

Unity Gas Bar

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UNIVERSITY OF SASKATCHEWAN COMM 447

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Mr. Carey Baker
Director of Economic Development,
Town of Unity
Unity, Saskatchewan

Dear Mr. Baker,

On behalf of Tamara and I, we are both pleased to submit our proposal of our business plan titled “Unity Gas” to both Mr. Baker as well as Prof. Wilson for review and consideration.

After evaluation of population and economic actions (specifically in gas and convenience sales) in Unity, we came to a conclusion that there could be prosperous gas station with Tim Hortons coffee shop build close to the highway. Within the submitted documents, you will be able to find all the information available to construct this business (including marketing, financing, human resources, as well as operating plan and environment), as well as expected financial results over the first 5 years.

Unity Gas is a very enticing project, and we are willing to provide any additional information that you may need, by email or over phone. Thank you for your interest and consideration that you have demonstrated by consulting us on a new gas station in the town of Unity.

Sincerely,

Tamara Brunwald
Jared Lagoski

Contents

| | |
|--|----|
| Executive summary | 5 |
| Business idea..... | 6 |
| Value Proposition..... | 6 |
| Vision..... | 6 |
| Mission Statement..... | 6 |
| Values..... | 6 |
| Human Resources | 7 |
| Corporate culture and leadership strategy,..... | 7 |
| Key positions in the organization, key personnel | 7 |
| Financials..... | 8 |
| Recruitment and retention strategy | 8 |
| Performance appraisals, Compensation..... | 9 |
| Training and development, health and safety..... | 10 |
| Marketing Plan | 10 |
| Market analysis | 10 |
| Political..... | 11 |
| Economical | 11 |
| Societal..... | 11 |
| Technological | 12 |
| Environmental..... | 12 |
| Legal | 12 |
| Industry level..... | 13 |
| Bargaining power of buyers..... | 13 |
| Threat of substitutes..... | 13 |
| Bargaining power of suppliers | 13 |
| Threat of new entrants | 14 |
| Competition | 14 |
| Firm level..... | 14 |
| Strengths | 14 |
| Weaknesses | 15 |
| Opportunities..... | 15 |
| Threats | 15 |

| | |
|--|----|
| VRIO | 15 |
| Valuable | 15 |
| Rare | 16 |
| Costly to imitate..... | 16 |
| Organized to Capture Value..... | 16 |
| Competition | 16 |
| Delta Co op..... | 16 |
| Petro Pass..... | 17 |
| Subway..... | 17 |
| Jelascos's, Bluez on 2 nd and Star Express Chinese Food | 17 |
| Marketing Strategy | 17 |
| Place | 18 |
| Product..... | 18 |
| Price | 18 |
| Promotion | 19 |
| Target market | 19 |
| Consumer Profiles..... | 19 |
| Hockey Mom Sandra Smith..... | 20 |
| Great aunt Carole..... | 20 |
| Dale the CNR Worker..... | 20 |
| Perceptual Map..... | 20 |
| Marketing Tactics and Communication | 21 |
| Finance Overview..... | 22 |
| Sales | 22 |
| Loan..... | 22 |
| Projected Cash Flows | 23 |
| Projected Income Statements | 23 |
| Projected Balance Sheet | 23 |
| Break Even Analysis | 23 |
| Ratio Analysis | 24 |
| Critical Success Factors | 24 |
| Tim Hortons Capturing Highway Business | 24 |
| Local Customers Preferring Unity Gas to Competitors..... | 25 |

| | |
|--|----|
| Relationship with the Prairie Moon Inn | 26 |
| Fluctuation of Gas Prices..... | 27 |
| Operations | 27 |
| Underground Gas Tanks..... | 27 |
| Gas Pumps..... | 28 |
| Start Up | 28 |
| Date Estimates | 28 |
| Soil testing and land appraisal (estimated 1-2 days) | 29 |
| Construction and asset purchases (12- 18 months) | 29 |
| Move in/ stocking (1-2 weeks)..... | 29 |
| Operating Capacity..... | 30 |
| Risk management plan..... | 30 |
| Not Enough Demand..... | 30 |
| Community Rejection..... | 31 |
| Problems with Gas or Pumps..... | 31 |
| Change in Technology/Society..... | 31 |
| Appendices..... | 33 |
| Appendix A TOWS..... | 33 |
| Appendix B Projected Cash flow Statement | 34 |
| | 34 |
| Appendix C Projected Income Statements | 35 |
| | 35 |
| Appendix D Projected Balance Sheets | 36 |
| | 36 |
| | 37 |
| Appendix E | 38 |
| | 38 |
| Appendix F | 39 |
| Appendix G..... | 40 |
| | 40 |
| | 40 |
| References | 41 |

