates itself in Ontario's competitive construction industry through a blend of quality, innovation, sustainability, and client-focused service. While many construction firms compete primarily on cost, Bright Construction delivers added value by combining modern technologies, environmentally responsible practices, and superior craftsmanship to achieve long-term results for clients and communities alike.

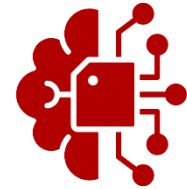


Commitment to Sustainability

Bright Construction integrates eco-friendly construction methods, including the use of green building materials, energy-efficient designs, and waste-reduction strategies. By aligning with Canada's climate action goals, the Company minimizes environmental impact and helps clients reduce long-term operating costs.

Technology-Driven Efficiency

The Company adopts advanced project management tools, digital tracking systems, and scheduling software to ensure transparency, accountability, and cost control. Clients benefit from real-time updates, accurate budgeting, and streamlined communication throughout the project lifecycle—an innovation not always common among mid-sized contractors.



Skilled Workforce Development

Bright Construction invests in hiring and training local talent, from skilled trades to project managers, fostering job creation and professional development in Ontario. This strengthens the local workforce while ensuring that projects maintain exceptional safety and quality standards.

Client-Centered Approach

Unlike many firms that take a one-size-fits-all approach, Bright Construction tailors its services to meet each client's unique needs, whether residential homeowners, commercial business owners, or community organizations. This personalized approach builds trust, long-term relationships, and repeat business.



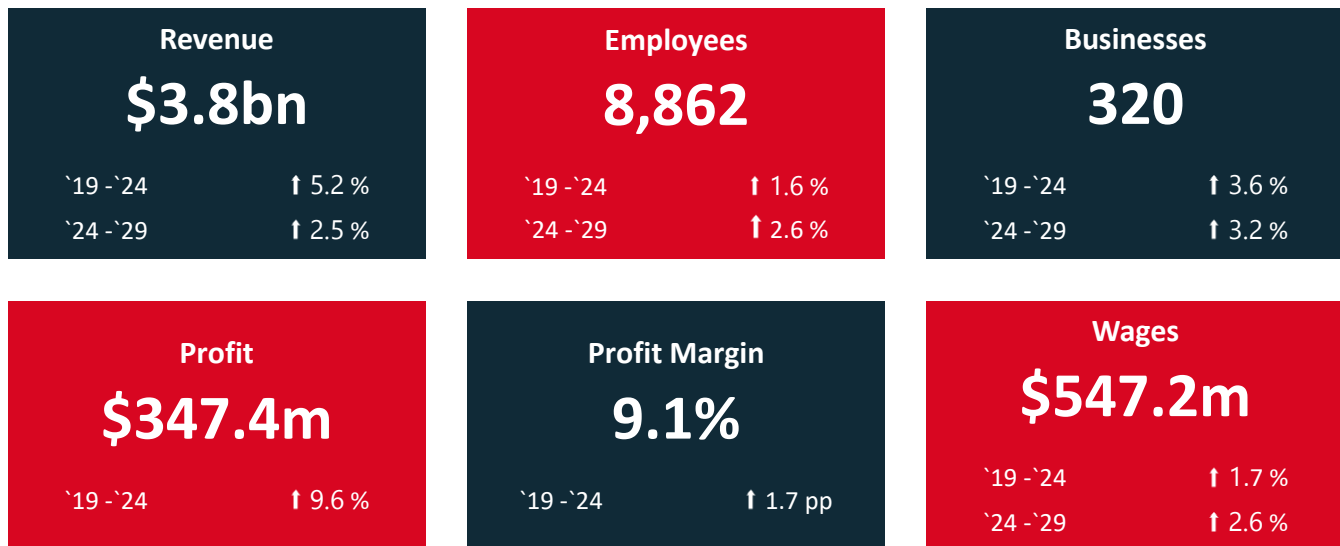
Competitive Edge in Value Delivery

The combination of sustainability, modern technology, and superior craftsmanship enables Bright Construction to deliver projects on time, within budget, and with lasting value. Clients are not just investing in a building, but in a solution that enhances functionality, efficiency, and long-term cost savings.

SCALABILITY POTENTIAL

As the Company grows, Bright Construction plans to expand into specialized services such as smart-home integration, renewable energy installations (solar panels, green roofs), and advanced prefabrication methods. This forward-looking approach will not only strengthen its market competitiveness but also align with Canada's innovation and clean-technology goals.

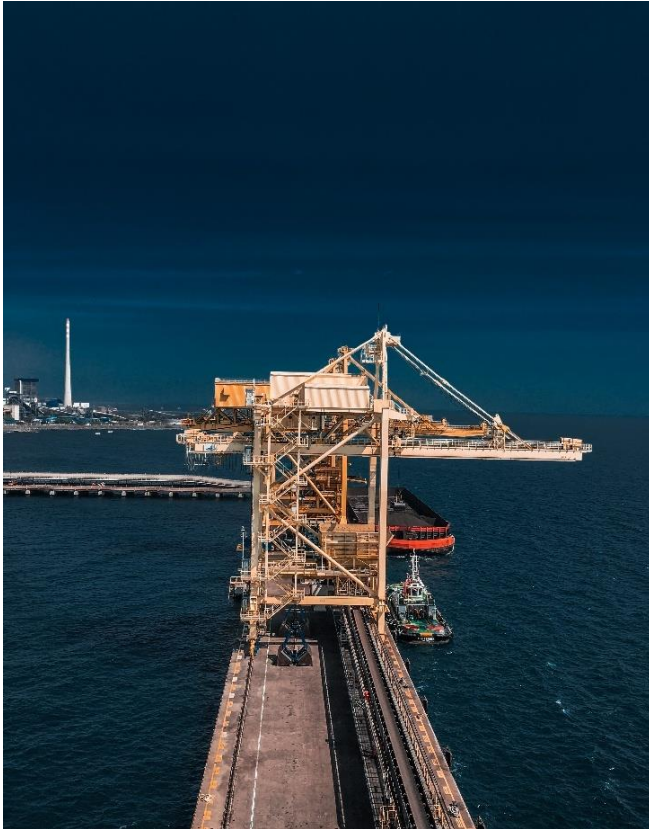
MARKET ANALYSIS



The share of the Canadian population living in prefabricated houses has remained stable at approximately 1% over the past three decades, indicating consistent demand driven by stable consumer preferences and government policies. However, complex regulations, which vary between provinces and territories, have made mass standardization difficult. Additionally, challenges in appraising the value of prefabricated homes result in stricter lending criteria, further hindering adoption. Logistical issues posed by Canada's large geographical size also impede the widespread use of prefabricated homes, as transporting modules over long distances can be costly.

