



Business Plan

Attn: Loan Officer

Submitted by:
Crazy Crepes
Tuesday, March 12, 2013



Dear Loan Officer,

Crazy Crepes is an innovative new food truck that will be operating in the downtown Toronto core. Crazy Crepes has embraced the growing popularity of food truck style vending and has developed a variety of unique products that offer an alternative to the current fast food options. Crazy Crepes has developed an array of freshly prepared, high quality, savory and sweet crepes to be prepared fresh for every order.

Our crepes are not just your standard white crepes, but are made from different ingredients including buckwheat or whole wheat flours and with many other gluten-free and vegan options across the menu. With an increasing number of dietary restrictions in the world, Crazy Crepes would like to ensure that everyone can enjoy a crazy crepe. We transform the traditional French dessert crepe because crepes aren't just desserts, but they are also delicious shells for savoury meals. Crazy Crepes is both a savoury meal and a sweet dessert food truck, made with the finest and healthiest ingredients. We offer customers fresh food made within minutes, complemented by legendary service. With our combined skills we believe that Crazy Crepes has a team of hard workers who are self-reliant and not afraid to take responsibility. It is vital that the faces of Crazy Crepes share specific key traits that include being focused on the future, are eager to learn, are action oriented, and are tech-savvy. Working on each other's' strengths and reinforcing the positives, Crazy Crepes has a solid foundation and a bright future that we are willing to work for.

Crazy Crepes plans to develop contracts with the University of Toronto and the Sony Centre for Performing Arts, based upon pre-negotiated conversations with the venues. The cost of these long term agreements will be \$8,000 and \$12,000 respectively. In addition to these contracts Crazy Crepes will attend catering engagements for private events to further enhance our profits and brand awareness. Long term goals for Crazy Crepes include expanding our customer base, increasing networking for private events, developing more menu items, and eventually moving into a physical space for preparation.

In order to accomplish these goals Crazy Crepes will require an investment of \$75,000. The loan will be used for legal fees and licensing as well as the initial truck costs and employee salaries. Having the ability and funds to enhance our business right away will garner larger profits that will be reinvested into the company and be used to pay off loans. Our owners will contribute a total of \$120,000 which will contribute to spending for start-up costing that come to a total of \$222,263.61. The bulk of our start-up costs are to pay 5 staff members for the first year as well as the cost of the food truck. As well, we will acquire a Youth Entrepreneur Grant of \$25,000. We expect to pay back the loan in full through years 5-8 of our business, this will give us time to continue to reinvest our profits in the business and foster its growth.

Thank you for your time and consideration, we look forward to a very successful agreement with you.

Sincerely,

Arielle Peters
Partner

Sarah A. Jorstad
Partner

Gabriella Cerritos
Partner



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Executive Summary:

Overview: The purpose of this business plan is to raise money for the development of a gourmet food truck while forecasting the food truck's expected financial progress and operations over its first ten years. Crazy Crepes ("the Company"), is a Toronto-based partnership business that will provide mobile sales of savoury meal and dessert crepes to customers in its target market. The company was founded by Arielle Peters, Sarah Jorstad and Gabriela Cerritos in 2012.

Mission Statement: Crazy Crepes offers the Toronto area unique crepes made with the finest and healthiest ingredients for any diet, complemented by legendary service on a mobile platform.

Products and Services: The primary revenue generation for this business will come from the sale and distribution of crepes served from the Crazy Crepe's food truck that will operate throughout the Toronto area. The business will specialize in serving crepes that cater to different dietary restrictions or lifestyle by offering options that include: Vegetarian crepes, vegan crepes, gluten-free crepes, and dessert crepes.

Business Name and Ownership Structure: Crazy Crepes has been registered as the legal operating name for the business launched by three individuals: Sarah Jorstad, Arielle Peters, and Gabriela Cerritos. The three individuals have agreed upon general partnership ownership, which is shared as: 41% (Peters), 41% (Jorstad) and 18% (Cerritos). If the opportunity comes available, the entire team has agreed to offer limited partnership opportunities for investors.

Legal Analysis: Crazy Crepes has completed the necessary steps for opening this food truck business as per the information available through the government's *Canadian Business Network* in addition to consulting city officials. This includes but is not limited to working with the regulatory bodies of the health department, Toronto Public Health Inspection (3 categories for food vehicles and most gourmet food trucks - likely to be considered Mobile Preparation Premises - depending on what food is being prepared and with what equipment), fire department (NFPA), standards and safety (TSSA), and electrical safety (ESA). The business has the necessary licenses and registration numbers collected for operation and for the vehicle. The partners have all become food handler certified and Workplace Health and Safety Insurance is being pursued for protection of all workers.

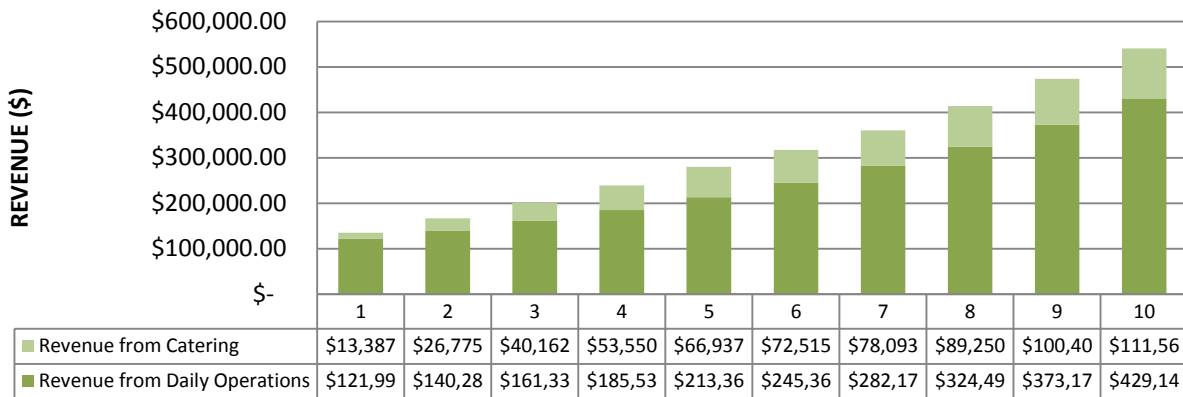
Financing: Cerritos, Peters and Jorstad are seeking to raise \$75,000 from a bank loan. The interest rate and loan agreement are to be further discussed during negotiation. This business plan assumes that the business will receive a 10-year loan with a 5 percent fixed interest rate compounded annually. The financing will be used for the following:

- Development of the Crazy Crepes food truck;
- Financing for the first year of operation;
- Capital to pay employees for the first year of labour,
- Cerritos, Peters and Jorstad will contribute a combined amount of \$120,000 to the venture.



Sales Forecast: Cerritos, Peters and Jorstad expect a 15% growth rate per year of operations. Here are the expected financials over the next ten years. Crazy Crepes is expected to have revenue of \$540,709.35 in Year 10.

ANNUAL SALES FORECAST



Marketing Plan: Crazy Crepes will be marketed through a variety of different channels including word of mouth to enhance reputation and the use of relationship selling in the early stages of our business. We will continually use social media including Facebook and Twitter, and earned media coverage to create a buzz around our company and gain loyal followers. Crazy Crepes will utilize a direct marketing channel and sell products straight to consumers using no intermediaries and we will implement a competitive pricing scheme to emerge as a fierce competitor in the industry.

Target Market and Customer Analysis: Crazy Crepes provides delicious healthy food choices to all Toronto, tourists and students. Our two agreements provide two locations that allow for many cultures and ages to enjoy Crazy Crepes. The average age group for our target market is roughly around 17 – 55 years old. Our business caters to those who are seeking healthy alternatives and quality food.

Expansion Plan: As time progresses, Crazy Crepes will expand its presence throughout Toronto and the Greater Toronto Area by attending food truck gatherings, music concerts, trade shows, sporting events, and other venues that feature a large number of people. At typical industry slow times (the winter), Crazy Crepes will focus on providing catering service to businesses and personal events. Additionally, over time, the business will generate a strong repeat customer base from the continual servicing at contract locations at the University of Toronto and at the Sony Centre. It should be noted that after 10 years of operation, Jorstad, Cerritos and Peters intend to acquire a second truck that will operate within other sections of Toronto. This will expand the revenues of the business.



Company Background: Crazy Crepes

Mission

Crazy Crepes offers savoury meal and dessert crepes made with the finest and healthiest ingredients for any diet, complemented by legendary service.

Vision

Crazy Crepes will focus on providing fresh and delicious savoury crepes by:

1. Offering customers healthy food choices;
2. Offering customers solutions to their dietary restrictions (vegetarians, vegans, and gluten-intolerant);
3. Catering to busy on-the-go lifestyles;
4. Providing legendary customer service;
5. Making eating a meal a superior experience.

Within the next five years, Crazy Crepes hopes to grow into a successful and dominant competitor in Ontario's food truck industry, increasing profit to \$280,299.33 by Year 5.

Values

We at Crazy Crepes value fresh, healthy, and appetizing food choices. We understand the difficulty of finding tasty food with dietary restrictions and we would like to give everyone the chance to experience the taste of a crazy crepe. We understand that each person is different, and our menu caters to today's vast and differentiating market.

Our values serve as a guiding path to ensure that our business remains socially responsible in any and all decisions. Our values set us apart from our growing competition. They outline what we stand for and what we strive to accomplish.

- We strive for excellence in our service and products;
- We work together as a team, to create a working environment warm and welcoming for our customers;
- We continuously work to deliver unique, delicious and fresh crepes;
- We maintain a clean and proper workplace because presentation and cleanliness are a top priority in our business;
- Every customer counts and we work to ensure that every experience is great;
- We want our customers to feel satisfied with our products each and every time;
- We observe and learn from our customers to sustain a solid understanding of what they want and need from our business;
- We learn from the outcomes of our decisions, making changes where necessary to be the best;
- We provide organic, healthy and alternative dietary options because we believe everyone should taste a crazy crepe;
- We really love food.



Green Sustainability

Given that Crazy Crepes provides service through a food truck, it will emit greenhouse gas emissions along the way. However, there are many environmental, economic, social and nutritional benefits to a mobile food truck. Our carbon footprints are actually relatively small in comparison to our brick and mortar counterparts who use a lot of electricity, water and cleaning services. Food trucks are thus more sustainable. Food trucks are forced by their size and limited resources to conserve water.

To continue our sustainable efforts Crazy Crepes will:

- Use local farmed ingredients;
- Use organic ingredients;
- Use fair trade products;
- Use biodiesel fuel;
- Use a trucks with zero-emissions systems;
- Use propane and rechargeable batteries;
- Use packaging and utensils that are either recyclable or compostable;
- Give organic and compostable items to farms or composting facilities;
- Not have an idling engine.

Goals:

- To become a household name;
- To become a dominating food service provider within the Toronto crepe scene;
- To become one of the best food trucks in Toronto;
- To become a major Toronto tourist attraction.

Objectives:

1. To reach a positive revenue by Year 4;
2. To expand the menu after Year 2;
3. To attend many Toronto festivals, sporting and music events;
4. To hire a third full-time employee in Year 3 and a fourth full-time employee in Year 6;
5. To hire a fourth part-time employee in Year 7;
6. To pay back any loans completely by Year 8;
7. To acquire a second truck after Year 10;
8. To reach a profit of \$500,000 by Year 10



History

Crazy Crepes was formed by three ambitious young women while studying Media Studies at the University of Guelph-Humber. Crazy Crepes consists of Gabriela Cerritos, Sarah Jorstad, and Arielle Peters. Jorstad and Peters each own 41% of the company (with each an investment of \$50,000), and Cerritos owns 18% of the company (with an investment of \$20,000). Friends of the three, Samantha Stiavnicky and Karolina Visic wanted to be part of the project but could not commit themselves to permanent position. Both Stiavnicky and Visic are not owners of Crazy Crepes, but are part-time workers. All five members of the Crazy Crepes team are currently in their third year of post-secondary study. The business idea for Crazy Crepes came to be through the combination of different skill sets and hobbies from each team member.

All five of the individuals are formally trained in aspects of marketing, promotions, and business. Peters has a passion and love for cooking. Cerritos has many years of experience in the food and service sector (with a keen sense for numbers). Jorstad is an experienced communication specialist with work experience relevant to the food service industry. Both Stiavnicky and Visic have many years work experience in customer service.

Together the skills, knowledge and passion amongst the team encouraged this partnership that believes that it is a prime time to enter the food truck business in Toronto with a good chance of success.

This group of business partners felt that the food truck industry in Toronto is understated compared to other metropolitans in North America where food trucks have become very profitable businesses. Crazy Crepes intends to enhance the Toronto food truck scene while building upon the popularity of food trucks. With the unique spin on crepes, the Company would acquire greater opportunity to be successful because it differentiates itself from current competitors in Toronto. The varied options of crepes will add to the lack of variety of quick and on-the-go food choices Toronto.

Target Market*

**See Appendix E, I, K*

Crazy Crepes' target market consists of local downtown Toronto residents, post-secondary students near the vicinity of the food truck's two locations, and tourists visiting Toronto. The residents of downtown Toronto have chosen to live in this area because of the accessibility to get from place to place, the entertainment, the endless number of stores to shop at, and because it is a vibrant environment. Crazy Crepes knows its products and services can appeal to these attributes of downtown Toronto and fit smoothly into the on-the-go lifestyle of the residents.

Due to Toronto's multicultural society, Crazy Crepes does not want to limit itself catering to one specific cultural group. With its unique menu of creative but delicious crepes, Crazy Crepes will attract consumers from different cultures. It is important to cater to a number of different cultures to increase the business' profit and success in the food truck industry.

