









## SECTION 1.0

### OBJECTIVES

Our objective is to create the South East Calgary destination for fast healthy food at a reasonable price for the customer.

Our goals and aims:

- Secure a location on Address Removed
- Acquire a franchisee licence for The [NAME REMOVED] restaurant in November, 2017
- Turn a profit within █ months of operations and achieving minimum revenue of █ in the first year.

### MISSION

Our mission is to █ about our location.

Key Success Factors

█  
█  
█  
█  
█  
█  
█

## SECTION 2.0:

### COMPANY SUMMARY

The [NAME REMOVED] debuted its concept in [REDACTED] and continues to grow with locations in [REDACTED]. Definitive growth for the brand includes [REDACTED]

Locations with viable attributes for success include those with a dense population during daytime hours or areas. The [NAME REMOVED] can succeed as a destination location by situating itself in the vicinity of major retailers and anchor supermarkets. Demographics of all ages with [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] nt. Ongoing support is always available.

The [NAME REMOVED] marketing strategy is to [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

### COMPANY OWNERSHIP

Ownership of this business, as a franchisee, will be in the name of Owner's Name Removed. His manager will be Manager's Name Removed who has [REDACTED]. Mr. Owner's Name Removed has [REDACTED] run a [NAME REMOVED] franchise in Calgary and was noted by the [NAME REMOVED] [REDACTED] [NAME REMOVED] location (his South Westside location).

(See appendix B for full owner biography).

## START UP SUMMARY

Start-up costs will be about [REDACTED] which includes [REDACTED] in operating capital, expenses such as initial food orders, interior design, equipment and furniture and marketing. Startup costs for the South West Calgary Location was [REDACTED]; we expect costs to be [REDACTED]

[REDACTED] same. The expected investment breakdown:

Name	Cost Range	Cost	Account
Real Estate Security Deposit	[REDACTED]	[REDACTED]	Prepaid
Early Lease Extension	[REDACTED]	[REDACTED]	SG&A
Deposit Upon Sale of the Business (refundable if no balance due)	[REDACTED]	[REDACTED]	Prepaid
Franchise Fee	[REDACTED]	[REDACTED]	SG&A
Real Estate & Leasing Commissions or Othis Like Fees	[REDACTED]	[REDACTED]	SG&A
Lease Review	[REDACTED]	[REDACTED]	SG&A
Equipment Leases or Rentals Dishwashis	[REDACTED]	[REDACTED]	SG&A
Furniture	[REDACTED]	[REDACTED]	PP&E
Signage (Bulkhead)	[REDACTED]	[REDACTED]	PP&E
P.O.S. System and Installation	[REDACTED]	[REDACTED]	PP&E
Digital Menu System and Installation	[REDACTED]	[REDACTED]	PP&E
Music System and Installation	[REDACTED]	[REDACTED]	PP&E
Camera System and Installation	[REDACTED]	[REDACTED]	PP&E
Opening Uniform Package	[REDACTED]	[REDACTED]	SG&A
Small-wares	[REDACTED]	[REDACTED]	SG&A
Cleaning Supplies	[REDACTED]	[REDACTED]	SG&A
Lease required Opening Promotion/Advertising	[REDACTED]	[REDACTED]	SG&A
Training Attendance	[REDACTED]	[REDACTED]	SG&A
Hiring & Training Employees	[REDACTED]	[REDACTED]	SG&A
Opening Promotions	[REDACTED]	[REDACTED]	SG&A
Legal and othis Fees	[REDACTED]	[REDACTED]	SG&A
Working Capital	[REDACTED]	[REDACTED]	Included in Owner Loan to Business
Initial Insurance Coverage	[REDACTED]	[REDACTED]	SG&A
Opening Inventory	[REDACTED]	[REDACTED]	Inventory

Opening Promotion & Advertising	██████████	██████	SG&A
Project Management Fee	██████████	██████	SG&A
Engineering Drawings Unique store design	██████████	██████	SG&A
Permits/Applications Buildings Code Identification Number (B.C.I.N)	██████████	██████	SG&A
Leasehold Improvements and Fixtures Unique Store Design	██████████	██████	PP&E
Landlord Construction Charge-Backs	██████████	██████	PP&E
Landlord Capital Contribution	██████████	██████	PP&E
Equipment Unique Store Design	██████████	██████	PP&E
Delivery vehicle		██████	PP&E
	<b>Total Start-Up Costs</b>	██████████	



## SECTION 3.0

### PRODUCT DESCRIPTION

#### Product Characteristics

- [REDACTED] labeled *The [NAME REMOVED]* dressings, soup and croutons
- Packaged with [REDACTED] containers

Client's menu removed, stock image substituted.