The construction industry's existing infrastructure, heavily geared towards traditional methods, further complicates the transition to prefabrication without considerable investment. Despite these hurdles, technological advancements like Building Information Modeling (BIM), automation and robotics have improved efficiency and precision and reduced waste in prefabricated construction. Increased consumer interest in sustainable construction practices has also positively impacted the industry, as prefabricated homes generally produce less waste and use materials more efficiently. Overall, revenue in the prefabricated home manufacturing industry is estimated to climb to a CAGR of 5.4% to reach \$3.8 billion in 2024, which includes a 1.7% increase in 2024 alone.

A CLOSER LOOK AT MARKET SIZE OF ONTARIO



Ontario and the broader region are experiencing sustained demand for rapid, high-quality construction solutions driven by acute housing shortages, infrastructure expansion, and climate-resilient building mandates. The provincial government's *Homes for People* plan aims to add over 108,000 new housing units by 2034, with a strong push toward modular and prefabricated methods to accelerate delivery timelines. Additionally, industrial and commercial sectors—including mining, film production, and tourism—frequently require portable buildings and cold-formed steel (CFS) structures for temporary offices, worker housing, and specialized facilities. Local building codes emphasize seismic safety, energy efficiency, and sustainable materials—areas where CFS and insulated panel systems excel. The Port of Ontario also offers efficient access to imported materials and machinery, while nearby projects in Ontario create secondary demand for modular units.

Why This Matters for Bright Construction Company

This market environment aligns directly with Bright Construction Company's product strengths—fast, precision-built CFS structures and insulated modular units. Ontario's focus on rapid housing, remote-site infrastructure, and sustainable materials creates an immediate entry point for the Company's offerings, particularly in municipal housing projects, construction camps, and industrial support facilities. By leveraging its existing manufacturing expertise from Iran and its ability to deliver tailored, code-compliant solutions, the Company can position itself as a key supplier for both government and private sector projects. Early market penetration in Ontario could also serve as a launchpad for expansion across Western Canada, creating long-term revenue streams and brand presence in a market hungry for innovative, efficient construction solutions.



COMPETITIVE ADVANTAGES

Bright Construction Company Inc. enters the Canadian construction market with a competitive edge built on advanced technology, proven expertise, and a deep understanding of prefabricated steel construction systems. These advantages will enable the Company to deliver superior value to clients while differentiating itself from conventional construction providers.



Proven Leadership:

Led by an expert with over 18 years of specialized experience in prefabricated steel construction, ensuring projects are delivered on time, on budget, and to the highest quality standards.



Sustainable Building:

Our precision manufacturing process minimizes material waste, uses recyclable steel, and reduces site disturbance, aligning with Canada's sustainability goals.



Advanced Technology:

Utilizing state-of-the-art roll-forming machinery and the FrameCAD platform to produce precise, cost-effective, and fully code-compliant steel structures.



Versatile Applications:

Our system is suitable for a wide range of projects—including residential, commercial, and industrial—diversifying revenue streams and ensuring market resilience.



Rapid Construction:

Cold-Formed Steel (CFS) enables significantly faster assembly than traditional methods, minimizing weather-related delays and reducing labor costs, ideal for Canada's climate.



Financial Strength:

Operating debt-free with CAD \$500,000 in committed capital, enabling competitive pricing, reinvestment, and stability in any market condition.



Durable & Resilient:

Lightweight yet strong CFS structures provide excellent seismic resistance, while galvanized steel ensures superior corrosion protection against Canada's diverse weather.



First-Mover Advantage:

Introducing a proven CFS system to Canada's underserved modular construction market, positioning the Company to become a leader in a growing sector.

WHY CANADA IS A STRATEGIC CHOICE

Economic Benefit:

Bright Construction Company Inc. will generate meaningful economic impact through direct job creation, with skilled and semi-skilled positions in manufacturing, engineering, installation, logistics, and administration. With an initial capital investment of CAD 500,000, the Company will establish a state-of-the-art prefabricated construction facility in Ontario, Canada, stimulating supplier contracts with local steel, aluminum, and logistics providers. This infusion of private capital reduces reliance on public funding while driving growth in Canada's construction materials sector, which Statistics Canada projects will grow at **3.5% annually through 2030** due to demand for housing and infrastructure.

Social Benefit:



Canada faces a housing supply gap of **over 3.5 million homes by 2030** (CMHC), requiring rapid and cost-efficient construction methods. The Company's prefabricated modular units and cold-formed steel framing directly address this unmet need by enabling faster, affordable housing delivery for municipalities, Indigenous communities, and emergency response projects. By providing insulated, durable, and sustainable solutions, the Company helps communities access safe, energy-efficient living and working spaces while reducing construction timelines by up to **50% compared to traditional methods**.

Cultural Benefit:

The Company supports Canada's cultural and environmental values by promoting sustainable building practices. Its recyclable, energy-efficient materials align with Canada's green building codes and climate action goals, while also fostering architectural innovation and inclusive community infrastructure such as schools, clinics, and cultural centers. These contributions strengthen Canada's reputation as a leader in sustainable construction on the global stage.

Regional Development:

By establishing operations in Ontario, Canada, the Company contributes to the province's regional development objectives, particularly in underserved or high-growth areas requiring affordable housing and modular infrastructure. The Company's scalable business model also allows for expansion into rural and northern regions, where prefabricated solutions can significantly reduce costs and logistical challenges compared to conventional construction.

MARKETING & SALES STRATEGY

To raise brand awareness among its intended audiences, the Company will emphasize its logo and company colors on all marketing materials. The Company's branding, values, and mission will help fuel word-of-mouth buzz and build a loyal customer following.

By upholding a positive corporate image and providing its top-quality products, Bright Construction Company will increase its market share, stand out among its competitors, and become a dominant player. The Company will also fervently track any direct or indirect competition in the marketplace to ensure it stays on top of cutting-edge industry trends and opportunities. Moving forward, Bright Construction Company will strive to meet the following objectives as it accomplishes specific keys to success:

MARKETING CAMPAIGN

Marketing will be done through the following media:

Campaign Objective

- ◆ Launch Bright Construction Company as Ontario's go-to supplier for Steel (CFS) structures, prefabricated modular units, and steel siding panels.
- ◆ Secure first 10–15 B2B contracts within 12 months.
- ◆ Establish brand credibility for large-scale municipal, construction, and industrial projects.

Target Audience

Primary:

- ◆ Construction companies (modular & residential projects)
- ◆ Real estate developers
- ◆ Municipal & provincial procurement officers
- ◆ Mining, oil & gas camps
- ◆ Architects & design firms

Secondary:

- ◆ Modular school & clinic contractors
- ◆ NGOs & disaster relief agencies
- ◆ Property management firms

"Bright Construction Company — Durable. Modern. Built for Canada."

Brand Positioning

- ◆ **Emphasis:** Speed, Durability, Sustainability
- ◆ Made to withstand the Canadian climate with precision-engineered steel systems.