Crazy Crepes has negotiated an agreement with the University of Toronto and the Sony Centre for Performing Arts (pending our funding) to conduct business on their private premises.



University of Toronto location:

We will target the school's students to drive business during our operation periods between Tuesday and Thursday. University students are always on-the-go from one class to another so sit down meals are rarely their first option. The accessibility of Crazy Crepes' food truck will appeal to their busy lifestyle needs as well the variety of menu choices it offers.

The Sony Centre for Performing Arts location:

Crazy Crepes will be at location on Fridays and Saturdays throughout the year. This location will address a different target market of local residents, employees of nearby businesses, and tourists. Near the Sony Centre there are many hotels in its vicinity. Tourists are typically more inclined to try what unique and great food options Toronto has to offer and Crazy Crepes is one of them. Its unique and delicious fresh crepes will be something any tourist will remember when leaving Toronto.

The search for healthy alternatives in Toronto:

People want to know what is behind the food they consume, according to many new reports on dietary trends in North America. John Scott, CEO of the Canadian Federation of Independent Grocers explains that customer awareness is expanding and consumers don't only want to know what's in their food – but also where it came from and how it was produced. Innovations with gluten-free foods are driving its consumption by Canadians, because in the past these products didn't taste so good. There is also the trend towards vegetarianism, and often also, veganism. Four percent of Canadians follow a vegetarian diet, according to the Dietitians Association of Canada, which would account for well over 100,000 individuals. We also see that there is a rise towards healthier eating overall. Roy Kindsworth, director of marketing for Yves Veggie Cuisine, says that a large majority of their company's consumers are actually just people wanting a healthier meal, and are not vegetarians at all.

There are many other factors that contribute to trend towards vegetarianism, which includes growth in immigrants who arrive from other countries where this would be their regular dietary lifestyle, such as China, India, Philippines, Hong Kong, Sri Lanka, Pakistan and Taiwan. This is often associated with their religious practices. As Toronto is incredibly multi-cultural, it is likely that a huge portion of vegetarians across the country live in this city. Research also points to recommendations for healthier diet choices by associations like the Heart and Stroke Foundation of Canada.

Visit [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/sis8739](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/sis8739) for more information gathered by Alberta Agriculture and Rural Development.

"By looking at the Canadian Restaurant and Foodservices Association's top 2013 Hot Trends, we can quickly see that Crazy Crepes is going to provide a wanted food service.

1. Locally produced food and locally inspired dishes
2. Gluten-free / food allergy conscious
3. Sustainability
4. Farm / estate-branded ingredients
5. Food trucks / street food



6. Ethnic / street food inspired appetizers (e.g. tempura, taquitos, etc.)
7. Greek yogurt
8. Simplicity / back to basics
9. Non-wheat noodles or pasta (e.g. quinoa, rice, buckwheat)
10. Ancient grains (e.g. kamut, spelt, amaranth)

For more information, visit: http://www.crfa.ca/pdf/chefsurvey_2013_english.pdf.

How it works:

The regular business day begins at seven in the morning. All prep work is done at the residence of Peters the night before, where equipment and ingredients are stored. The business' employees prepare and pack all the ingredients that will be needed to prepare the sweet and savoury crepes. The first shift is the breakfast shift from 7 to 10 a.m. catching people on their way to work or to school. During regular hours there are two employees on the truck (one takes orders and the other prepares the crepes). During rush hours there is an added cook. The two majority owners are always on the truck as full-time positions, with the third minority owner working part-time (during rush hours and to change one of the full-timers when need be). The third worker is also on-call for rush hours.

The second shift is typically from 11 a.m. to 2 p.m., and the dinner shift is from 5 p.m. to 8 p.m. The time in-between and after can be used for catering engagements or to replenish/prepare more food.

Short-Term Goals

In the first year of production, Crazy Crepes hopes to become part of the Toronto Food Truck Association. We as individuals have been a long term supporter of the association, partaking in their petitions and staying up-to-date with current trends and activity at city hall and across Canada. The association is not only about traffic, it is more for supporting the rights of food truck businesses. The association's online website keeps over 8,500 "foodies" informed about the latest news of Toronto's current food trucks. It promotes the business of food trucks to ensure that interested consumers are kept in the loop about where the next upcoming location will be for its featured food trucks. This association offers interested food truck consumers the opportunity to download an app that specifically focuses on tracking and posting schedules of food truck activity. With an established relationship with this association, Crazy Crepes will have another platform to create awareness, build its brand name and attract more potential customers.

Crazy Crepes will form relationships with food truck festival organizers to have our food truck featured at all of the local food truck festivals. Our business plans on participating at the Street Food Block Party which attracts over 4,000 people every year. In addition, Crazy Crepes will attend the Toronto Food Truck Rally which takes place in the Distillery District as well as at the CNE Food Truck Rally. Showcasing our food truck at these festivals, Crazy Crepes will establish its brand among a large number of potential consumers. The promotion through these festivals will allow Crazy Crepes to establish its brand which



will help its business in developing a loyal customer base.

In addition, the business hopes to have a loyal and returning customer base, to ensure that in a single business day, the food truck will serve an average of 500 customers. Crazy Crepes hopes to book a minimum of 24 catering events in the first year. These private events are a main source of income for the business, especially as a new food truck breaking into the industry. Thus, these private events will allow Crazy Crepes to build business relationships and network to gain more future clients.

Crazy Crepes will work vigorously throughout its first year to ensure it overcomes the numerous obstacles of a starting business. It hopes to produce profit in its first year to help continue the business into its second year and onwards.

Long Term Goals

Crazy Crepes will aspire to maintain its customer base from its first year and work to expand it to outside of Toronto. The networking at the private events in the first year will be a great asset to increasing its clientele for future bookings. It hopes to have a minimum of 48 catering engagements in Year 2 (*see Catering in Financials for 10 Year engagement goals*). Previously mentioned, the business' main income will come from private events, thus with an increase of a minimum of bookings, Crazy Crepes will have the opportunity to do more with its business.

In its third year, Crazy Crepes would like to offer its customers an increased menu which will build upon its crepes that cater to different dietary needs. Crazy Crepes will see what crepes worked well, and what customers suggested. A larger variety of choices will be added, continuously appealing to a larger consumer base and keeping focused on our speciality crepes that everyone can enjoy.

One of Crazy Crepes' important long term goals to achieve are better working conditions. There will be an increase of the number of staff in Year 3, Year 6 and Year 7. This is to cut down the 17 hour working business day for owners to a maximum of 9 (three 3 hour shifts). This way staff can rotate shifts and hours will be more flexible. Furthermore, this will ensure that staff are at their best while on the job. This will drastically improve the business' efficiency and productivity.

Crazy Crepes hopes to no longer do prep work in Peters' basement catering area, but will have a rented space that will be used for doing all preparations, while storing all ingredients and equipment. The use of this space will give Crazy Crepes more room to work in and easier accessibility to ingredients if need be. After Year 10, Crazy Crepes will acquire a factory space (to also coincide with a second truck) to facilitate prep work and food storage.

Once establishing profitability yearly and maintaining a strong presence in the food truck industry, Crazy Crepes hopes to be able to open a second food truck after Year 10. With a second truck there are more opportunities for the business to make larger profits, expand its customer base and grow the entire business in all aspects.



Management Team

Ownership Structure

As this business is operating as a partnership of three individuals, Peters, Cerritos, and Jorstad, registering the business will be done in the name of Crazy Crepes. Financial risks and workload are shared evenly amongst all three partners, at 41%, 41% and 18%. Thus property, profits, liability, and work are shared, as stipulated in the partnership agreement. The head office of the business will operate out of the home of Peters. The two business activities will be the sale of crepes and beverages at designated location, in addition to mobile catering agreements by contract.

Backgrounds

EDUCATION BACKGROUND:

Of Peters, Cerritos, Jorstad, Visic and Stiavnicky

University of Guelph-Humber	2010-Present
Honours Bachelor in Media Studies (University of Guelph)	
Media Communications Diploma - Specialization in Public Relations (Humber College)	

ARIELLE PETERS:

Owner, Full-Time, General Manager and Recipe Developer

Personal Background:

Peters will utilize her experience working in the Communications and Marketing department at ALS Ontario, as well as her relevant customer service skills working in the retail industry to effectively market and promote the Crazy Crepes food truck. She will be responsible for creating and implementing marketing and promotional plans and developing brand equity through effective use of company image, logos, slogans etc. Peters will also apply her passion and love for cooking to develop new and exciting recipes for the Crazy Crepes food truck. In this role she will be responsible for adjusting and modifying menu items that are not selling, or creating new items based on popular demand.

Employment History:

Sales Associate	Aeropostale Clothing Store	2010-Present
Student Transition & Resource Leader	University of Guelph-Humber	2012-Present

Duties as Stipulated in Partnership Agreement:

- Contribute to continual recipe development;
- Responsible for legal issues and ensuring operations abide by health requirements;
- Daily on-site operations;
- Research private events;
- Manage customer service and employee relations.



GABRIELA CERRITOS:

Owner, Part-Time, Financial Manager

Personal Background:

Cerritos has worked in the retail business for approximately five years and in that time she has gained valuable working experience in dealing with customers and co-workers. She is fully equipped to work in close knit team based on past employment. She knows what is necessary to ensure that all requirements are met on a daily basis to adhere to the wants and needs of customers. In addition, Cerritos has worked in the service industry and gained a core understanding of the intricacies of the business. She will bring to the team her skills of being able to work in a fast-paced environment, where time is of value and service is essential for success. In her former roles, she has also proven her knack for financial record keeping which will be an asset to our operation.

Employment History:

Cashier & Sales Representative	Si Vous Play Sports	2007-2012
Hostess	Chop Steakhouse and Bar	2012

Duties as Stipulated in Partnership Agreement:

- Ordering food, beverages, and inventory;
- Responsible for legal issues and ensuring operations abide by health requirements;
- Daily food preparation;
- Truck maintenance;
- Finances.

SARAH JORSTAD:

Owner, Full-Time, Communications Manager

Personal Background:

Jorstad has spent the last six years in post-secondary training having demonstrated her dedication to her field of media studies. She is an experienced event planner and communications specialist, with over three years of consistent work experience. She will be able to bring her skills to the marketing operations and branding initiatives of the business. Additionally, Jorstad has an invested interest in creative cuisine. Growing up, she has held various positions in retail and food service locations which enable her to bring valuable insight to our operations and for an understanding of the customer experience. Her personality can be described as organized, reliable, and ambitious.



Employment History:

Cashier & Sales Associate	Bulk Barn	2005-2008
Cashier & Sales Associate	Panera Bread	2008-2009
Marketing & Administrative Assistant	Go Mobile Media	2008
Hostess	Nava Bar & Grill	2009
Events Coordinator	Humber College	2010-Present
Communications Specialist	State Farm Insurance	2011
Cashier, Barista & Food Server	Second Cup	2012

Additional Training:

Media Foundation Certificate	Humber College	2009
Popular Culture Courses	Brock University	2010

Duties as Stipulated in Partnership Agreement:

- Contribute on-site operations;
- Responsible for legal issues and ensuring operations abide by health requirements;
- Coordinate marketing initiatives and event planning;
- Negotiate contracts with external parties for event bookings (after consulting with team);
- Communicate with media outlets for coverage.

SAMANTHA STIAVNICKY:

Part-Time, Food Service Worker

Personal Background:

With her love of healthy food and the outdoor environment, Stiavnicky is proud addition to the Crazy Crepes food business. She worked her first job of almost four years within the largest health food store in Ontario and since grew a deeper appreciation for healthy lifestyles. Working at Natures Emporium provided her experience within a professional setting and set a strong foundation for working within a business. As she entered to her second job at Holland Valley Nursery she gained a strong customer service background as well. These jobs allowed for Stiavnicky to work within environments that taught her all she knows about being a strong, dedicated worker. Stiavnicky brings a personality, a creative mind, and a positive outlook to every job she has.

Employment History:

Cashier & Customer Service Representative	Nature’s Emporium	2007-2010
Cashier & Customer Service Representative	Holland Valley Nursery	2010-2012



Duties as Stipulated in Employment Agreement:

- Part-time (required to work at least five 3 hour shifts a week);
- Assist with catering events;
- Assist with food prep.

KAROLINA VISIC:

Part-Time, Food Service Worker, Social Media and Graphic Designer

Personal Background:

Visic is an enthusiastic and optimistic university student. She is very detailed oriented and understands the value of time due to numerous service jobs. She brings a positive attitude to the workforce and is a great team player. Visic is a great addition to the Crazy Crepes team as she is a reliable and honest worker. Moreover, she is trilingual, speaking and writing in Croatian, French and English. Coming from a strong academic background with both honours and awards, she can transfer her academic integrity and hard work ethic into a workplace environment to benefit of Crazy Crepes. Additionally, Visic is very passionate about public relations and graphic design. She will be designing all graphic aspects of the company (from menu to truck wrap, etc.). Creativity is her strong suit and she will prove to be a great asset to Crazy Crepes.

Employment History:

Manager, Office Assistant & Public Relations	SanRemo Bakery	2006-Present
Math Tutor – High School	Private	2010-Present
Customer Service Representative	Air Canada	2012
Waitress & Server	Spin Emporium	2011

Duties as Stipulated in Employment Agreement:

- Graphic design;
- Part-time (required to work at least five 3 hour shifts a week);
- Assist with catering events;
- Assist with food prep;
- Manage social media.



Legal Analysis

Location Logistics

Agreements have been made with the University of Toronto and the Sony Centre for Performing Arts.