## SECTION 4.0

### MARKET SUMMARY

The below market summary from the South West Calgary business plan proved to be very accurate. If anything, the summary underestimated Calgary's readiness for a [NAME REMOVED]. 2015 sales estimates were for [REDACTED] in sales per month but the reality was between [REDACTED] and \$[REDACTED] per month.

Health is a major concern for the majority of the population. We have [REDACTED]

Consumer and demographic trends which play a key role in our concepts success are:

[REDACTED]

Women represent four [REDACTED] i  
[REDACTED] in the male demographic.

Youth and blue collar workers are also making up a rising number in salad consumption. In addition to our target market, The [NAME REMOVED] attracts a specific niche of customers [REDACTED] option.

**Location:**

**Address Removed, Calgary, Alberta**

This is a option to lease at Address Removed. Othis opportunities are being explored.

maps, building images removed

removed

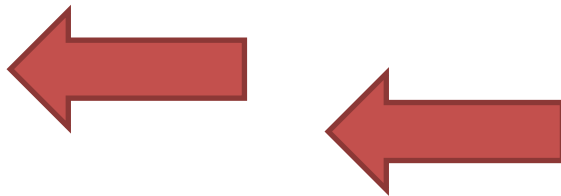
removed

**Demographics<sup>1</sup>**

South East Calgary provides the best overall location to start a second location as it:

- 1. Has the highest amount of retail traffic in Calgary
- 2. A much higher average income (about 50 percent more) than [REDACTED]

Removed



Removed

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<sup>1</sup> <http://www.Calgary.ca/City-Government/Census/Documents/2015%20Final%20Census%20Report.pdf>

The first [NAME REMOVED] location in in South West Calgary and the best possible second location is in South East Calgary.

**COMPETITION**

Assuming ... Address Removed:



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**Calgary Restaurants Competing for similar tastes.**

Removed

Removed

Removed

Removed

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While these is nothing in South East Calgary like [NAME REMOVED], these are the most similar competitors.

removed

## **Strengths and Weaknesses of Calgary Restaurants Competing for Similar Tastes.**

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**MARKET NICHE**

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## SEGMENTATION STRATEGY AND TARGET MARKET

[REDACTED]

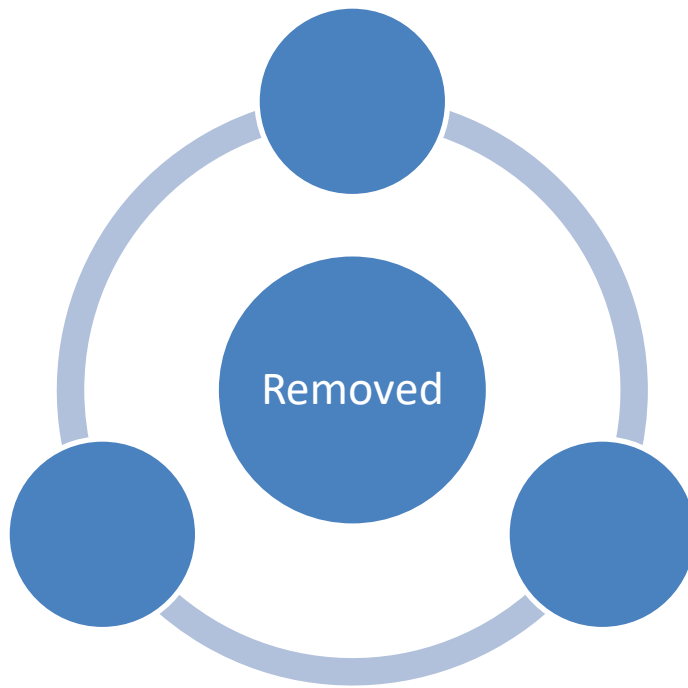
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



### Competitive Edge and Fundamental value added to customers

The [NAME REMOVED] distinguishes itself from other quick service restaurants.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**RISKS AND MINIZATION OF RISKS**

Table removed



**SECTION 5.0**

**STRATEGY AND IMPLEMENTATION SUMMARY**

**BUSINESS MODEL**

[Redacted text block]

**MARKETING STRATEGIES**

Advertising & Promotion

[Redacted text block]

[Redacted text block]

[Redacted text block]

**The Plan:**

**Step 1:** [REDACTED]

[REDACTED]

**Step 2: Marketing within the trade area**

[REDACTED]

**Business-to-Business**

Develop relationship within the trade are by:

[REDACTED]

**Residential Awareness**

[REDACTED]

[Redacted]

[Redacted]

[Redacted]