Marketing Channels & Actions

Digital Marketing

- ◆ Website Revamp (Canada-focused): product specs, certifications, code compliance, 3D visualizer.
- ◆ SEO & Google Ads: target modular buildings, CFS structures Canada, steel siding Ontario; geo-target and hubs.
- ◆ LinkedIn Lead Gen: weekly posts, client testimonials, and connect with 500+ procurement officers.
- ◆ YouTube: short videos on CFS/modular assembly speed.

Trade & Industry Networking

- ◆ Exhibitions: Ontario, Canadian Construction Expo.
- ◆ Associations: Join the Ontario Construction Association.
- ◆ Direct B2B Outreach: capability statement, catalog, cold calls, LinkedIn.

Print & Outdoor Advertising

- ◆ Billboards: Highway 1, Surrey industrial zones.
- ◆ Magazine ads: Construction Magazine

PR & Government Relations

- ◆ Partnerships with municipal housing initiatives.
- ◆ Press release announcing Ontario launch.

Promotions & Incentives

- ◆ First-time B2B discount (5–10%).
- ◆ Free design support for the first modular project.
- ◆ Bulk order rebates.

OPERATIONS PLAN

IMPLEMENTATION TIMELINE

	Phase	Timeline	Key Milestones
01	Pre-Application & Submission	Month 0–2	<ul style="list-style-type: none"> Finalize detailed SUV Business Plan (economic benefit, job creation, Canadian market strategy). Prepare supporting documents: financial capacity, resumes, incorporation plans, and LOIs from potential clients, if possible. Submit the SUV application to IRCC.
02	Work Permit Approval & Landing in Canada	Month 3–6 (avg. processing, can vary)	<ul style="list-style-type: none"> Receive approval & work permit. Relocate to Ontario / chosen Ontario base. Begin setup of Canadian entity (incorporation, CRA business number, GST/HST registration).
03	Business Setup & Market Entry	Month 6–9	<ul style="list-style-type: none"> Lease/buy industrial space/yard for fabrication. Register with local authorities (Ontario municipal permits, etc.). Join the Ontario Construction Association, VRCA. Build Canadian website & marketing assets with local focus. Begin hiring the first 2–3 staff members (drafting/engineering, admin, sales).
04	Business Development & Early Contracts	Month 9–12	<ul style="list-style-type: none"> Start outreach to construction firms, developers, and municipalities. Exhibit at Buildex Ontario / trade expos. Issue a press release announcing the launch. Secure first B2B pilot contracts (even small orders or joint ventures).
05	Production & First Revenue	Month 12–15	<ul style="list-style-type: none"> Complete first projects (prefab units, CFS frames, steel siding). Generate the first revenue stream. Document Canadian job creation (for compliance with the SUV plan).

06	Expansion & Credibility Building	Month 15–24	<ul style="list-style-type: none"> ◆ Scale staff (drafting, project managers, installation teams). ◆ Expand to larger contracts (municipal tenders, industrial sites). ◆ Implement bulk order incentive programs. ◆ Strengthen presence on LinkedIn, YouTube and industry media. ◆ Build a track record to support PR and future Permanent Residency pathway.
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LOCATION: DEMOGRAPHICS

Category	Data for Ontario, Canada
Total Households	305,336 occupied private dwellings.
	Average household size: 2.1 persons.
Age Range	Average age: 42.2 years.
	Median age: 39.6 years.
	Age distribution: 0-14 years (10.7%), 15-64 years (72.3%), 65+ years (17.0%).
Gender	Female: approx. 51.0%.
	Male: approx. 49.0%.
Race	Visible minorities: 54.5%.
	Top ethnicities: European Canadian (46.2%), Chinese (27.7%), South Asian (6%), Filipino (6%).
Family Structure	Total census families: 168,660.
	Couple families: 142,595 (married: 108,925, common-law: 33,675).
	One-parent families: 26,060.
	Persons living alone: 119,805 (39.2% of households).
Income	Median household income (before tax): \$90,000.
	Average household income (before tax): \$117,300.
Occupation	Labour force participation rate (15+): 65.7%.
	Employment rate (15+): 60.0%.
	Class of worker: Employee (82.7%), Self-employed (17.3%).
Education	43.2% of people aged 25-64 have a Bachelor's degree or higher.
	34.6% of postsecondary degree holders obtained their degree outside of Canada.

NEW POSITIONS TO BE CREATED IN CANADA AND THEIR ROLES

Position	Job Description	Allocation
Operations Manager	<ul style="list-style-type: none"> Responsible for overseeing daily factory operations, scheduling production runs, and supervising workers on the shop floor 	40%
	<ul style="list-style-type: none"> Ensure machinery operates efficiently, materials are used optimally, and projects are delivered on time. 	30%
	<ul style="list-style-type: none"> Provides reporting to management and maintains compliance with Canadian workplace standards. 	30%
Machine Technician	<ul style="list-style-type: none"> Operates roll-forming machinery and other specialized equipment for producing cold-formed steel frames, siding panels, and modular units 	40%
	<ul style="list-style-type: none"> Performs routine maintenance, monitors product quality during production, and follows strict safety protocols. 	30%
	<ul style="list-style-type: none"> Plays a key role in maintaining efficient production cycles. 	30%
Accountant (Part-Time/ Outsourced)	<ul style="list-style-type: none"> Handles bookkeeping, payroll, supplier invoices, and financial reporting. 	100%
Admin Officer	<ul style="list-style-type: none"> Ensures compliance with CRA regulations and assists with procurement documentation. 	40%
	<ul style="list-style-type: none"> Provides administrative support for HR records and client correspondence. 	60%
CAD Designer/ Drafting Engineer	<ul style="list-style-type: none"> Prepares detailed technical drawings and design layouts for modular units and structural frames. 	40%
	<ul style="list-style-type: none"> Ensures all designs comply with Canadian building codes and client specifications. 	30%

Sales & Business Development Manager	<ul style="list-style-type: none"> ◆ Collaborates with the production team to translate digital models into accurate on-site builds. 	30%
	<ul style="list-style-type: none"> ◆ Build relationships with developers, contractors, and government agencies. Identifies new market opportunities in modular housing, schools, clinics, and industrial projects. 	60%
	<ul style="list-style-type: none"> ◆ Responsible for proposals, bids, and achieving revenue targets while promoting sustainable construction solutions. 	40%
Quality Control & Safety Officer	<ul style="list-style-type: none"> ◆ Develops and enforces quality standards for manufactured products 	40%
	<ul style="list-style-type: none"> ◆ Conducts inspections at different stages of production to ensure durability and compliance with safety and green building codes. 	30%
	<ul style="list-style-type: none"> ◆ Oversee workplace safety training and compliance with Ontario regulations. 	30%
Installation & Site Crew (2–3 Members)	<ul style="list-style-type: none"> ◆ Responsible for on-site assembly and installation of modular units and prefabricated structures. 	30%
	<ul style="list-style-type: none"> ◆ Handles framing, panel fitting, and finishing work while maintaining high quality and safety standards. 	40%
	<ul style="list-style-type: none"> ◆ Provides clients with turnkey project delivery under supervisor guidance. 	30%

PARTNERSHIP WITH THE SUPPLIER AND DISTRIBUTION

SUPPLIER STRATEGY

1. Local Canadian Suppliers (Primary Approach)

- ◆ Source steel coils, galvanized sheets, and cold-formed profiles from Canadian mills/distributors (e.g., Stelco, Russel Metals, Varsteel).
- ◆ Partner with Ontario's fastener, insulation, and panel suppliers for quick delivery.
- ◆ Build relationships with Canadian-certified component suppliers to meet Ontario building code requirements (important for tenders).
- ◆ **Enhances IRCC credibility** → shows commitment to Canadian economy & job creation.