University of Toronto*: Having run the “Food Truck Friday” initiative for 2011-2012 (see appendix K), the university has expressed interest in having a more permanent food and beverage establishment on campus. We have secured the location for three days per week (Tuesday through Thursday) at a cost of \$8,000 for the year. We can operate a minimum of three hours a day to a maximum of eight, for 28 weeks of the year (September, October, November, January, February, March and April). *

Sony Centre for Performing Arts*: Likewise to the university, the Sony Centre and Crazy Crepes have established an agreement for operation on their prime days of Fridays and Saturdays at a cost of \$12,000 for the year. We can operate a minimum of four hours a day to a maximum of eight, for 35 weeks of the year. Reference appendix K for information on their former initiatives.

* Reference appendix D for research that influenced the business decisions between both parties

Both venues have emphasized that their interest is due much because of the innovative and quality cuisine available, but also because of our commitment to healthy options and giving back to the community. We have been able to prove ourselves to these groups as mature, innovative, driven, and intelligent young entrepreneurs. These agreements have been negotiated upon the requirement that we must receive funding and begin operations by January 2014.

Additionally, with the mobile vehicle, we are able to attend private events or festivals where we intend to gather additional revenues from.

Our extensive research determined that we were unable to operate in the downtown core due to a moratorium by the city that will not allow for additional designation permits. Food truck vehicles may operate in the Greater Toronto Area or the Former City of Toronto but are bound to municipal regulations. Additionally, subsection 269G of Toronto’s licensing bylaw stipulates that food vending vehicles in the downtown core (our primary market) may not operate on the property for more than 10 minutes or they may be fined. This stipulation made it necessary for Crazy Crepes to establish strong relationships with businesses prior, as we have, in order to have access to their private property.

Regulatory bodies required for the truck:

- Health department;
- Toronto Public Health Inspection: 3 categories for food vehicles and most gourmet food trucks likely to be considered Mobile Preparation Premises (depending on what food is being prepared and with what equipment);
- Fire department (NFPA);
- Standards and safety (TSSA);
- Electrical safety (ESA).



FOOD HANDLER CERTIFICATION BY TORONTO PUBLIC HEALTH:

Form: http://app.toronto.ca/health/foodhandler/pdfs/fh_registration.pdf

Cost per person: \$80.89 (includes training and exam)
 \$5.77 (certificate)
 \$346.63 (accreditation application)

For the operation of food establishments, the Toronto by-law states that at least one individual on the premises must possess the food handler certification during all hours of operation. Multiple individuals are permitted to receiving the certification as well.

REGISTRATION OF A SOLE PROPRIETORSHIP/GENERAL PARTNERSHIP

Form:

<http://www.forms.ssb.gov.on.ca/mbs/ssb/forms/ssbforms.nsf/FormDetail?openform&ENV=WWE&NO=007-07219>

Cost: \$109.20

This permit is required to register a business name for the general partnership.

MASTER BUSINESS LICENCE

Form:

www.appmybizaccount.gov.on.ca/wps/poc/mba_pub?uri=pagelink:osb.portal.public.non.navigable.topi&PUBLIC_CONTEXT=/mbaenglish/onesource/topics/startabusiness/RegisteringaBusiness/TopicRegisterOrRenewYourBusinessOnline&lang=en

This will register our business name for the next five years. It also allows us to use the name at financial institutions as a proof of registration.



FEDERAL BUSINESS REGISTRATION

Prerequisites:

Ontario business name registration:	See above
Business structure:	Partnership
Legal name:	Jorstad, Peters, Cerritos,
Operating name:	Crazy Crepes
Location:	55 State Street, Toronto, ON M5C 5V3 Canada
Business activity:	<ul style="list-style-type: none">· Vending crepes and beverages at designated locations 75%· Mobile catering of crepes and beverages for events 25%
Contact person:	Peters, Jorstad, Cerritos
Authorizing a Business Representative:	n/a
Sales amount / reporting period (relates to GST/HST program account only):	Annually
Fiscal year-end:	January 1st to December 31st
Effective date (relates to GST/HST program account only):	Mandatory registration

Form: <http://www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/rgstr/cmpltng/menu-eng.html>

Cost: None

This is to register with the Canada Revenue Agency for GST/HST revenue and payroll.

VEHICLE LICENCE

Form: <http://www.mto.gov.on.ca/english/dandv/catalogue.htm>

Required for operation:

- Individual must have a valid Ontario driver's license to operate vehicle;
- Upon purchasing truck, require insurance, proof of ownership;
 - Insurance must meet a minimum of \$200,000 for third-party liability;
- Current plates and validation stickers.
- Motorised Refreshment Vehicle Owner: \$ 1,030.25 for the first year, \$690.01 for renewals
- Refreshment Vehicle Driver: \$342.52 for the first year, \$253.49 for renewals
- Refreshment Vehicle Assistant: \$342.52 for the first year, \$253.49 for renewals

TECHNICAL STANDARDS AND SAFETY AUTHORITY (TSSA):

TSSA regulates boilers, pressure vessels, natural gas, petroleum, propane fuels and equipment that may or may not be used on the food truck. The guidelines are to have jurisdiction on ensuring public safety. On February 13, 2006, a director's order that all newly manufactured food service equipment (MFSE) needed to be "Field Approved" by TSSA by law. This is a one-time approval that requires submission of: certified equipment and components inventory, layout drawings, pipe diagrams, photos, warning labels, and fuel interlock.



PROPANE LICENSE:

This needs to be performed by a TSSA certified gas technician level 2. The intention is to ensure no leaks and the inspection must be done yearly. A report is needed from the Fuels Safety Branch of TSSA that demonstrates that the truck meets the standards of propane storage, handling and utilisation code (outlined in the Energy Act.) Research shows this certification and report should cost \$50 by third party propane companies like Canso Propane and CNG Conversions to then show City. The truck price includes a propane inspection and licence.

REGISTERING FOR THE WORKPLACE SAFETY INSURANCE BOARD:

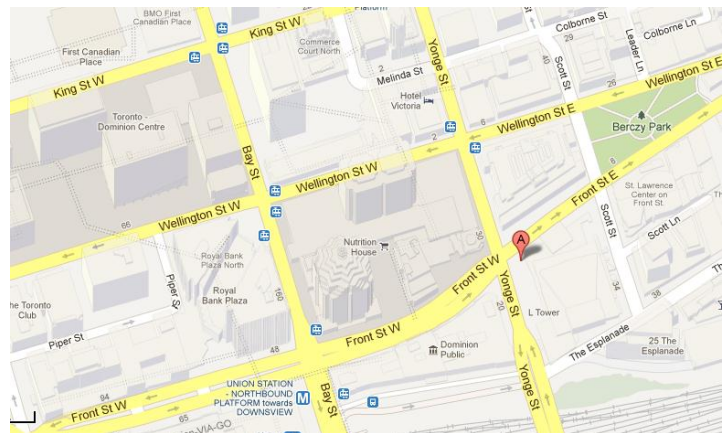
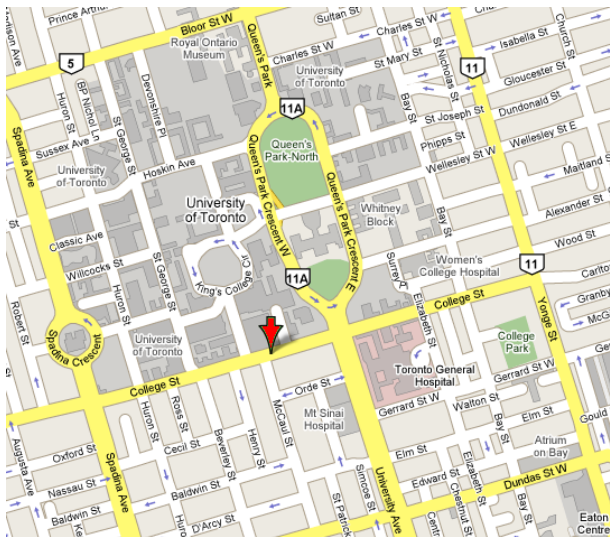
The business will likely require insurance of its employees through the WSIB, as a registered restaurant. This must be done within 10 days of hiring the first employee (including family and contract or occasional workers.)

More information:

https://eservices.wsib.on.ca/portal/server.pt/gateway/PTARGS_0_203_653_245_0_43/p/registerRestaurantPart0.action

Location

Food truck laws are very specific as to where you are allowed to be vending from in Toronto. In order to abide by the laws, permits are required for designated locations, as described in the previous legal analysis. Crazy Crepes will instead be operating on private property because of these restrictions as previously mentioned. We will operate at the Sony Centre for Performing Arts and the University of Toronto for a total of five days per week as per our agreements made that are pending funding. Both of these agreements are good for the next coming five years.



- * Above: Sony Centre for the Performing Arts
- * On the left: University of Toronto



The Sony Centre of Performing arts, Canada's largest soft seat theatre attracts a variety of customers as it hosts international attractions. Audiences within the area enjoy performing arts and live theatre. This location attracts an older demographic as it provides suitable content for a mature audience. The University of Toronto offers over 900 programs to its large count of students. The school divides into areas and can be found all within the down town sector. Students and staff enjoy the friendly environment and multicultural aspect of Toronto and the school population.

For students, tourists, and business people alike, Crazy Crepes is a great option for grabbing lunch or a snack. People often do not have enough time to wait for meals in restaurants, when they have competing schedules. Our food truck offers food cheaper and faster. At Crazy Crepes we try our best to keep our location as close to our customers as possible while delivering quality products and legendary service.

Target market:

Toronto's multicultural population allows it to remain very diverse while catering to diverse needs. Many ethnic groups live within Toronto and GTA area. There are some areas more culturally prominent than others, but usually areas try to maintain a balance of a variety of different cultures. Toronto is also a very popular tourist area bringing all different people to experience the city and all it provides. Many people in the Toronto area live along the subway line or a short distance away from one. Our main target market includes tourists, locals and students that live within the area. Our target market will vary depending upon where we operate on that specific day, but those three groups encapsulate the people we intend to reach throughout the year.

The University of Toronto has 65,612 undergraduate students enrolled each year while the city of Toronto at large has over 5 million residents. There are also on average 21 million tourists to Toronto annually.

Crazy Crepes offers healthy and quick alternatives for consumers. We supply food without waiting times like those in restaurants that you can enjoy as you explore the streets and shops of Toronto or at home in our take away bags. Crazy Crepes caters to all cultures as our menu contains classic North American favourites as well as Pad Thai and other unique dishes. Kids and adults can enjoy our food without guilt as we make healthy, fresh food daily. Our food truck is suitable for those with dietary food restrictions. Crazy Crepes caters to vegetarians, vegans and those sensitive to gluten.

Toronto Statistics:

The market for our business will fluctuate throughout the seasons as most people are more compelled to purchase food outside in the warmer climates. The spring, summer and early fall will be our main money making points throughout the year. We can expect business to be its highest in the summer when people are roaming outdoors or grabbing a quick bite to eat for lunch.



Demographics*	<i>*Reference appendix I, F, E</i>
Age	17-55 Males and Females under the age of 20: Males 10.8% of population and Females 10.3% of population. The Median age for Torontonians is: 39.2 years old Baby boomers represent 18.9% of Toronto's population Seniors represent 14.4% of the entire population
Income	Students \$7,000 + Adults living in the area \$70,000 +
Marital/family status	Students: Single or dating Adults: Married, with kids or single and dating
Ethnicity	Multicultural
Languages	English, Spanish, Chinese, Italian, Greek, Filipino, Indian, French and Korean.
Gender	Males 48% and Females 52% Males and Females under the age of 20: Males 10.8% of population and Females 10.3% of population.
Education	College diploma, university degree, or trade school trained
Geography	
Where do my customers live?	Customers live around the area in local apartments and housing. (Along the subway line 10 - 40 minutes away) or on one of the many University of Toronto residences.
Psychographics	Purchasing healthier alternatives to street vendors
Business related hobbies	Interested in unique food and healthy alternatives
Political, religious/other related interests to business	Many religions (as Toronto is a multicultural city)
Cultural Interests	
Music Preferences	Pop, Techno, Rock, Classic Rock, Classical, Jazz +
Reading Material Preferences	Food magazines such as: Delicious, Bon Appetit, Food Network, Vegetarian, Vegan and dessert magazines etc.
Food/dining preferences	Various types of dining experience. Local food trucks or cafes within the down town district or fast food and unique experiences.
Entertainment Type	Cooking & baking, healthy living and exercise
Online Preferences	Online food sites , Pinterest (food), punchfork.com, and dessert or healthy online websites



Industry Analysis

According to the North American Industry Classification system 2012, the Canadian food and mobile service industry are primarily engaged in preparing and serving meals and snacks for immediate consumption from motorized vehicles or non-motorized carts. Due to the increasing nature of this service, our food truck will fill a distinct need in the market and result in a successful and thriving business. (See Appendix F)

Currently, the food truck business has expanded an enormous amount. According to a study done, food trucks accounted for 37% of the \$1.4 billion dollars accumulated from fast food vending nationwide. This means food truck popularity has increased by 15%. (See Appendix F) Some areas of Canada and the states host Food Truck Festivals each year. People enjoy window shopping for mobile restaurants as it allows them to choose what seems clean and fresh. Observation of pricing and meal quality are displayed and understood more clearly as well. The smells might also play a role in people choosing where they dine. When roaming around the streets looking for a good fast meal, the aroma of food trucks is one of the first smells in the air. With their strict sanitary routines and constant health and safety inspections, people are gravitating more to the food truck experience.

Another relevant aspect of the industry that will drive people to our food truck is the increasing interest in a healthier lifestyle. According to a marketing analysis report from Agricultural Food Canada, Canadians are interested in living healthier lives and, as a population, they are making some progress toward that goal. Food and health related discussions have gained prominence, with a large focus on obesity and between 2000 and 2007, per-capita health spending increased an average of 3.5%. The Canadian population is increasingly looking for convenience in their food choices however, they are also becoming more concerned with authenticity, sustainability and quality (See Appendix F). Due to this focus on choosing healthier food options and leading a healthy lifestyle, our food truck will thrive in providing healthy, fresh and fast options to consumers. This will give potential customers an alternative to some of the greasy and unhealthy street food that exists in Toronto.