**Budgets: Advertising & Promotions**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

See menu Section 3.0. We expect the average order size to be \$ [Redacted]

## SECTION 6.0:

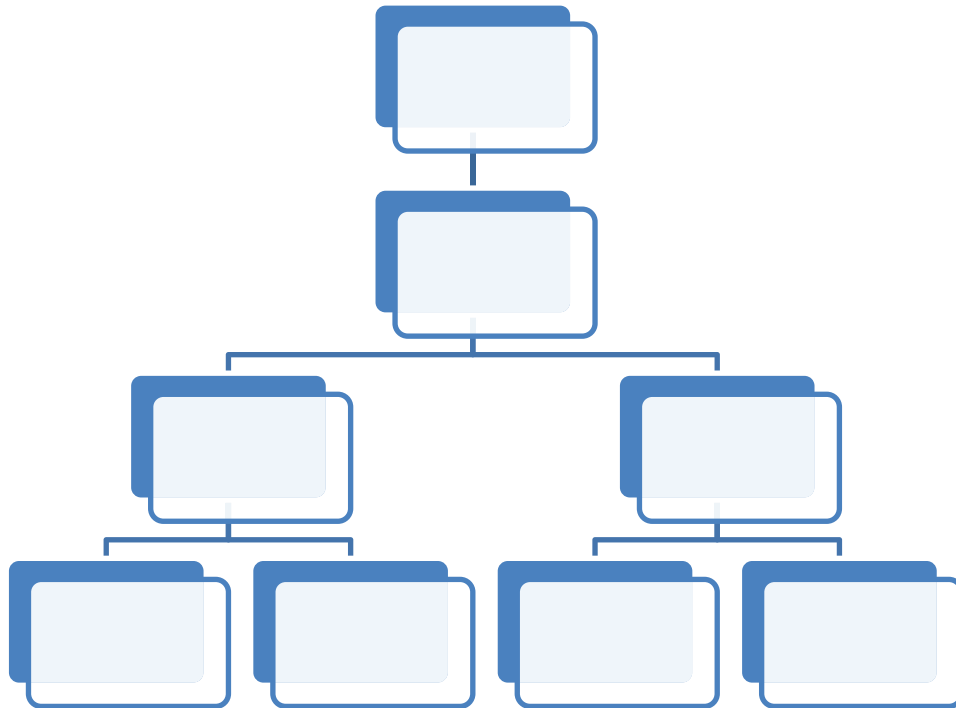
### OPERATIONS SUMMARY

#### ORGANIZATIONAL STRUCTURE

The stores will be managed by Manager's Name Removed with [REDACTED]

[REDACTED] The stores need [REDACTED] staff on at all times with a starting wage of \$ [REDACTED] /hr. Assistant managers wages varies based on performance but is in the range of [REDACTED] /hr. Name Removed will [REDACTED] on a daily basis.

[REDACTED]



**FINANCIAL PLAN**

**Important assumptions**

[Redacted text block]

**Initial Start-up Costs & Legal**

[Redacted text block]

**Financial Analysis**

[Redacted text block]

**APPENDIX A: Financial Statements**

Cashflow Statements

**REMOVED AS PER  
NON DISCLOSURE  
AGREEMENT**

REMOVED AS PER  
NON DISCLOSURE  
AGREEMENT

REMOVED AS PER  
NON DISCLOSURE  
AGREEMENT



REMOVED AS PER NON  
DISCLOSURE  
AGREEMENT

## Income Statements

Revenue			0
Less: COGS, Shr			0
Gross margin			0
less: Selling and			3
EBITDA			2
less: Interest Ex			7
less: Depreciati			0
Earnings Before			5
less:Tax			1
<b>Net Income (los</b>			<b>4</b>

Revenue			0
Less: COGS, Shr			0
Gross margin			0
less: Selling and			0
EBITDA			0
less: Interest Ex			5
less: Depreciati			0
Earnings Before			5
less:Tax			2
<b>Net Income</b>			<b>3</b>

Revenue		
Less: COGS, Sh		
Gross margin		
less: Selling ar		
EBITDA		
less: Interest B		
less: Depreciat		
Earnings Before		
less:Tax		
Net Income		

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<b>Common Financial Ratios</b>		
Debt Ratio (Total Liabilities / Total Assets)		
Current Ratio (Current Assets / Current Liabilities)		
Working Capital (Current Assets - Current Liabilities)		
Assets-to-Equity Ratio (Total Assets / Owner's Equity)		
Debt-to-Equity Ratio (Total Liabilities / Owner's Equity)		