2. Selective Import (Secondary Approach)

- ◆ Import only specialized machinery, tooling, or proprietary components from existing network abroad (e.g., precision CFS roll formers).
- ◆ Keep imports to <30% of inputs to avoid “outsider perception” and minimize customs delays.

3. Strategic Partnerships

- ◆ Partner with modular builders in Ontario (already working on affordable housing or industrial camps).
- ◆ Supply panels/frames as OEM (white-label opportunities).
- ◆ Consider JV with architectural firms for design + supply bundles.

DISTRIBUTION STRATEGY

1. Direct-to-Business (Core Channel)

- ◆ Direct sales team targets construction firms, developers, municipalities, and industrial operators.
- ◆ Offer capability statement, product catalog, and tender-ready packages.
- ◆ Maintain in-house logistics (fleet or 3PL contracts) for B2B reliability.

2. Dealer / Distributor Network (Secondary Channel)

- ◆ Onboard regional distributors in Ontario specializing in siding panels, structural steel, and prefab kits.
- ◆ Train dealers on installation + product benefits.
- ◆ Use incentives/rebates for volume purchases.

3. E-Distribution (Marketing-Driven)

- ◆ Build a website with a digital configurator (clients can spec modular units/siding).
- ◆ Enable online inquiries + RFQs with a quick response team.
- ◆ Use LinkedIn Sales Navigator + Google Ads to drive leads to B2B portal.

4. Government & Institutional Procurement

- ◆ Register as a vendor with Ontario Housing, Public Services and Procurement Canada (PSPC), and municipal housing initiatives.
- ◆ Bid on rapid housing & disaster relief contracts.
- ◆ Build a track record with pilot modular projects for credibility.

MANAGEMENT AND TEAM

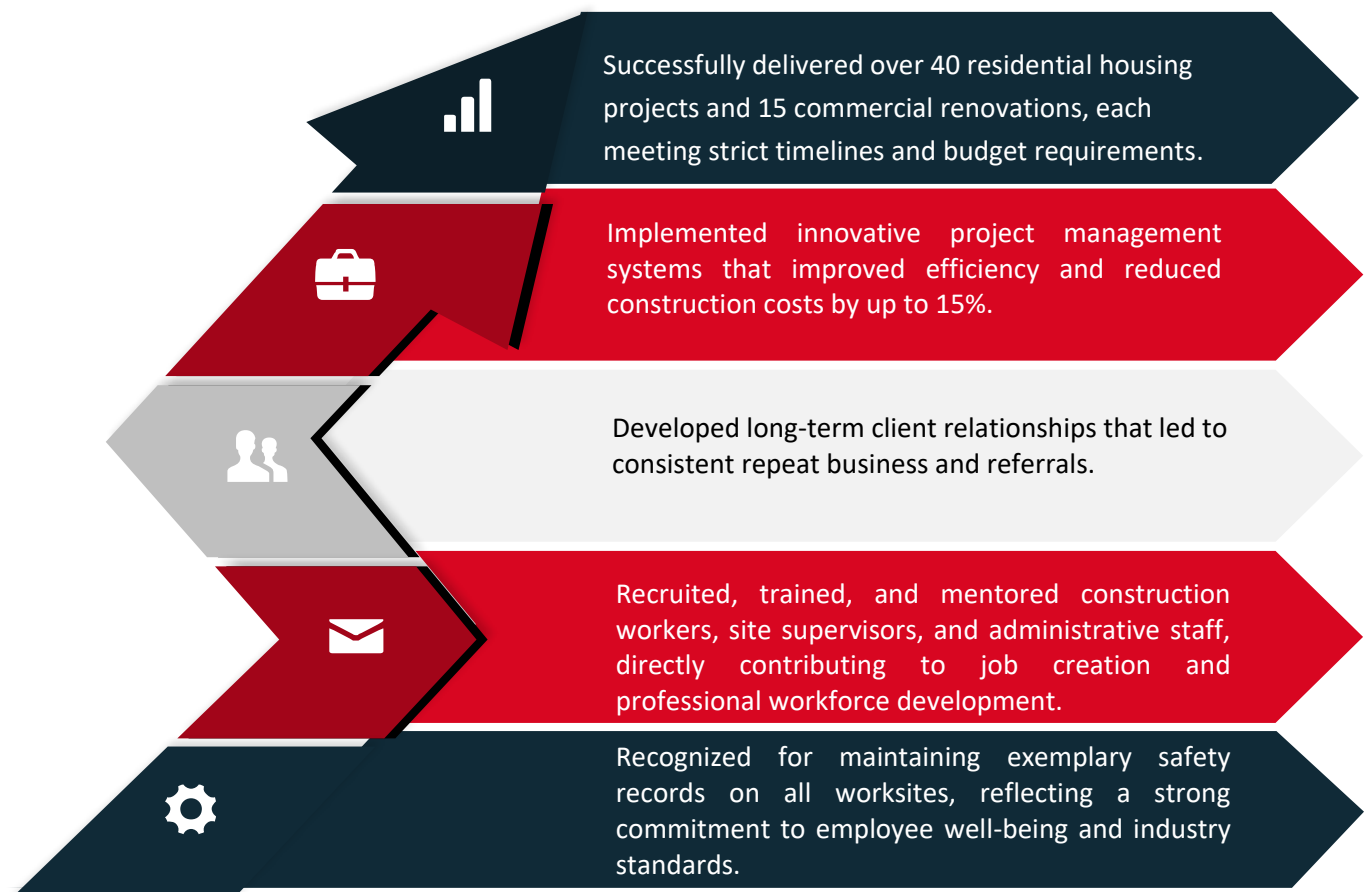
ABOUT THE APPLICANT - MR. RICHARD, FOUNDER & CEO

The applicant holds a Bachelor's degree in Civil Engineering and has completed professional training in Project Management and Occupational Health & Safety Standards. This combination of formal education and specialized training has provided the applicant with technical expertise in construction processes, structural design, project coordination, and a strong understanding of workplace safety and regulatory compliance.