At this time, the food truck business in Toronto is booming. The city has come a long way since the hotdog /hamburger joints. Not only can you find the standard small barbeque grills on most street corners, but you can now find poutine, seafood dishes, Greek and Mediterranean foods, wood oven baked pizzas, smoked meat sandwiches, cupcakes, desserts and much more! Anything goes when it comes to food trucks and these mobile restaurants are getting more creative with mixing ingredients that only create talk around the streets.



Competition

With food truck businesses on the rise, Crazy Crepes will be in the core of a competitive environment. Each food truck offers their own unique spin on classic dishes or recreates their own. Crazy Crepes will need to establish a distinct brand to compete with the already existing food trucks on the Toronto scene. Crazy Crepes will fall into several areas of competition, firstly with other brick and mortar restaurants in the area as well as other existing and developing food trucks.

Crazy Crepes will find themselves in competition with various local restaurants in the downtown area. Despite the mobile aspect to this unique restaurant, food and drink restaurants are also high competition. Not all people enjoy eating food prepared in trucks and might prefer a sit down setting. Depending on preferences this is understandable, but the common misconception that Food trucks are not as sanitary as other food outlets will put a dent in sales. This common thought is against Crazy Crepes and is a source of competition as it puts restaurants on a pedestal.

The general income in the Toronto district can range, but usually is quite high. In this specific area students will choose what is affordable and within the area. Sometimes time doesn't allow large lunch/break periods. Most working adults will not have enough time to go to a sit down restaurant as well so they choose a food truck within the area. There are many dessert food trucks that offer sweet treats similar to Crazy Crepes. These include: Cupcake Diner, Sweetness Bakery, and Curbside Bliss Cupcakes.

Another source of competition are the food services that are provided to the university students. Some of the dining halls available are: New College Dining Hall, Howard Ferguson Dining Hall (University College), Chestnut Tree (Chestnut Residence), Canada Room (St. Michael's College), Burwash Dining Hall (Victoria University). These five locations are accessible and closer for students who live on residence. They can purchase yearly meal plans for the two semesters and enjoy a buffet style breakfast, lunch and dinner. The University of Toronto also offers cafes, coffee shops and specialty restaurants for students.

In addition to restaurants, Crazy Crepes will face competition with other food trucks who also provide unique options. Established food trucks in the downtown area include: Buster's Sea Cove, Rome' n Chariot, Hightown Smoke, El Gastronomo Vagabundo, and Caplansky's.

To fight all of these competition types, Crazy Crepes will advertise a clean, healthy, affordable, and available service to all their customers. We will deliver the same great quality as restaurants as well as deliver quantity and passion. As all food trucks have their own flare, our business will offer the best Crepes in the city!



Direct and Indirect Competitors

We believe that competition is natural and a positive thing for Crazy Crepes. Our competition will prevent us from becoming too confident, will motivate us to be more creative, force us to get out of our comfort zone (risk taking), and keep our prices reasonable. Our competition will drive us to work harder to retain our customers by constantly improving our food and customer service. Moreover, crepes are not a revolutionary idea, however we will continue to innovate the crepe. Our competition will help us to develop better and more distinct products. Hopefully, once we have a huge customer following the competition will push us to work harder in order to remain visible. Lastly, the competition will reinforce our good prices, proving to customers that we are offering good value for their money.

We acknowledge that we are entering a business that is already widely established (restaurants, dessert cafes and food trucks). To keep up with the competition we will incorporate the competitive response cycle. This cycle is “a process of researching your competition that you can use to continually make sure your food truck is meeting the needs of the customers you’re targeting (and, therefore, helping you increase your profits.” The five steps of this cycle are:

1. Analyze consumers’ needs and wants;
2. Analyze your competition and their response to consumers’ needs and wants;
3. Find opportunities to fill gaps between consumers’ needs and wants and your competition’s response;
4. Develop and implement programs to take advantage of opportunities;
5. Evaluate consumers’ response to the programs.

Direct Competitors

Our research on the competition in the Greater Toronto Area gives us two strong reasons of why Crazy Crepes is able to achieve success in Toronto as a food truck.

1. There is a lack of dessert trucks in Toronto, most are in Hamilton
2. There isn't a crepe truck in Ontario at all

Therefore, we find that our most relevant competitors would be restaurants operating in Toronto. The good news is that these restaurants have found success in their food service operations, so we know that Toronto is positively responsive to the product.



Top two restaurant competitors:

- Cafe Crepe
- Cafe a Go Go

Indirect Competitors:

- Demetres
- Just Desserts
- Spin Emporium

It is still important for us to analyze the food trucks that do operate with somewhat similar sweet offerings.

Top food truck competitors:

- Cupcake Diner
- Sweetness Bakery
- Curbside Bliss Cupcakes

Each menu from popular dessert food trucks consists of a wide variety of delicious flavours and creative combinations. Below you will find a description on the dessert food trucks somewhat alike to Crazy Crepes.

Curbside Bliss

Curbside Bliss Cupcakes offers various cupcakes such as: Apple Pie, Banana Cream, Black Forest, Blueberry, Champagne, Chocolate, peanut Butter, Coconut Dream, Cookies and Cream, Hazelnut, Latte, Salted Caramel, S'mores, Strawberry, and Vanilla.

They also offer out "Man Cakes" for those who want a more masculine flavour. Some of these include: "Beer Run" which mainly includes Guinness Beer and Candied Bacon on a chocolate cupcake, "Ball Park" with vanilla bean sponge, banana butter cream and a pretzel, and "Hit the Road Jack" consisting of red velvet and Jack Daniels.

Curbside Bliss cupcakes offer a wide variety of cupcake flavours for those looking for a sugar rush during their day. Visit the food truck on the day of your birthday they provide you with a free cupcake on the house! Known for their delectable desserts, Curbside Bliss is well known within the GTA area and is loved by many. At the price of \$2.75 Curbside Bliss offers out a single cupcake creation of your choice. The food is popular and creative which are two main reasons why the business is successful. They offer out frequent Customer Cards to those who purchase often allowing customers to earn a free cupcake with a purchase.



Sweetness Bakery

Sweetness Bakery also includes a delectable menu of sweets! Some of these include: Chocolate, Vanilla, Chocolate & Vanilla, Chocolate with mint or caramel, Chocolate Sundae, Truffle, Cookie Dough, Cookies & Cream, White Chocolate Raspberry, Cinnamon Bun, Strawberry Shortcake, Coconut Lime, Carrot, Pumpkin Spice, Candy Cane and Tiramisu.

Sweetness Bakery offers much more than the standard dessert food truck. This food truck goes the distance when it comes to its profits! Sweetness Bakery state that is an item isn't on the menu they would be glad to make it for you! Pies, tarts, cookies, cake pops, squares and cheesecake! This tactic keeps their competitive edge above all other trucks. This company also offers out cakes made especially for you at their store location. With a store and food truck Sweetness Bakery brings in profits from two different locations and continues to provide customers with the desired amount of sugar!

Cupcake Diner

Cupcake Diner includes cupcakes and cookies. Some of these include: Vanilla, Chocolate, Vanilla Bean Latte, Chocolate Cherry, Pumpkin Spice, Vegan Chocolate, Candy Cane, Egg Nog, Maple Bacon, Skor, Snickers, After 8, Banana Chocolate, Salted Caramel, Red Velvet and Cookie Dough. Cookie list follows: Strawberry shortbread, triple Chocolate Chip, Rocky Road, Oatmeal Raisin, Peanut Butter Chocolate Chip and White Chocolate Macadamia.

Cupcake Diner is the first mobile cupcake food truck! As they begin the trend of the dessert mobile business, their name tends to speak louder than most. Cupcake Diner provides personal cupcakes as well as catering services! Through catering at events this places them a cut above other companies as they spread out and are known through different businesses.

Trends Evident

The three of these businesses have begun or currently are doing more than simply selling food within their mobile restaurant, and are thus expanding their operations because of success from the market. As mentioned earlier, catering, personalized cakes and desserts are only some of the ways these companies have stretched beyond their standard food truck. These popular sweet dessert trucks appear to be expanding and popular in demand. Some of the trucks have incorporated the popular "cake pops" into their menu. At this time cake pops have become extremely popular and are at the top of many women's list to make. Working with current trends and offering unique ways that customers can get more for their money has allowed these companies to expand and boom.

Providing a sugary snack during a normal working day can bring a smile to anyone's face. These food truck businesses are passionate about what they do and have placed their entire heart into the business. As they all started with different ideas, each restaurant has brought their own unique products and



services. Each dessert is carefully crafted and beautifully decorated for each customer. The food they sell appears extremely fresh and is the quality customers expect to receive.

According to a study, food trends within this year will begin to slowly diverge into a healthier stream of whole nutritious food. Many people are beginning to consider the effect their junk food intake has on their bodies or are getting rid of processed foods from their daily lifestyle all together. Consumers are becoming more aware of additives and preservatives within foods and the potential health risks they can cause. Customers may question the ingredients used within the desserts and consider a healthier alternative. With allergies and food sensitivities on the rise some customers may find them self-restricted as to what they can and can't eat within these mobile restaurants. Sweetness bakery already caters to some allergies and sensitivities, but as for the other food trucks they may run into trouble in that area.

Food truck competitors are distinguished through customer service, prices and their product/services. Each company is always credited for their outstanding customer service. Customers enjoy coming back to a happy environment where they are treated with respect. Food trucks that have respectable staff who enjoy what they do will be noticed for that. In terms of profit, having a reasonable price is another successful tactic for the competitive environment. Also, when a business delivers what they say they are going to provide they will they earn trust from their customers.

Competitive Analysis

Criteria	Cafe Crepe	Crepes a Go Go	Cupcake Diner
Type of Establishment (Food truck or establishment)	Restaurant	Restaurant	Food Truck
Location	Vancouver, Toronto and USA (Toronto Location – 246 Queen Street West)	750 Spadina Avenue, Toronto	Mobile Restaurant
Menu	Wide variety of foods from customized crepes, sandwiches, hot dogs, salads and soups	Wide variety of unique flavours and dishes	Cupcakes, Cookies and seasonal cookies/cupcakes
Price/Value	\$\$	\$	\$\$\$
Efficiency	Many options for sweet, savoury	Many options	Various flavours and options
Target Demographic	Torontonians within the area, tourists and students	Torontonians within the area, tourists and students	Torontonians living within the area, tourists and students
Type/style of service (food truck service window, walk-in, table-service)	Sit down meals	Sit down meals	Dessert food/fast food



SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • We provide a unique spin on the traditional French crepe • Sweet AND savory crepes • We cater to many cultures with our diverse menu • We offer crepes that cater to different dietary restrictions (gluten-free, vegan, vegetarian) • Use the freshest and finest ingredients • Food is made on demand • Healthier than most fast food/food trucks • Our location is one of the best places to be situated in • Reasonable pricing (status quo pricing) • Passion for food • Low start-up cost compared to restaurant • New Revel iPad POS system • Hardworking, passionate, self-motivated and driven team • Newly renovated food truck with compelling visual component • New kitchen and newest tools/materials • All equipment are up to government standards and regulation • Engaging display • Unique mash-up music • A food truck is more mobile than a cart or trailer • Crazy Crepes owns the vehicle (not leasing or renting) • Custom kitchen set-up for crepes • Certified mechanic + health inspection • Two high profile location contracts • Downtown core locations • Pride in putting forth innovative food • Staff has experience within the food service industry • Staff has experience in dealing with financials and payroll • Advanced knowledge of social media trends • Sustainable endeavours + Recyclable & reusable materials/packaging • New found truck culture since 2008 (only increasing) • Freedom to change menu as desired since it is an independently owned company (differentiate products from larger chains) • Valued and motivated employees, offers a good work environment • Good relationship with suppliers • Emphasis on product and service quality 	<ul style="list-style-type: none"> • We are a new food truck company and are competing against those who have been established for years • Little advertising/marketing has been done • No brand value • Loyal customers might remain with the food trucks they love • Customers know where selected food trucks are located and may disregard ours • Only accepts cash • Owners will work the most and longest hours in the first couple years • Workers do not know what is going on outside of the truck while working in it • Don't have a permanent location • Hard to keep repeat customers because the business is mobile • Can't sell alcoholic beverages • Relatively inexperienced team • Long-hours (less productive + less efficient workers) • Location contracts are expensive • Limited funds are available • Not a lot of workers in the first few years • Healthy food means higher prices • Limited funds • Lack experience of competition • Narrow/new product line • Owners have little/no experience in owning/running a business



Opportunities	Threats
<ul style="list-style-type: none"> • TV shows may be interested in our business (Eat Street) • Partake in festival in North America • Franchise • Open a restaurant • Get more food trucks (Expand the business) • Get an Interact/Credit Card payment system • There aren't any crepe food trucks in Toronto or the GTA • Tweet locations and allow people to follow the truck • Partnering with aspiring DJs in the future • Sell cappuccinos/espresso/coffee • The competitive response cycle (strength and opportunity) • Hiring a pastry chef that has formal training in creating desserts • Collaborate with a local bar to start a dinner and dessert package • Reward social media followers • Canadians care more about ethical responsibility more than in other countries • Eating out is an increasingly important part of Canadians' daily activities and is growing in strength • Increasing health conscious attitude • Public awareness of obesity in Canadians • Word of mouth endorsements from customers • Increased spending on advertising can attract new customers • Relatively low cost of social media can attract the target audience • Multi-cultural atmosphere in Toronto encourage trying food/beverages from different cultures • To better the working conditions for workers as the company reaches profitability • 63% of Canadians regard eating at a restaurant as a luxury (a food truck is not as luxurious) 	<ul style="list-style-type: none"> • Our location may already have many food trucks that are known and loved by many • High competition with the expansion of the food truck business • Customers will go to other businesses that accept credit card/interact payments • Bad weather (customers are less likely to go outside to purchase food) • Customers will be loyal to creperie restaurants that have permanent locations • Hard to keep loyal customers are the location will vary • Municipal laws relating to play music (restrictions for loudness) • Different health codes and food truck laws in different cities • Location contracts do not guarantee sales • Location contracts are binding for 5 years • Changes in legislation or licensing requirements • Preparing too much/too little food • Food cost increases • Municipality is re-examining current legislation and may add further restrictions on food trucks • Increasing gas prices • Bad weather • Truck breakage/repairs • Works can be overworked • Competitor restaurants could open up a food truck • Potential demographic changes • Rising cost of dairy products • Vulnerability to recession • Rising cost of eco-friendliness • Endless renewal/updates of technology/equipment



After conducting a SWOT we believe that we can build a company with star potential. With the competitive advantage of differentiating ourselves as a crepe food truck that caters to different dietary restrictions and offers both savoury and dessert options, Crazy Crepe enters a niche market with much strength to its advantage. Our target audience will be attracted to our strengths, and will not be turned off by our weakness (as the amounts of strengths we have outweigh the number of weaknesses). Furthermore, many of our operational weaknesses in terms of brand equity and company experience can be rectified once Crazy Crepes begins to operate.