REMOVED

## Loan Amortization

Table Removed

Loan Amount	350,000						
Interest on Loan	8.0%	Unsecured					
Payments	120						
Payment Amount	\$4,246.47						
Period	Beginning Balance	Payment	Principal	Interest	Cumulative Principal	Cumulative Interest	Ending Balance
01-Nov-17	\$350,000.00	\$4,246.47	\$1,913.13	\$ 2,333.33	\$1,913.13	\$2,333.33	\$348,086.87
01-Dec-17	\$348,086.87	\$4,246.47	\$1,925.89	\$ 2,320.58	\$3,839.02	\$4,653.91	\$346,160.98
01-Jan-18	\$346,160.98	\$4,246.47	\$1,938.73	\$ 2,307.74	\$5,777.75	\$6,961.65	\$344,222.25
01-Feb-18	\$344,222.25	\$4,246.47	\$1,951.65	\$ 2,294.82	\$7,729.40	\$9,256.47	\$342,270.60
01-Mar-18	\$342,270.60	\$4,246.47	\$1,964.66	\$ 2,281.80	\$9,694.06	\$11,538.27	\$340,305.94
01-Apr-18	\$340,305.94	\$4,246.47	\$1,977.76	\$ 2,268.71	\$11,671.82	\$13,806.98	\$338,328.18
01-May-18	\$338,328.18	\$4,246.47	\$1,990.94	\$ 2,255.52	\$13,662.76	\$16,062.50	\$336,337.24
01-Jun-18	\$336,337.24	\$4,246.47	\$2,004.22	\$ 2,242.25	\$15,666.98	\$18,304.75	\$334,333.02
01-Jul-18	\$334,333.02	\$4,246.47	\$2,017.58	\$ 2,228.89	\$17,684.56	\$20,533.63	\$332,315.44
01-Aug-18	\$332,315.44	\$4,246.47	\$2,031.03	\$ 2,215.44	\$19,715.59	\$22,749.07	\$330,284.41
01-Sep-18	\$330,284.41	\$4,246.47	\$2,044.57	\$ 2,201.90	\$21,760.16	\$24,950.97	\$328,239.84
01-Oct-18	\$328,239.84	\$4,246.47	\$2,058.20	\$ 2,188.27	\$23,818.36	\$27,139.23	\$326,181.64
01-Nov-18	\$326,181.64	\$4,246.47	\$2,071.92	\$ 2,174.54	\$25,890.28	\$29,313.78	\$324,109.72
01-Dec-18	\$324,109.72	\$4,246.47	\$2,085.73	\$ 2,160.73	\$27,976.01	\$31,474.51	\$322,023.99
01-Jan-19	\$322,023.99	\$4,246.47	\$2,099.64	\$ 2,146.83	\$30,075.65	\$33,621.33	\$319,924.35

01-Nov-26	\$48,816.44	\$4,246.47	\$3,921.02	\$ 325.44	\$305,104.58	\$157,760.19	\$44,895.42
01-Dec-26	\$44,895.42	\$4,246.47	\$3,947.16	\$ 299.30	\$309,051.74	\$158,059.50	\$40,948.26
01-Jan-27	\$40,948.26	\$4,246.47	\$3,973.48	\$ 272.99	\$313,025.22	\$158,332.49	\$36,974.78
01-Feb-27	\$36,974.78	\$4,246.47	\$3,999.97	\$ 246.50	\$317,025.19	\$158,578.98	\$32,974.81
01-Mar-27	\$32,974.81	\$4,246.47	\$4,026.63	\$ 219.83	\$321,051.82	\$158,798.82	\$28,948.18
01-Apr-27	\$28,948.18	\$4,246.47	\$4,053.48	\$ 192.99	\$325,105.30	\$158,991.80	\$24,894.70
01-May-27	\$24,894.70	\$4,246.47	\$4,080.50	\$ 165.96	\$329,185.80	\$159,157.77	\$20,814.20
01-Jun-27	\$20,814.20	\$4,246.47	\$4,107.70	\$ 138.76	\$333,293.50	\$159,296.53	\$16,706.50
01-Jul-27	\$16,706.50	\$4,246.47	\$4,135.09	\$ 111.38	\$337,428.59	\$159,407.91	\$12,571.41
01-Aug-27	\$12,571.41	\$4,246.47	\$4,162.66	\$ 83.81	\$341,591.25	\$159,491.72	\$8,408.75
01-Sep-27	\$8,408.75	\$4,246.47	\$4,190.41	\$ 56.06	\$345,781.66	\$159,547.77	\$4,218.34
01-Oct-27	\$4,218.34	\$4,246.47	\$4,218.34	\$ 28.12	\$350,000.00	\$159,575.90	\$0.00

**APPENDIX B:** [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]