Professional Experience

With more than 12 years of professional experience in the construction sector, the applicant has managed a diverse range of residential, commercial, and small-scale infrastructure projects. Their career has included responsibilities in project planning, cost estimation, procurement, site supervision, and quality assurance. The applicant has successfully coordinated with architects, engineers, subcontractors, and suppliers to ensure that projects are completed on time, within budget, and in compliance with building codes. This depth of experience has equipped the applicant with the practical skills and leadership abilities required to operate a successful construction business in Ontario.

Key Achievements



Entrepreneurial Strengths

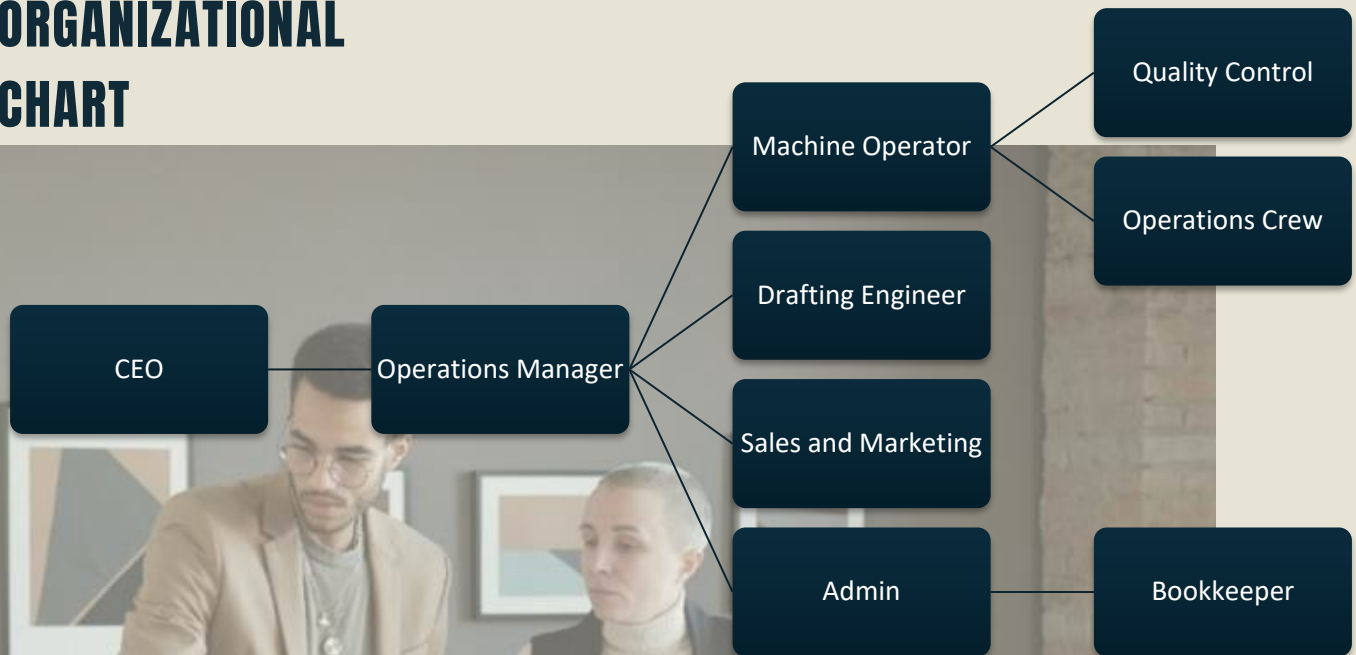


Beyond technical expertise, the applicant brings strong entrepreneurial and business management skills. They have successfully overseen business operations, developed financial and operational strategies, and built partnerships that drive growth. Their leadership style emphasizes sustainability, innovation, and client-centered service, ensuring that projects meet immediate needs and deliver long-term value. These qualities position the applicant as a capable, forward-thinking entrepreneur who can contribute to Ontario's construction sector and broader economic goals.

Vision for Bright Construction Company

The applicant's vision is establishing Bright Construction Company as a trusted, sustainable, and community-oriented construction firm in Ontario. The applicant is committed to ensuring the Company plays a meaningful role in strengthening Ontario's economy by generating employment opportunities, supporting local suppliers, and delivering eco-friendly and high-quality building solutions. Bright Construction Company will focus on innovation, safety, and client satisfaction, positioning itself as a long-term contributor to Canada's economic growth, job creation, and sustainable development goals.

ORGANIZATIONAL CHART



PERSONNEL FORECAST

The personnel forecast below shows the staffing needs for the next five years.

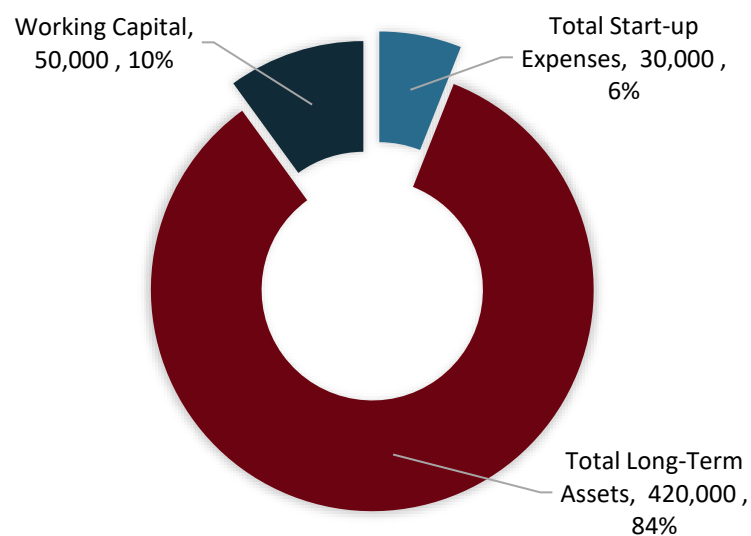
Personnel Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Management Staff					
CEO	1	1	1	1	1
Production Manager	1	1	1	1	1
Machine Technician	1	1	1	2	2
Drafting Engineer	1	2	2	2	2
Quality Control Officer	1	2	2	3	3
Site Crew	1	1	2	3	3
Marketing Specialist	1	2	3	3	4
Admin	0.5	1	1	2	2
Bookkeeper	0.5	0.5	1	1	1
Total Personnel	8	11.5	14	18	19
Management Salaries					
CEO	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Production Manager	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Machine Technician	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Drafting Engineer	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Quality Control Officer	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Site Crew	\$36,000	\$37,080	\$38,192	\$39,338	\$40,518
Marketing Specialist	\$36,000	\$37,080	\$38,192	\$39,338	\$40,518
Admin	\$36,000	\$37,080	\$38,192	\$39,338	\$40,518
Bookkeeper	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Management Staff					
CEO	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Production Manager	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Machine Technician	\$40,000	\$41,200	\$42,436	\$87,418	\$90,041
Drafting Engineer	\$40,000	\$82,400	\$84,872	\$87,418	\$90,041
Quality Control Officer	\$40,000	\$82,400	\$84,872	\$131,127	\$135,061
Site Crew	\$36,000	\$37,080	\$76,385	\$118,015	\$121,555
Marketing Specialist	\$36,000	\$74,160	\$114,577	\$118,015	\$162,073
Admin	\$18,000	\$37,080	\$38,192	\$78,676	\$81,037
Bookkeeper	\$17,500	\$18,025	\$37,132	\$38,245	\$39,393
Total Payroll	\$322,500	\$470,195	\$579,251	\$762,723	\$826,123

Personnel Assumptions: (1) Costs are based on average wages.