Crazy Crepes will prepare a crisis management program in their public relations management to minimize any external threats. Also as Crazy Crepes gains experience and popularity, the company can explore external opportunities. The biggest obstacle that Crazy Crepes must overcome is to remain open for a full year in order to gain operational experience and a loyal customer base.

The SWOT analysis will be done every 6 months in order to stay competitive and to reevaluate our strengths and weaknesses and compare them with our competitors’.

Marketing Plan

Marketing will play a vital role in reaching our goals as a newly emerging business. It will help determine whether our product can move from the introduction stage into the growth stage of the production life cycle. By identifying our marketing goals, and including specific market mix, we can conduct a thorough marketing analysis that will help Crazy Crepes emerge into the quickly expanding food truck industry.

Marketing goals:

To develop brand awareness of Crazy Crepes in the downtown Toronto area by establishing relationships with local media to encourage frequent patronage and attract loyal customers

Product:

Crazy Crepes is a food truck that offers customers a unique spin on a classic French dessert. We have developed an array of high-quality personally sized crepes with variety of different sweet and savory toppings and flavours that are prepared and served quickly and ready for customers to enjoy. Crazy Crepes offers customers a tasty healthy food option that is accessible and made with fresh and local ingredients. Crazy Crepes redefines the meaning of fast food.



Menu:

*******SAVORY CREPES*******

Mushroom and Gorgonzola (\$8)

Signature crepe dough infused with rosemary topped stuffed with crimini, porcini, and portobello mushrooms, balsamic onions with crumbled creamed gorgonzola cheese

Chicken Pesto (\$9)

Signature crepe batter filled with a fresh basil pesto made with fresh sprigs of basil, pine nuts and extra virgin olive oil, mixed with parmigiano reggiano cheese and roasted red peppers

Margarita (\$5)

Sundried tomato crepe batter packed with homemade tomato sauce, mozzarella cheese and fresh basil

Pad Thai (\$9)

Shrimp, tofu and bean sprout filling drizzled with a spicy peanut sauce

Beet and Goat Cheese (\$8)

Buckwheat crepes with our signature homemade tomato combined with sliced cooked beets, fresh goat cheese and caramelized onions

Green Eggs and Ham (\$7.50)

Freshly grated mozzarella cheese topped with sautéed spinach, prosciutto and a perfectly cracked sunny side up egg

VaVa Vegan (\$8)

Pan-fried asparagus smothered with an almond-based hollandaise sauce gives this vegan option the perfect earthy feel

Eggetarian (\$7.50)

Fresh Canadian grown eggs sauteed peppers, mushrooms and onions with fresh wilted spinach and melted havarti cheese

*******SWEET CREPES*******

Apple Pie (\$6)

Nutmeg infused thin crepe batter with cinnamon butter sautéed apples topped with a caramel streusel drizzle

PB+J (\$6)

Sweet honey crepe dough with homemade peanut and almond butter mixed with tangy raspberry jam

Chocolate Storm (\$6)

Chocolate crepes filled with Nutella spread, vanilla whip crème, and banana slices topped with shaved toffee

Plain Crepes (\$2)

Crepe with Whip Cream (\$2.50)

**Place:**

Crazy Crepes will sell all of its products from our food truck at locations at The University of Toronto as well as the Sony Centre. In addition, Crazy Crepes will do business from various other locations through private events and catering. The hours of operation of our food truck are expected to be 7am-8pm including preparation and clean up. This will cover the breakfast lunch dinner crowd. We will operate as a moving food preparation vehicle (MFPV), where the food will be assembled as customers wait. All of the food preparation will take place in the house of the owner. This will include making the batter the different crepes, preparing the mise-en-place, meaning the preparation of all of our ingredients, chopped and ready to go. The mise-en-place will include slicing the various vegetables and toppings, and making the sauces. The prepping of ingredients will take place every night so that items will be fresh, and service will process quickly once orders are placed. We will receive our ingredients from local providers to promote the importance of buying locally grown and sourced items and all products that are not used by the end of the day will be given to local food charities to support our community.

Crazy Crepes will utilize a direct marketing channel and sell products straight to consumers using no intermediaries. This direct channel distribution will be effective because our target market is concentrated in a small area of downtown and as a result we will be able to reach them more effectively. By eliminating intermediaries to distribute our products we will also save money in both transportation and ingredients, which could be marked up if we outsourced these functions to other providers. Since our business is a speciality outlet, we will utilize exclusive distribution to establish ourselves as the single distributors of these types of products in our area.

One of the main advantages of operating a food truck rather than a physical space is that our truck will have much lower overhead costs compared to restaurants. As well, although we plan to maintain our location contacts at both The University of Toronto and the Sony Centre another advantage of this form of operation is that we can change locations if one area does not generate enough business. This will give us great flexibility and allow us to maximize the amount of paying customers.

Sight:

A concept's visual effect encompasses more than just the graphics you wrap your truck in. Visic will be designing the truck's wrap and visual design because of her background in digital and graphic design. Also, the food truck has exterior lights to accommodate shifts that go late into the night. The inside of the truck will also be very well lit, not only to practice safe working habits, but to appeal to customers. The lighting on the interior of the truck as well as the lighting inside the kitchen helps to achieve different visual effects. Allowing our customers to see inside our clean kept and modern kitchen is an important aspect for Crazy Crepes. Food trucks have a reputation for being dirty. We will try to change this reputation by allowing our customers to look behind the scenes. Customers will be able to see how the chefs are preparing their food on spot, creating a unique and engaging atmosphere.

**Sound:**

The noises coming from the food truck affect the atmosphere. We would like our truck to be known for playing mash-ups (remixes). This way we do not have to subject ourselves to a single genre, but we will still have a sound niche. We can play mash-ups that vary from old-school songs, the 60s, 70s or 80s, country, pop or dance music. The choices are endless for mash-ups, and gives us flexibility to choose which type of genre of mash-ups we will play at which location. Furthermore, with more aspiring DJs on the rise, CrazyCrepes can look to partner with them in the future.

Promotion:

Crazy Crepes will use a variety of promotion strategies to increase awareness about our brand in the community. Upon opening we will utilize institutional advertising to promote our company as a whole and establish our identity in order to maintain a favourable attitude about our service. However, once our company is established we will utilize product advertising to promote the benefits of our specific service to continue to draw loyal consumers to our brand. We will establish relationships with local journalists to have feature articles about our business in the local papers. Through these tactics we will utilize pull strategies to stimulate consumer demand to obtain our products.

To reach our target market we plan to use word of mouth advertising as our strongest selling point upon starting our business. To further utilize word of mouth advertising we will attend several community events and provide samples of our best products to help create brand awareness. These strategies will help us build a social network around our brand, and track our customer's interests and wants so we can accurately cater to them specifically.

Other Promotional Activities:**Social Media**

Online and social media including Facebook and Twitter will play a huge role in the promotion of our business. This is because it will be the main platform through which we will notify customers of our location and special menu items. We will open a Facebook account that will showcase pictures of our popular items and customers who have come to visit the truck. We will also use twitter on an ongoing basis to develop a range of followers who we will be able to reach out to us for upcoming events.

Pitch to Media

Crazy Crepes will use several media relations tactics to gain fast and widespread awareness about our business for little costs. Firstly, we will pitch our business to Food Network programs including 'You Gotta Eat Here', and 'The Great Food Truck Race'. This will increase exposure of our business and develop awareness among people across Ontario as well as across Canada. We will also pitch our business to BlogTO and other food related blogs to gain exposure among the foodie community.



Utilize Relationship Selling

Rather than focus on a strong mentality of personal selling, Crazy Crepes will focus on relationship selling. We will emphasize personalization and empathy towards our customers as a key ingredient of our business. This will establish satisfied long term customers who will be loyal to our brand. Our goal will be to build long term branded relationships and focus on building mutual trust.

Food Truck Festival

We will develop relationships with food truck festival organizers to have our food truck be featured at all of the local festivals. We plan on showcasing our truck and food at the Street Food Block Party which attracts over 4000 people every year. As well, we will attend the Toronto Food Truck Rally taking place in the Distillery District. By attending these festivals and events we will establish our brand among interested consumers which will help us in developing a loyal customer base

Price

Crazy Crepes' main price goal is to increase market share and maximize profit through retention of customers and increased customer satisfaction. We plan to use a competitive pricing strategy where prices will be set a little bit above competitor's prices. When determining our pricing we have taken into consideration our truck and maintenance costs, staffing costs, and most importantly our ingredient costs. Due to our trucks added value from our premium ingredients, consistent freshness, uniqueness and natural ingredients we believe that the prices set for our products are appropriate. However, more importantly, we believe that customers will be willing to pay for this added value.

Manufacturing Plan

Truck Requirements:

- Truck maintenance
- Oil changes every 5,000 km
- Fluid level checks on a regular basis
- Rotate tires every 5,000 km
- Regular tune-up
- Crew upkeep (walk-around inspection of truck daily)
- Supplies for breakdowns
- Ask for an inspection by an exterminator
- Check the refrigeration
- Quality control
- Keep the cooler shelves clean
- Check the water temperature
- Make an appointment for a health inspection when required
- Generator maintenance
- Equipment maintenance (accessible and clean)
- Insurance (\$7,500 / year)



Suppliers:

BONDI Produce:

Contract with them enables them to bring us fresh fruits, vegetables and herbs every third day and allow the possibility for daily delivery or pick-up. www.bondiproduce.com

Mr. Dairy:

Contract with Mr. Dairy enables them to deliver milk, cream, whip cream, chocolate milk, soy milk, margarine, butter, olive oil, honey, eggs, cheese, beverages + juice + water for pop fridge on a weekly basis. www.mrdairy.com

Costco:

Trips to Costco will be made on a weekly basis to purchase any materials and ingredients not available from contract suppliers.

Process:

Customer orders the crepe desired and Worker 1 inputs the order in the POS system. Worker 1 then charges the customer and takes their payment. Worker 2 reads the order on the Kitchen View iPad and makes it. The crepe batter is already prepared and Worker 2 makes the crepe on the griddle instantly. The toppings/fillings for the crepe are kept warm and are ready to use either in the steam table or in the crepe preparation fridge. Once the crepe is ready, the fillings are rolled into the crepe. If the recipe calls for it the crepe will be placed on a burner, and toppings will then be placed on the crepe. Worker 1 then packages the crepe and gives it to the customer. Worker 2 cleans up the work area and prepares for the next order. The process then repeats itself.

During peak hours a second cook will be considered to reduce waiting times.

Cash Register / POS:

To keep with the current social media trend, our POS system is the newest technology. The Revel iPad POS "is the cash register for the 21st century. The mobile POS software provides up-to-the-minute reporting to track the sales at your restaurant...in real time," according to Revel Systems.

The owners can keep track of the truck and its location through the Revel iPad POS's real-time reporting system. The reports are "instantly available and accessible from anywhere." The system will help manage and monitor the food truck's staff productivity and provide visibility to track sales volume, in helping Crazy Crepes become more effective and efficient. Additionally, it will help keep track of inventory.

The small and light system is run without many cords, reducing the "IT burden" on the business "in both time and money." This POS system will save a lot of space in the food truck (where space itself is limited to begin with). Additionally, a back office server to store data will not be necessary. A nice feature is that software upgrades and maintenance will be automatically processed. The system offers a unique security and compliance built right into the product, ensuring that the hardware, software and network are all secure.



The cash register iPad works in sequence the kitchen views iPad, displaying the orders simultaneously as they are placed on the kitchen iPad. This system will be in place as opposed to the traditional method of taking the order, and repeating the order to the cook. This will ensure that the cook does not make any mistakes and that all details are carefully looked after. Also, the iPad system is environmentally friendly as orders do not have to be printed or written when given to the cook. It will also help the cook organize and prioritize which orders to complete first.

The system also has direct Twitter integration, helping Crazy Crepes meet any of its social media objectives efficiently and seamlessly.

Another benefit of the Revel iPad POS system is that is not susceptible to power failure. Therefore all information will be wirelessly backed-up. Also, if in the future Crazy Crepes would wish to accept debit, credit, or gift card payments the system will accommodate this change.