FINANCIAL PLAN

FUNDING REQUIREMENTS

Use of Start-up Funding	
Expenses	
Licensing, Legal & Professional	\$15,000
Marketing and Advertising	\$10,000
Initial Office Supplies	\$5,000
Total Start-up Expenses	\$30,000
Long-term Assets	
Machinery & Equipment	\$275,000
Property Lease & Renovation	\$75,000
Setup and Installation	\$50,000
Contingent	\$20,000
Total Long-Term Assets	\$420,000
Short-Term Assets	
Working Capital	\$50,000
Total Short-Term Assets	\$50,000
Total Expenses & Assets	
Total Start-up Expenses	\$30,000
Total Start-up Assets	\$470,000
Total Funding Requirements	\$500,000



SETTLEMENT FUNDS:

Applicants will maintain the following minimum unencumbered funds as per IRCC:

Family Size	Required Settlement Funds (CAD)
1 person	\$14,700
2 people	\$18,300
3 people	\$22,000
4 people	\$27,800
5 people	\$31,200
6 people	\$37,200
7+ people	\$41,000

EVIDENCE OF FINANCIAL CAPACITY TO LAUNCH AND OPERATE THE BUSINESS

The applicant has the financial resources to establish and successfully operate Bright Construction Company in Ontario. An initial capital investment of CAD 250,000 has been allocated to cover business incorporation, licensing, equipment acquisition, office setup, insurance, and initial operating expenses. This amount is sufficient to support the Company's launch phase while ensuring financial stability during the first year of operations.

In addition to the start-up capital, the applicant maintains personal savings and liquid assets exceeding CAD 500,000, demonstrating financial stability and the ability to sustain the business until it reaches profitability. Supporting documentation, including bank statements, investment portfolio summaries, and property ownership records, is available to validate this financial capacity.

The applicant has also secured access to additional financial resources through established credit facilities and long-standing banking relationships, ensuring the Company can scale operations as demand grows. This strong financial foundation minimizes risk, guarantees uninterrupted business continuity, and positions Bright Construction Company for long-term success in Ontario's competitive construction market.

By demonstrating substantial personal investment and access to liquid funds, the applicant shows a clear capacity to launch Bright Construction Company and sustain and expand it, contributing to economic development, job creation, and community growth in Canada.

FINANCIAL PLAN

REVENUE FORECAST

The following is a five-year revenue forecast. Direct costs include all costs directly tied to revenue, including the "cost of goods/services."

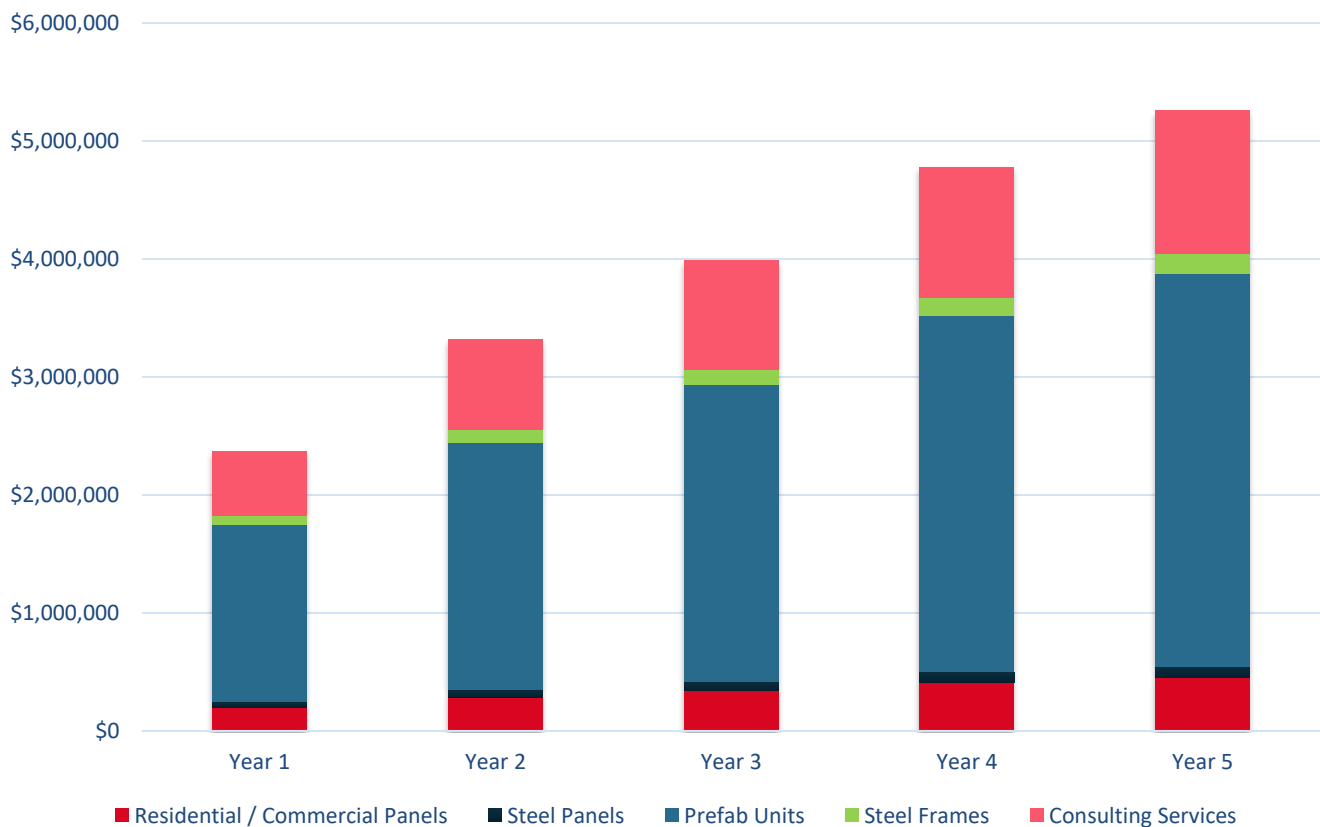
Revenue Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Total					
Residential / Commercial Panels	2,700	3,780	4,536	5,443	5,988
Steel Panels	2,100	2,940	3,528	4,234	4,657
Prefab Units	50	70	84	101	111
Steel Frames	5,000	7,000	8,400	10,080	11,088
Consulting Services	100	140	168	202	222
Price					
Residential / Commercial Panels	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Steel Panels	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00
Prefab Units	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00
Steel Frames	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Consulting Services	\$5,500.00	\$5,500.00	\$5,500.00	\$5,500.00	\$5,500.00
Revenue					
Residential / Commercial Panels	\$202,500	\$283,500	\$340,200	\$408,240	\$449,064
Steel Panels	\$44,100	\$61,740	\$74,088	\$88,906	\$97,796
Prefab Units	\$1,500,000	\$2,100,000	\$2,520,000	\$3,024,000	\$3,326,400
Steel Frames	\$75,000	\$105,000	\$126,000	\$151,200	\$166,320
Consulting Services	\$550,000	\$770,000	\$924,000	\$1,108,800	\$1,219,680
Total Revenue	\$2,371,600	\$3,320,240	\$3,984,288	\$4,781,146	\$5,259,260
Direct Cost					
Residential / Commercial Panels	\$49.50	\$49.50	\$49.50	\$49.50	\$49.50
Steel Panels	\$13.86	\$13.86	\$13.86	\$13.86	\$13.86
Prefab Units	\$19,800.00	\$19,800.00	\$19,800.00	\$19,800.00	\$19,800.00
Steel Frames	\$9.90	\$9.90	\$9.90	\$9.90	\$9.90
Consulting Services	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00	\$2,750.00
Direct Cost of Revenue					
Residential / Commercial Panels	\$133,650	\$187,110	\$224,532	\$269,438	\$296,382
Steel Panels	\$29,106	\$40,748	\$48,898	\$58,678	\$64,545
Prefab Units	\$990,000	\$1,386,000	\$1,663,200	\$1,995,840	\$2,195,424
Steel Frames	\$49,500	\$69,300	\$83,160	\$99,792	\$109,771
Consulting Services	\$275,000	\$385,000	\$462,000	\$554,400	\$609,840
Subtotal Cost of Revenue	\$1,477,256	\$2,068,158	\$2,481,790	\$2,978,148	\$3,275,963

Revenue Forecast Assumptions: (1) Revenue and costs are based on averages.

REVENUE ASSUMPTIONS

Product Type/Name	Avg Price	% Dist	Units Sold (Y1)	Revenue (CAD)	Avg Cost
Residential / Commercial Panels	\$75	27%	2,700	\$202,500	\$50
Steel Panels	\$21	21%	2,100	\$44,100	\$14
Prefab Units	\$30,000	0.5%	50	\$1,500,000	\$19,800
Steel Frames	\$15	50%	5,000	\$75,000	\$10
Consulting Services	\$5,500	1%	100	\$550,000	\$2,750
		100%	10,000	\$2,371,600	

Revenue By Year

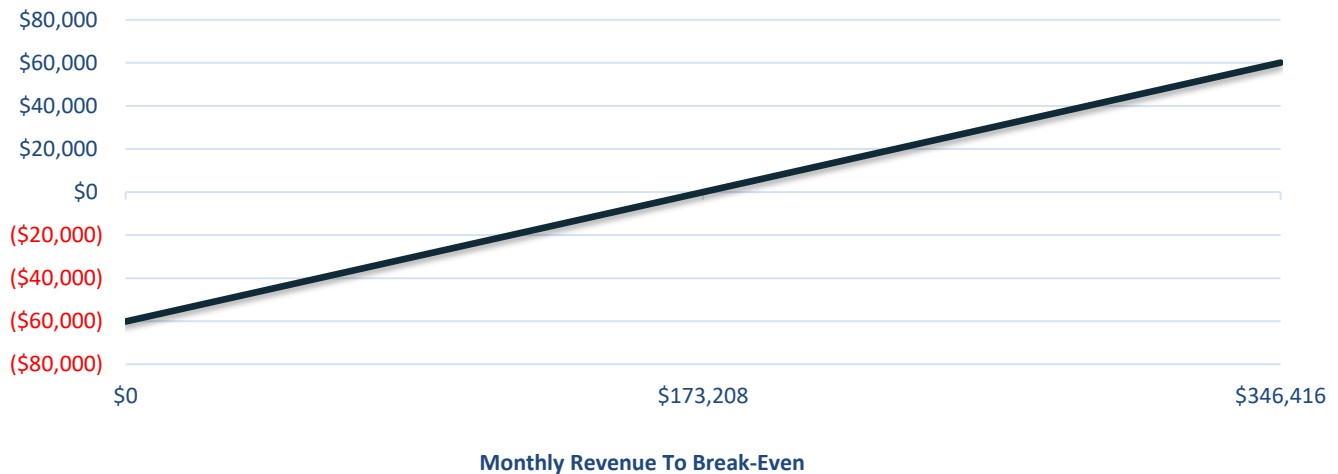


BREAK-EVEN ANALYSIS

The following break-even analysis shows the revenue necessary to break-even in the first year of operation. Break-even is where revenue equals expenses. As shown below, the Company is expected to incur average monthly fixed costs of **\$60,122** in Year 1. To cover fixed and variable costs, which rise and fall with revenue, the Company must, on average, achieve revenue of **\$173,208** per month to break-even.

Year 1 Break-even Analysis	
Monthly Revenue Break-even	\$173,208
Assumptions:	
Average Monthly Revenue	\$197,633
Average Monthly Variable Cost	\$129,034
Estimated Monthly Fixed Cost	\$60,122

Year 1 Break-even Analysis



PROJECTED INCOME STATEMENT

Bright Construction Company intends to deploy its funding to maximize growth and profitability. The Income Statement table below shows that gross margin equals sales minus direct costs. The "bottom line" or profit (as measured before and after interest, taxes, depreciation and amortization) equals gross margin minus operating expenses.