For more information please see: <http://www.inmemes.com/RevelFoodTruckDatasheet>

Operations: Site Flow

Activity	Time
Load Truck	1.5 hr
Drive to site	45 min
Set-up for service	1 hr
Service	3 – 9 hr
Take-down	45 min
Put food away	1 hr
Clean truck	2.5 hr
Clean dishes	2.5 hr
Prep food	4 hr
<i>Total</i>	17 hr



How It Works:

2004 - 26' Utilimaster Food Truck

Kitchen renewed and renovated 2012

Inspected 2013

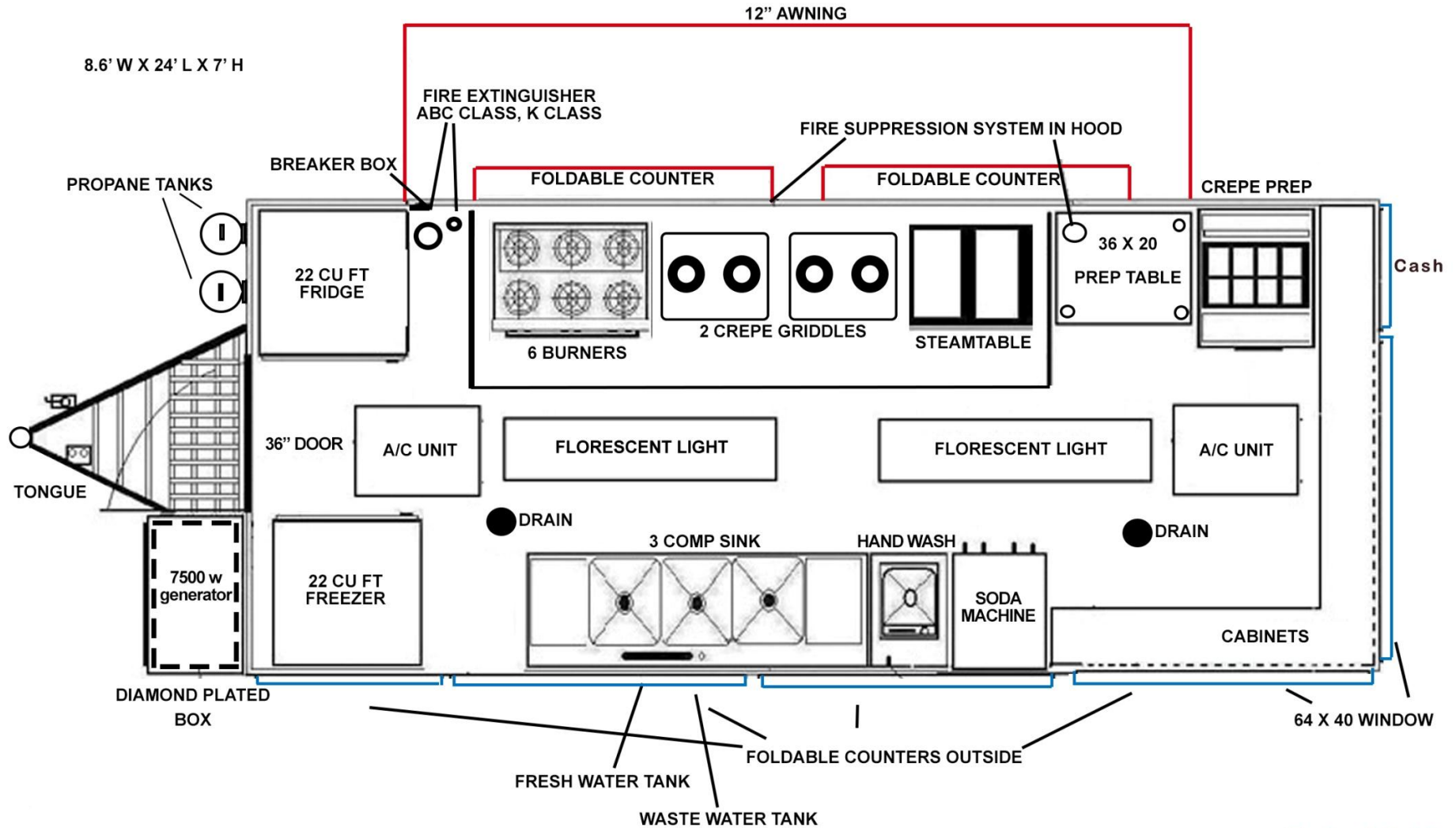
Item	Notes	Quantity	Price	Total
Complete Water System	Steel tube powder-coated cabinet frame	1	\$4,250.00	\$4,250.00
	Stainless steel counter - 304 #4 s/s			
	Stainless steel cabinet doors - 304 #4			
	30 gallon fresh water capacity			
	45 gallon waste water capacity			
	6 gallon suburban propane fired hot water heater			
	Shurflo on Demand water pump			
	Triple ware wash sinks - deep - each c/w hot & cold mixing faucet			
	Hand wash sink - 9.5"x10.5"x6" deep - c/w hot & cold mixing faucet			
	Water fill			
	City water connection			
	Waste water drain hose			
	Hand Tower Dispenser			
Hand Soap Dispenser				
Complete Propane System	Under carriage propane tank	1	\$3,975	\$3,975.00
	High rating BTU Twin Stage regulator			
	Black iron piping to all appliances			
	Shut offs at all appliances			
	Permit is pulled for propane and is inspected and approved by the ON Safety Authority Inspection label is provided			
Exhaust Hood	Price is based on approx. 6ft hood with one low profile fan	1	\$3,700.00	\$3,700.00
	If an 8ft hood is required, it will be made in 2 - 4ft sections each with a fan. Add \$1,200.			
	Stainless steel hood & shroud			
	Galvanized grease filters			
	Stainless steel grease tray Roof mounted exhaust fan			



Fire suppression	Installed by a third party, certified installer	1	\$3,500.00	\$3,500.00
Standard 19cu.ft refrigerator/ freezer		1	\$850.00	\$850.00
Full size steamer/warmer		1	\$1,200.00	\$1,200.00
6 burner stove top, 36" oven		1	\$4,475.00	\$4,475.00
Double 15-½" Krampouz Crepe griddles		2	\$2,480.00	\$4,960.00
Transmission - Automatic		1	\$4,000.00	\$4,000.00
Passenger Seat		1	\$500.00	\$500.00
Gas Engine		1	\$3,000.00	\$3,000.00
Generator		1	\$5,000.00	\$5,000.00
Work Table		1	\$1,500.00	\$1,500.00
Interior Lighting		1	\$800.00	\$800.00
Floor Drains		2	\$625.00	\$1,250.00
Speaker system		1	\$2,500.00	\$2,500.00
Retail payment system	Computer cash system	1	\$2,500.00	\$2,500.00
Paint	inside + outside	1	\$1,000.00	\$1,000.00
Labour		5	\$2,000.00	\$10,000.00
Miscellaneous		1	\$20,090.00	\$20,090.00
Total				\$74,800.00
<i>*tax included in all calculations</i>				

Crazy Crepes

FOOD TRUCK FLOOR PLAN



Feb 2013



Financial Analysis

With a combined investment of \$120,000 from the partners and a grant of \$25,000, Crazy Crepes is looking for a loan of \$75,000 for remaining start up costs. Calculations and estimates show that Crazy Crepes will be able to pay off said loan, at a 5 percent fixed interest rate compounded annually, by year 8 (see LOAN).

Specifically the financing will be used for the following:

- Development of the Crazy Crepes food truck;
- Financing for the first year of operation;
- Capital to pay employees for the first year of labour

This plan is based on a 15% growth rate per year of operations.

Left-over cash from each year will be retained and not divided by the partners for at least 5 years. This will ensure that the company will not go bankrupt and will account for any unforeseen circumstances.

Since Crazy Crepes is operating under a partnership, the company will not be taxed. Each partner will be taxed at their individual tax rates, which will not concern the business. The profit is to be retained by Crazy Crepes and the partners will receive a salary as laid out in the *Payroll*. Partners will receive a 5% raise per year, which can be renegotiated in Year 5 according to the success of the business.

Youth Entrepreneur Grant

Crazy Crepes has been awarded a grant of \$25,000 from the Canadian Youth Business Foundation (CYBF). This is from their start-up program that provides Cerritos, Peters and Jorstad with the support needed to get the business off the ground. *Please see Appendix L for more.*

The following documents are included in the financial analysis:

- Start-up costs
- Balance sheet for January 1st 2014
- Payroll (includes plan to hire more employees and in which year)
- Crepe cost and sale price (cost prices as of March 2013)
- Year one daily revenue (based on four seasons)
- Year one production cost
- Catering (includes catering packages, prices, and event goals)
- Revenue from daily operations and catering combined
- Loan repayment schedule
- Cash flow



START UP COSTS

Item	Cost of Item	Owner Contributed	Outside funding required?	Totals - Check
Food Truck	\$74,800.00	\$74,800.00	\$0.00	\$74,800.00
Kitchen Supplies	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
Beginning Inventory	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00
Labour	\$120,000.00	\$20,000.00	\$100,000.00	\$120,000.00
Food Handler Certification for 2 people	\$866.58	\$856.58	\$0.00	\$856.58
Truck and Equipment Maintenance	\$1,000.00	\$1,000.00		\$1,000.00
Food Truck Insurance	\$7,000.00	\$7,000.00	\$0.00	\$7,000.00
General Liability Business Insurance	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00
Motorised Refreshment Vehicle Owner	\$1,030.25	\$0.00	\$1,030.25	\$1,030.25
Refreshment Vehicle Driver	\$342.52	\$0.00	\$342.52	\$342.52
Refreshment Vehicle Assistant (x2)	\$685.06	\$0.00	\$685.06	\$685.06
Ontaro Business Name Registration	\$109.20	\$109.20	\$0.00	\$109.20
Retail iPad Cash Register (12 months)	\$1,200.00	\$1,200.00	\$0.00	\$1,200.00
12 months x \$120				
At home office fees (telephone, internet, fax)	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00
12 months x \$150				
Accounting System	\$500.00	\$500.00	\$0.00	\$500.00
Accounting Consultation to set up books	\$500.00	\$500.00	\$0.00	\$500.00
Legal fees to review contracts	\$500.00	\$500.00	\$0.00	\$500.00
Business Cards, Brochure, Website	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00
Gas (based on 12 months @ \$1.30 / L)	\$3,600.00	\$3,600.00	\$0.00	\$3,600.00
~ \$300/month				
				\$0.00
SUBTOTAL	\$222,633.61	\$120,565.78	\$102,057.83	\$222,623.61
Percentage Contribution	100.00%	54.15%	45.84%	100.00%



BALANCE SHEET
Jan 1st Year 1

Assets

Current assets	\$0.00
Cash	\$0.00
Amounts Receivable <i>*grant</i>	\$25,000.00
Notes receivable	\$0.00
Inventory	\$135,000.00
Total Current Assets	\$160,000.00

Capital Assets

Food Truck (10%/a Depreciation)	\$74,800.00
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Total Fixed Assets

\$234,800.00

Intangible Assets

Goodwill	\$2,000.00
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TOTAL ASSETS

\$236,800.00

Liabilities and Owners' Equity Liabilities

Current liabilities

Accounts payable	\$0.00
Notes payable	\$0.00
Accrued taxes	\$0.00
Accrued salaries	\$120,000.00
Total Current Liabilities	\$120,000.00

Long-term liabilities

Notes payable (due ----)	\$0.00
Loans payable (due Year 8) <i>if loan is acquired*</i>	\$75,000.00
Total Long-Term	\$195,000.00

TOTAL LIABILITIES

\$315,000.00

Owners' Equity

Investment	\$120,000.00
Retained earnings	\$0.00
Total Equity	\$120,000.00

TOTAL LIBAILITIES & EQUITY

\$435,000.00



PAYROLL

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Owner #1	\$40,000.00	\$42,000.00	\$44,100.00	\$46,305.00	\$48,620.25	\$51,051.26	\$53,603.83	\$56,284.02	\$59,098.22	\$62,053.13
Owner #2	\$40,000.00	\$42,000.00	\$44,100.00	\$46,305.00	\$48,620.25	\$51,051.26	\$53,603.83	\$56,284.02	\$59,098.22	\$62,053.13
Full-Time #1			\$38,000.00	\$39,900.00	\$41,895.00	\$43,989.75	\$46,189.24	\$48,498.70	\$50,923.63	\$53,469.82
Full-Time #2						\$38,000.00	\$39,900.00	\$41,895.00	\$43,989.75	\$46,189.24
								\$40,000.00	\$42,000.00	\$44,100.00
Part-Time #1	\$20,000.00	\$21,000.00	\$22,050.00	\$23,152.50	\$24,310.13	\$25,525.63	\$26,801.91	\$28,142.01	\$29,549.11	\$31,026.56
Part-Time #2	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82	\$13,400.96	\$14,071.00	\$14,774.55	\$15,513.28
Part-Time #3	\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25	\$12,155.06	\$12,762.82	\$13,400.96	\$14,071.00	\$14,774.55	\$15,513.28
Part-Time #4							\$10,000.00	\$10,500.00	\$11,025.00	\$11,576.25
Total	\$120,000.00	\$126,000.00	\$170,300.00	\$178,815.00	\$187,755.75	\$235,143.54	\$246,900.71	\$299,245.75	\$314,208.04	\$329,918.44