Pro Forma Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$2,371,600	\$3,320,240	\$3,984,288	\$4,781,146	\$5,259,260
Subtotal Cost of Revenue	\$1,477,256	\$2,068,158	\$2,481,790	\$2,978,148	\$3,275,963
Merchant Credit Card Fees	\$71,148	\$99,607	\$119,529	\$143,434	\$157,778
Total Cost of Revenue	\$1,548,404	\$2,167,766	\$2,601,319	\$3,121,582	\$3,433,741
Gross Margin	\$823,196	\$1,152,474	\$1,382,969	\$1,659,563	\$1,825,519
Gross Margin/Revenue	34.71%	34.71%	34.71%	34.71%	34.71%
Expenses					
Factory Lease/Rent	\$108,000	\$110,700	\$113,468	\$116,304	\$119,212
Utilities	\$48,000	\$49,200	\$50,430	\$51,691	\$52,983
Marketing & Advertising	\$36,000	\$36,900	\$37,823	\$38,768	\$39,737
Business Insurance	\$15,000	\$15,375	\$15,759	\$16,153	\$16,557
Professional Services	\$12,000	\$12,300	\$12,608	\$12,923	\$13,246
Office Supplies	\$3,000	\$3,075	\$3,152	\$3,231	\$3,311
Facility/Equipment Maintenance	\$18,000	\$18,450	\$18,911	\$19,384	\$19,869
Transportation & Logistics	\$30,000	\$30,750	\$31,519	\$32,307	\$33,114
Travel	\$12,000	\$12,300	\$12,608	\$12,923	\$13,246
Miscellaneous	\$9,000	\$9,225	\$9,456	\$9,692	\$9,934
Start-up Expenses	\$30,000	\$0	\$0	\$0	\$0
Depreciation & Amortization	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000
Payroll Taxes & Benefits	\$35,959	\$52,427	\$64,587	\$85,044	\$92,113
Total Personnel	\$322,500	\$470,195	\$579,251	\$762,723	\$826,123
Total Operating Expenses	\$721,459	\$862,897	\$991,570	\$1,203,142	\$1,281,446
Profit Before Interest and Taxes	\$101,737	\$289,578	\$391,399	\$456,421	\$544,074
EBITDA	\$143,737	\$331,578	\$433,399	\$498,421	\$586,074
Net Profit	\$101,737	\$289,578	\$391,399	\$456,421	\$544,074
Net Profit/Revenue	4.29%	8.72%	9.82%	9.55%	10.35%

Income Statement Assumptions: (1) Depreciation is based on 10 years; (2) Start-up cost is amortized over 3 years; (3) Total payroll taxes are 11.15%.

PROJECTED CASH FLOW

The following depictions of Bright Construction Company's projected cash flow show that the Company expects to maintain sufficient cash balances over the five years of this plan. The "pro forma cash flow" table differs from the "pro forma income statement" table. Pro forma cash flow represents the actual cash flow in and out of Bright Construction Company. In comparison, the revenue and expense projections on the income statement include "non-cash" items and exclude funding and investment illustrations.

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Revenue	\$2,371,600	\$3,320,240	\$3,984,288	\$4,781,146	\$5,259,260
Owner Contribution	\$500,000	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$2,673,967	\$3,241,187	\$3,928,951	\$4,714,741	\$5,219,417
Expenditures					
Expenditures from Operations					
Total Personnel	\$322,500	\$470,195	\$579,251	\$762,723	\$826,123
Bill Payments	\$1,677,792	\$2,491,714	\$2,943,576	\$3,473,428	\$3,819,285
Subtotal Spent on Operations	\$2,000,292	\$2,961,909	\$3,522,827	\$4,236,151	\$4,645,409
Additional Cash Spent					
Start-up Costs	\$30,000	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$420,000	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$2,450,292	\$2,961,909	\$3,522,827	\$4,236,151	\$4,645,409
Net Cash Flow	\$223,675	\$279,277	\$406,124	\$478,589	\$574,009
Cash Balance	\$223,675	\$502,952	\$909,076	\$1,387,665	\$1,961,674

Cash Flow Assumptions: (1) Proceeds from Owner Contribution is \$500,000.

PROJECTED BALANCE SHEET

A balance sheet is a snapshot of Bright Construction Company's financial condition. The balance sheet has three parts: assets, liabilities and ownership equity.

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	\$223,675	\$502,952	\$909,076	\$1,387,665	\$1,961,674
Account Receivable	\$197,633	\$276,687	\$332,024	\$398,429	\$438,272
Total Current Assets	\$421,308	\$779,639	\$1,241,100	\$1,786,094	\$2,399,946
Long-term Assets					
Long-term Assets	\$420,000	\$420,000	\$420,000	\$420,000	\$420,000
Accumulated Depreciation	\$42,000	\$84,000	\$126,000	\$168,000	\$210,000
Total Long-term Assets	\$378,000	\$336,000	\$294,000	\$252,000	\$210,000
Total Assets	\$799,308	\$1,115,639	\$1,535,100	\$2,038,094	\$2,609,946
Liabilities and Capital					
Current Liabilities					
Accounts Payable	\$197,571	\$224,324	\$252,386	\$298,959	\$326,737
Subtotal Current Liabilities	\$197,571	\$224,324	\$252,386	\$298,959	\$326,737
Total Liabilities	\$197,571	\$224,324	\$252,386	\$298,959	\$326,737
Paid-in Capital	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Retained Earnings	\$0	\$101,737	\$391,315	\$782,714	\$1,239,135
Earnings	\$101,737	\$289,578	\$391,399	\$456,421	\$544,074
Total Capital	\$601,737	\$891,315	\$1,282,714	\$1,739,135	\$2,283,209
Total Liabilities and Capital	\$799,308	\$1,115,639	\$1,535,100	\$2,038,094	\$2,609,946
Net Worth	\$601,737	\$891,315	\$1,282,714	\$1,739,135	\$2,283,209

LANGUAGE COMPLIANCE

All applicants will achieve **CLB 5 or higher** in English or French.

Language proof will be submitted through an approved test (IELTS, CELPIP, TEF, TCF).

Ensures effective communication with investors, incubators, clients, and Canadian institutions.

RISK ANALYSIS

Risk	Description	Mitigation
Market Acceptance Risk	Cold-formed steel (CFS) technology is still relatively new in the Canadian market, and some clients may prefer traditional wood framing due to familiarity.	Implement targeted marketing campaigns, showcase completed projects, offer model home tours, and conduct seminars for developers, architects, and builders to demonstrate benefits.
Regulatory Approval Delays	Differences in municipal building codes and permit requirements can slow project initiation.	Engage with local building authorities early in the design phase, hire code compliance consultants, and maintain updated Canadian and provincial construction standards knowledge.
Supply Chain Disruptions	Delays in machinery delivery, raw material procurement, or component manufacturing can affect production timelines.	Establish relationships with multiple suppliers, maintain critical stock levels, and include buffer periods in project schedules.
Steel Price Volatility	Fluctuations in global steel prices can increase production costs and reduce profit margins.	Use fixed-price contracts with suppliers, implement cost-plus pricing for clients, and monitor market trends for bulk purchasing opportunities.
Workforce Skill Gap	The local workforce may require training to operate CFS machinery and software efficiently.	Provide in-house training programs, partner with technical colleges, and hire experienced supervisors from existing CFS markets.
Economic Downturn	A real estate or construction market slowdown could reduce demand for new builds.	Diversify into renovation, modular units, and export opportunities; target residential and commercial sectors to spread risk.
Competition from Established Builders	Traditional construction companies may lower prices or intensify marketing efforts to retain market share.	Differentiate through speed, quality, sustainability, and long-term cost savings; offer turnkey solutions to add value.
Project Execution Delays	Weather conditions or site preparation delays can extend project timelines.	Use prefabrication to minimize on-site work, maintain flexible scheduling, and pre-plan seasonal construction activities.

Bright Construction Company Inc.