*Raise of 5% per year

*Part-time #1 is the third owner



CREPE COST AND SALE PRICE

Item #	Type of Crepe	Per Case	# in Case	Production Cost	Sale Price
	Mushroom and				
1	Gorgonzola			\$4.80	\$8.00
2	Chicken Pesto			\$3.90	\$9.00
3	Margarita			\$3.00	\$5.00
4	Pad Thai			\$3.80	\$9.00
5	Beet and Goat Cheese			\$3.50	\$8.00
6	Green Eggs and Ham			\$3.50	\$7.50
7	VaVa Vegan			\$4.80	\$8.00
8	Eggetarian			\$3.90	\$7.50
9	Apple Pie			\$3.60	\$6.00
10	PB + J			\$3.00	\$6.00
11	Chocolate Storm			\$3.40	\$6.00
12	Plain Crepes			\$0.34	\$2.00
13	Crepe with Whip Cream			\$0.60	\$2.50
	Average Cost			\$3.51	\$7.04
	Drinks				
1	Bottled Water	\$5.23	35	\$0.15	\$1.50
2	Pop	\$6.50	24	\$0.27	\$1.50
3	Snapple	\$19.64	24	\$0.82	\$2.49
4	Juice (Apple or Orange)	\$25.13	24	\$1.05	\$2.25
5	SanPellegrino Water	\$17.91	24	\$0.75	\$1.49
6	SanPellegrino Pop	\$18.28	24	\$0.76	\$1.49
7	Gatorade	\$17.34	24	\$0.72	\$1.99
8	Arizona (340 mL)	\$2.47	12	\$0.21	\$1.50
	Average Cost			\$0.74	\$2.03
	Average Cost of Food + Drink			\$4.25	\$9.07

*pop prices based on Costco prices as of March 1, 2013

*food costs based on various supplier prices as of March 1, 2013

YEAR ONE DAILY REVENUE

	Avg .Time to Prepare Meal	Max Customers Per Hour	Estimated Customers/Hr	Avg. Purchase	Hourly Income	Three Hour Shift	3 shifts (daily)	6 days	Monthly
Rush (2 cooks)	4 minutes	15	12	\$9.07	\$108.84	\$326.52	\$979.56	\$5,877.36	\$23,509.44
Slow (1 cook)	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47	\$571.41	\$3,428.46	\$13,713.84
Reg. (1 cook)	5.5 minutes	11	9	\$9.07	\$81.63	\$244.89	\$734.67	\$4,408.02	\$17,632.08
Typical Winter Day January-March									
Slow (1 cook)	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47	\$571.41	\$3,428.46	\$13,713.84
Total Season									\$41,141.52
Typical Spring Day April-June									
Breakfast Reg.	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47			
Lunch Rush	4 minutes	15	12	\$9.07	\$108.84	\$326.52			
Dinner Reg.	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47			
							\$707.46	\$4,244.76	\$16,979.04
Total Season									\$50,937.12
Typical Summer Day July-September									
Breakfast Rush	4 minutes	15	14	\$9.07	\$126.98	\$380.94			
Lunch Rush	4 minutes	15	15	\$9.07	\$136.05	\$408.15			
Dinner Rush	4 minutes	15	14	\$9.07	\$126.98	\$380.94			
							\$1,170.03	\$7,020.18	\$28,080.72
Total Season									\$84,242.16
Typical Fall/Early Winter Day October-December									
Breakfast Reg.	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47			
Lunch Reg.	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47			
Dinner Reg.	5.5 minutes	11	7	\$9.07	\$63.49	\$190.47			
							\$571.41	\$3,428.46	\$13,713.84
Total Season									\$41,141.52
Total Year									\$217,462.32

PRODUCTION COST FOR YEAR 1

	Avg .Time to Prepare Meal	Max Customers Per Hour	Estimated Customers Per Hour	Avg. Purchase	Hourly Income	Three Hour Shift	3 shifts (daily)	6 days	Monthly
Rush (2 cooks)	4 minutes	15	12	\$4.25	\$51.00	\$153.00	\$459.00	\$2,754.00	\$11,016.00
Slow (1 cook)	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25	\$267.75	\$1,606.50	\$6,426.00
Reg. (1 cook)	5.5 minutes	11	9	\$4.25	\$38.25	\$114.75	\$344.25	\$2,065.50	\$8,262.00
Typical Winter Day January-March									
Slow (1 cook)	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25	\$267.75	\$1,606.50	\$6,426.00
Total Season									\$19,278.00
Typical Spring Day April-June									
Breakfast Reg.	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25			
Lunch Rush	4 minutes	15	12	\$4.25	\$51.00	\$153.00			
Dinner Reg.	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25			
							\$331.50	\$1,989.00	\$7,956.00
Total Season									\$23,868.00
Typical Summer Day July-September									
Breakfast Rush	4 minutes	15	12	\$4.25	\$51.00	\$153.00			
Lunch Rush	4 minutes	15	12	\$4.25	\$51.00	\$153.00			
Dinner Rush	4 minutes	15	12	\$4.25	\$51.00	\$153.00			
							\$459.00	\$2,754.00	\$11,016.00
Total Season									\$33,048.00
Typical Fall/Early Winter Day October-December									
Breakfast Reg.	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25			
Lunch Reg.	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25			
Dinner Reg.	5.5 minutes	11	7	\$4.25	\$29.75	\$89.25			
							\$267.75	\$1,606.50	\$6,426.00
Total Season									\$19,278.00
Total Year									\$95,472.00



CATERING

Package	Length	# of guests	Flat Rate	Avg. Cost/ person	Product Cost	Profit
A	1 hour	25	\$400.00	\$4.25	\$106.25	\$293.75
B	1 hour	50	\$600.00	\$4.25	\$212.50	\$387.50
C	2 hour	25	\$800.00	\$6.00	\$150.00	\$650.00
				*savoury+dessert		
D	2 hour	50	\$1,200.00	\$6.00	\$300.00	\$900.00
				*savoury+dessert		
Average	Average		\$750.00		\$192.19	\$557.81

	Yearly Commitments Goal	Yearly Profit	Yearly Cost	Yearly Income
1st Year	24	\$13,387.50	\$4,612.50	\$18,000.00
2nd Year	48	\$26,775.00	\$9,225.00	\$36,000.00
3rd Year	72	\$40,162.50	\$13,837.50	\$54,000.00
4th Year	96	\$53,550.00	\$18,450.00	\$72,000.00
5th Year	120	\$66,937.50	\$23,062.50	\$90,000.00
6th Year	130	\$72,515.63	\$24,984.38	\$97,500.00
7th Year	140	\$78,093.75	\$26,906.25	\$105,000.00
8th Year	160	\$89,250.00	\$30,750.00	\$120,000.00
9th Year	180	\$100,406.25	\$34,593.75	\$135,000.00
10th Year	200	\$111,562.50	\$38,437.50	\$150,000.00



REVENUE FROM DAILY OPERATIONS + CATERING

Year	Income of Daily Operations	Cost of Daily Operations	Revenue from Daily Operations
1	\$217,462.32	\$95,472.00	\$121,990.32
2	\$250,081.67	\$109,792.80	\$140,288.87
3	\$287,593.92	\$126,261.72	\$161,332.20
4	\$330,733.01	\$145,200.98	\$185,532.03
5	\$380,342.96	\$166,981.12	\$213,361.83
6	\$437,394.40	\$192,028.29	\$245,366.11
7	\$503,003.56	\$220,832.54	\$282,171.02
8	\$578,454.09	\$253,957.42	\$324,496.68
9	\$665,222.21	\$292,051.03	\$373,171.18
10	\$765,005.54	\$335,858.69	\$429,146.85

*15% Growth per year

	Income from Catering	Cost from Catering	Revenue from Catering
1	\$18,000.00	\$4,612.50	\$13,387.50
2	\$36,000.00	\$9,225.00	\$26,775.00
3	\$54,000.00	\$13,837.50	\$40,162.50
4	\$72,000.00	\$18,450.00	\$53,550.00
5	\$90,000.00	\$23,062.50	\$66,937.50
6	\$97,500.00	\$24,984.38	\$72,515.62
7	\$105,000.00	\$26,906.25	\$78,093.75
8	\$120,000.00	\$30,750.00	\$89,250.00
9	\$135,000.00	\$34,593.75	\$100,406.25
10	\$150,000.00	\$38,437.50	\$111,562.50

	Income Operations + Catering	Cost Operations + Catering	Revenue Operations + Catering
1	\$235,462.32	\$100,084.50	\$135,377.82
2	\$286,081.67	\$119,017.80	\$167,063.87
3	\$341,593.92	\$140,099.22	\$201,494.70
4	\$402,733.01	\$163,650.98	\$239,082.03
5	\$470,342.96	\$190,043.62	\$280,299.33
6	\$534,894.40	\$217,012.67	\$317,881.73
7	\$608,003.56	\$247,738.79	\$360,264.77
8	\$698,454.09	\$284,707.42	\$413,746.68
9	\$800,222.21	\$326,644.78	\$473,577.43
10	\$915,005.54	\$374,296.19	\$540,709.35



\$75,000 LOAN AT 5%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
5% Interest	\$75,000.00	\$78,750.00	\$82,687.50	\$86,821.88	\$91,162.96	\$66,162.96	\$43,221.11	\$19,132.17	\$0.00	\$0.00
Payment	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$19,132.17	\$0.00	\$0.00
Remaining	\$75,000.00	\$78,750.00	\$82,687.50	\$86,821.88	\$66,162.96	\$41,162.96	\$18,221.11	\$0.00	\$0.00	\$0.00



CASH FLOW

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenue Daily+Catering	\$135,377.82	\$167,063.87	\$201,494.70	\$239,082.03	\$280,299.33	\$317,881.73	\$360,264.77	\$413,746.68	\$473,577.43	\$540,709.35
EXPENSES										
Pay Roll	\$120,000.00	\$126,000.00	\$170,300.00	\$178,815.00	\$187,755.75	\$235,143.53	\$246,900.71	\$299,245.75	\$314,208.04	\$329,918.44
Location Fees	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00	\$24,000.00
Food Truck Insurance	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
General Liability Insurance	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
License Renewals	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Office Supplies + Fees	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
Legal Fees	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Gas	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
POS System	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00
Accounting	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Inventory	\$2,500.00	\$2,875.00	\$3,306.25	\$3,802.19	\$4,372.52	\$5,028.39	\$5,782.65	\$6,650.05	\$7,647.56	\$8,794.69
Miscellaneous	\$5,000.00	\$6,000.00	\$7,000.00	\$8,000.00	\$9,000.00	\$10,000.00	\$11,000.00	\$12,000.00	\$13,000.00	\$14,000.00
Other Start-Up Costs	\$55,323.61	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses	\$222,623.61	\$174,675.00	\$220,406.25	\$230,417.19	\$240,928.27	\$294,871.92	\$308,383.36	\$362,595.80	\$379,555.60	\$397,413.13
Profit	-\$87,245.79	-\$7,611.13	-\$18,911.55	\$8,664.84	\$39,371.06	\$23,009.81	\$51,881.41	\$51,150.88	\$94,021.83	\$143,296.22
Start-Up Funds	\$120,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Young International Grant	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Loan	\$75,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Retained Cash	\$0.00	\$132,754.21	\$125,143.08	\$106,231.53	\$114,896.37	\$129,267.43	\$127,277.24	\$154,158.65	\$186,177.36	\$280,199.19
Loan Payback (5% interest)	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$19,132.17	\$0.00	\$0.00
Carry Over Cash	\$132,754.21	\$125,143.08	\$106,231.53	\$114,896.37	\$129,267.43	\$127,277.24	\$154,158.65	\$186,177.36	\$280,199.19	\$423,495.41



Risks

An identifiable pure risk Crazy Crepes will encounter is the change of seasons. The business will produce less profit in the winter season because consumers will be more inclined to grab a bite to eat indoors where it will be warm enough to wait in line and order. Furthermore, the weather conditions will create problems for the Crazy Crepes food truck when parking in its permitted areas. It is not under the control of the business to dictate at what time and day roads will be plowed if snow has fallen, influencing the number of people who commute to work and school in Crazy Crepes' areas and further decreasing its potential consumers. The fluctuating weather conditions are a risk Crazy Crepes cannot manage nor avoid. If there is a snow storm or pouring rain, Crazy Crepes has no other option but to lose a day of business and gain no profit. Although there is no way to cover the loss of business days there is the option of property and liability insurance to cover any damages weather conditions cause to the food truck, it is a long-term investment for Crazy Crepes but will be of benefit.

The second risk is insufficient cash flow. Crazy Crepes obtains its profit earnings through direct payment and it is essential in continuing business production. This risk stems from the competition in the food truck industry, strict law regulations and a small customer base. Crazy Crepes will use social media to its advantage to create and maintain exposure in the growing and competing industry. To avoid these risks Crazy Crepes will have to focus on its chosen niche increase as its appeals to consumers that crepes are the preferred choice. It will have to deliver exceptional service and food to its consumers. The hope is to appeal to more consumers and manage the clientele it

The third is a speculative risk, the chance of gaining profit or risking loss when buying the food truck's equipment and choice of location. There is a greater possibility that new equipment will have a long life-time but there is still a risk it can be damage quickly. The choice of location have a probability for Crazy Crepes to gain a substantial profit however, the niche of its product may not appeal to consumers as hoped and there may not be a high flow of consumers. I believe to avoid any loss due to location Crazy Crepes will have to maintain reports on the profitability of its chosen locations and to avoid damaged equipment the business will have to invest in property and liability insurance to cover any loss.

Overall, Crazy Crepes must have internal control of its safety inspections, equipment maintenance and proper driving guidelines of the food truck. As previously mentioned, it is important for Crazy Crepes to buy insurance for its business but to keep in mind the rule of indemnity if a situation arises that the insurance is needed to claim a loss.



Appendix

A. INFORMATION ON STARTING A FOOD TRUCK:

"How To Start a Food Truck in Toronto 101." *Toronto Food Trucks*. N.p., n.d. Web. 01 Mar. 2013.

This website outlines how to start a food truck. It outlines important information such as: how to purchase your food truck, how to acquire a business license as well as noting the importance of getting a health check safety, food handler certificate, and propane license.

B. ARTICLES ON EXISTING TRUCKS OR STARTING YOUR OWN:

Investopedia. "The Cost Of Starting A Food Truck." *Forbes*. Forbes Magazine, 27 Sept. 2012.

"Best Food Trucks in America 2012." *Fox News*. FOX News Network, 23 Nov. 2012. Web. 01 Mar. 2013

Polland, Jennifer. "The 8 Best Food Trucks In New York City." *Business Insider*. N.p., n.d. Web. 01 Mar. 2013.

Deioma, Kayte. "Gourmet Food Trucks in Los Angeles: This Ain't No RoachÂ Coach." *About.com Los Angeles Travel*. N.p., n.d. Web. 01 Mar. 2013.

These articles outline existing food trucks that are located in New York, Los Angeles and other parts of USA. These articles assisted with the decision factor of where the food truck would be held. After research and delegation, we decided to keep within Canadian borders in a place we are all familiar with, Toronto.

C. SPECIFIC INFORMATION ON ESSENTIAL INFORMATION FOR RUNNING A FOOD TRUCK:

Myrick, Richard. *Running a Food Truck for Dummies*. Hoboken, NJ: Wiley, 2012. Print.

"How to Start a Food Truck in Toronto [Infographic]." *Toronto Food Trucks*. N.p., n.d. Web. 01 Mar. 2013.

"Food Trucks - General Information." / *Food Trucks*. N.p., n.d. Web. 01 Mar. 2013.

"Clover Food Truck 101." [Http://www.cloverfoodlab.com](http://www.cloverfoodlab.com). N.p., n.d. Web.

"Vending Application (Sidewalks/Boulevards/Curblanes)." [Https://wx.toronto.ca](https://wx.toronto.ca). City of Toronto, 18 Aug. 2006. Web.



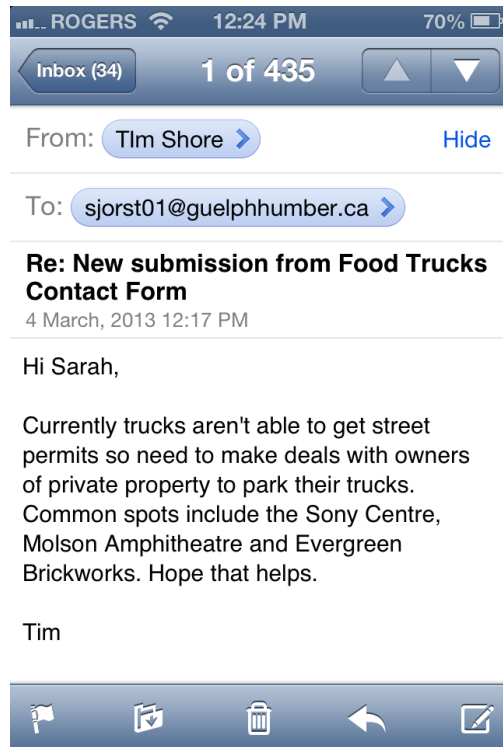
D. INFORMATION THAT INFLUENCED AGREEMENTS WITH THE UNIVERSITY OF TORONTO AND THE SONY CENTRE FOR PERFORMING ARTS:

"Vendors Couldn't Swallow Costs of Street-food Program." - *The Globe and Mail*. N.p., 10 Sept. 2012. Web. 12 Mar. 2013. <<http://m.theglobeandmail.com/news/toronto/vendors-couldnt-swallow-costs-of-street-food-program/article624186/?service=mobile>>.

"Food Carts Still Stymied by Red Tape." *Thestar.com*. N.p., 15 Mar. 2010. Web. 12 Mar. 2013. <http://www.thestar.com/news/gta/2010/03/15/food_carts_still_stymied_by_red_tape.html>.

Here we learned about how much the city charged for vendors to rent property space for the A La Carte program over the past couple years. These figures were used as a benchmark, while also considering agreement items.

We also reached out to the Food Truck Association to confirm venue locations. We also confirmed the legalities around curbside operation, as some of our research presented competing information.



E. INFORMATION ON DEMOGRAPHICS OF TORONTO:

"City of Toronto: Demographic Information for the City of Toronto." *City of Toronto: Demographic Information for the City of Toronto*. N.p., n.d. Web. 01 Mar. 2013.

F. INFORMATION ON MARKET:

May 2010 The Canadian Consumer Behaviour, Attitudes and Perceptions Toward Food Products Market Report: http://www.gov.mb.ca/agriculture/statistics/food/canada_consumer_report_en.pdf

G. INFORMATION ON LICENSING STANDARDS:

"City of Toronto: Municipal Licensing and Standards Division." *City of Toronto: Municipal Licensing and Standards Division*. N.p., n.d. Web. 01 Mar. 2013.



Toronto Permit Information: http://www.toronto.ca/licensing/rdallow_permit.htm
 Canadian Government Regulations: <http://www.canadabusiness.ca/eng/program/search/>

H. VENDING APPLICATION FORM:

City of Toronto Vending Application (Sidewalks/Boulevards/Curblanes)

Name of Contact (Owner): _____ Business Telephone No. _____
 M. Mx. Miss (First Name) (Last Name) _____
 Business Address: _____ Postal Code: _____
 Vending On: Sidewalk Sidewalk/Boulevard Curbside
 Proposed Vending Location for Application: _____
 Name for Sale: _____
 City of Toronto Business License No. _____ Train Side: _____
 Proposed Hours of Operation: _____
 Do you presently have a valid temporary vending permit within the City of Toronto? Yes No
 If yes, are you required to relocate one or more of these locations in order to obtain a permit for the location requested above. If applicable, which location are you willing to give up? _____
 Permit No. _____
 To receive your final vending application to accepted please review the following information (if applicable):
 • A Certificate from the Health Officer of Health which states and places of the outside display will not interfere with the Health Protection and Promotion Act regulations listed within these a number of regulations apply.
 • A Property Impediment Certificate in accordance with the requirements of the Property Storage, Paving and Utilization Code of Ontario Regulation 623-02, as amended, from the Professional Fire Safety Branch (only within those a number of application sites).
 • A Property Impediment Certificate for each proposed location of the proposed location.
 • A copy of written consent of the business to place and Area's Board of Directors regarding your proposed vending location.
 If your application is approved, it will be necessary to:
 • Enter into an agreement with the City of Toronto
 • Provide proof of third party liability insurance satisfactory to the City Treasurer (Standard form of certificate of insurance attached).
 • Pay a Permit Fee.

Signature _____ Date _____

All Applications require 6 - 12 weeks processing time
(Please refer to the attached business affidavit)

City of Toronto Vending Application (Sidewalks/Boulevards/Curblanes)

This package contains the following information to assist you in applying for a Vending Permit in the Former City of Toronto.

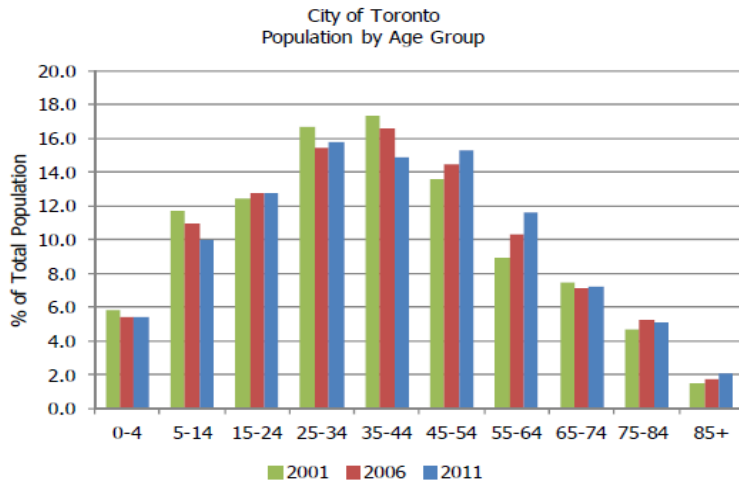
- Application Form (one location per form)
- Check List for sidewalk boulevard vending and detailed qualifications
- Check List for curb line vending
- Sample sketch indicating how to calculate clearance from obstacles
- Schedule "B" (List of streets zoned for vending, not locations available)
- List of Former Metro Roads (available for Vending)
- Map indicating Business Improvements Areas (BIA's)
- List of Contacts for BIA's

Please be advised that there is a Moratorium in place for Wards 20, 27 and 28 where no applications can be accepted.

If you have any question regarding your application please contact:
 The Road Allowance Unit
 570 Conwell Ave.
 Toronto, Ontario M4C 3K1
 Information Line: 416-393-4700
 Fax Number: 416-335-7225
 Monday to Friday 9:30 am - 4:00 pm

August 18, 2008

I. CHARTS ON DEMOGRAPHICS OF TORONTO:



Source: Statistics Canada, Censuses 2001 - 2011

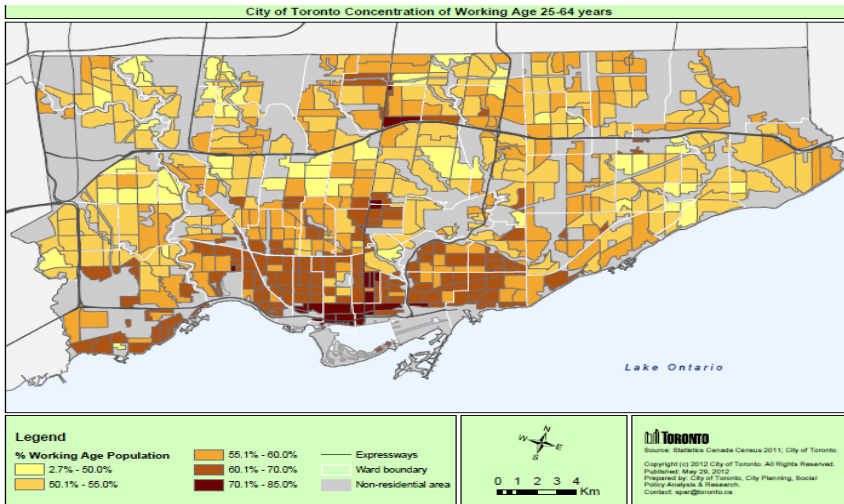


Table 6
Population by Age Group, Greater Toronto Area / Hamilton, 2011

Number of People by Age Group

	GTA / H	Toronto	Rest of the GTA	Durham	Peel	York	Halton	Hamilton	GTA
0-14	1,145,120	400,860	658,540	113,030	254,915	192,170	98,425	85,720	1,059,400
15-24	886,735	333,515	480,645	86,840	187,055	143,720	63,030	72,575	814,160
25-44	1,868,080	800,820	936,185	156,265	366,975	276,795	136,150	131,075	1,737,005
45-64	1,818,110	702,410	966,700	178,390	352,020	298,895	137,395	149,000	1,669,110
65 +	856,085	377,440	397,070	73,610	135,860	120,935	66,665	81,575	774,510
Total	6,574,130	2,615,045	3,439,140	608,135	1,296,825	1,032,515	501,665	519,945	6,054,185
Median Age	39.2	39.2	39.2	36.9	39.3	39.3	39.3	40.9	
75+		188,810		33,345	55,165	52,405	30,770	40,190	360,495

Percent of People by Age Group

	GTA / H	Toronto	Rest of the GTA	Durham	Peel	York	Halton	Hamilton	GTA
0-14	17.4	15.3	19.1	18.6	19.7	18.6	19.6	16.5	17.5
15-24	13.5	12.8	14.0	14.3	14.4	13.9	12.6	14.0	13.4
25-44	28.4	30.6	27.2	25.7	28.3	26.8	27.1	25.2	28.7
45-64	27.7	26.9	28.1	29.3	27.1	28.9	27.4	28.7	27.6
65 +	13.0	14.4	11.5	12.1	10.5	11.7	13.3	15.7	12.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: Statistics Canada, Census 2011

J. GENERAL FOOD TRUCK ARTICLES:

"Food Trucks Ride Cool Factor." - *The Globe and Mail*. N.p., 6 Sept. 2012. Web. 12 Mar. 2013.
<<http://m.theglobeandmail.com/report-on-business/small-business/sb-money/cash-flow/food-trucks-ride-cool-factor/article558352/?service=mobile>>.

K. INFORMATION ON LOCATION ANALYSIS:

- <http://www.utoronto.ca/about-uoft/quickfacts.htm>
- <http://ueat.utoronto.ca/where-to-eat/locations/>



- <http://www.urbanspoon.com/ps/10/7962/toronto-sony-centre-for-the-performing-arts-nearby-restaurants>
- <http://www.urbanspoon.com/ps/10/7962/toronto-sony-centre-for-the-performing-arts-nearby-restaurants>
- <http://www.food-beverage.utoronto.ca/news/food-truck-fridays>
- <http://www.sonycentre.ca/getattachment/Home/Media/News-Releases/Food-Trucks-@-Sony-Centre-rel.pdf.aspx>
- <http://www.food-beverage.utoronto.ca/news/food-truck-fridays>
<http://ueat.utoronto.ca/event/food-truck-friday-3/>
- <http://www.sonycentre.ca/getattachment/Home/Media/News-Releases/Food-Trucks-@-Sony-Centre-rel.pdf.aspx>

Together from our research we learned about the obstacles and opportunities available from vending on the property of University of Toronto and the Sony Centre for Performing Arts.

L. YOUTH ENTREPRENEUR GRANT:

The Canadian Youth Business Foundation's (CYBF) Start-up Program provides the support you need to get your business off the ground. On top of coaching and resources to help you create a winning business plan, CYBF also provides mentorship, financing and post-launch services to position you and your business for long-term success.

http://www.cybf.ca/cybf_programs/start-up/