Executive summary

Through extensive analysis and research, we have formulated a recommendation and implementation plan for creating a gas bar in the town of Unity with the addition of a Tim Hortons restaurant. Through the contents of this business plan we have outlined the necessary requirements to start up the business as well as the back-end operations that will keep the business maintained. We have used a wide variety of online resources, textbooks, lecture notes and had the opportunity to travel to Unity to gain background information. The plan includes information on many large aspects of a business including Human Resources, Marketing, Operations and Financials.

Included within the human resources strategy is compensation, recruitment, performance appraisals, and occupational health and safety. Due to Unity having a population of around 3000 the available labour force is quite small. Therefore, effective human resources practices must be used to attract and retain key employees and trying to minimize turnover that is very often seen in the restaurant and gas bar industries. Through different platforms the recruitment process can target a large number of possible employees who can then be trained to suit their necessary roles.

Under the heading of marketing an extensive analysis has been completed on the market landscape of Unity. Through the use of a PESTEL, VRIO, TOWS, SWOT and looking at the 4 P's of marketing it can be determined that there is sufficient need for the new gas bar. This analysis provides background information on why we chose to implement the plan and what is involved in the promotion of the business. It also includes strategies for increasing the client base and for creating customer loyalty through customer service.

Through the operations plan the step by step process is outlined from serving and investing in the land to the construction of the building itself. With the 6 pump station it will be able to serve more customers than our competitors and create a competitive advantage through low wait times. Through the financing we have provided an estimate for how much the project will initially cost as well as the costs to implement and maintain the business. Provided within the appendices and attached excel document are projected income statements and balance sheet outlining the success of the business for the next 5 years.

In conclusion, through research, our class lectures, our professor and community members of Unity we have outlined a proposal for a new and profitable business development. For confidentiality purposes we have removed the names of the community members. This plan can be used to foster community support for the project and be used to inform the public of the possibility of a new gas bar. Through our recommendations the proper steps have been outlined to make this project a reality.

Business idea

Our business idea is to establish a community friendly Unity Gas Bar. This large 400m² store with 6 pumps for gas as well as a convenience store will have a great personal touch, and you can even grab a coffee at the Tim Hortons attached to our building while we pump your gas. Unity Gas will be open early in the morning, and close late at night to fit any schedule. We will be serving the community with both retail and bulk sales of gas, not to mention convenience items (like pop or chips) you might want to pick up on your way out of town.

Value Proposition

With our gas station having a convenient location as well as discounts for members, the community will have easy access and enjoy cheaper prices compared to the competition. Customers from Unity or visitors staying in the hotel next door will also have the luxury of having coffee and a hot meal at the Tim Hortons connected to the gas station.

Vision

Our vision for Unity Gas is to become the most trusted, most used gas station in unity.

Mission Statement

Offer fast, clean and efficient gas bar and restaurant service within the town of Unity.

Values

Unity Gas is locally owned, and has strong pride for the community. Our business will often donate to local sporting teams and local causes to keep the money in the community. Our gas bar

also has put a great emphasis on customer care. Customers will receive warm and friendly service with a smile, whether being served at the diner or having their fuel pumped, local customers will really feel like they are appreciated.

Human Resources

Corporate culture and leadership strategy,

The corporate culture of the Unity Gas Bar must fit the culture of the town and be personable and have an open flow of communication. The leadership strategy used should delegate tasks, empower employees, and recognize outstanding services. The culture of the organization as a whole should put customers first and strive to make meaningful interactions with them a priority. Through having managers work closely with employees and having employees work together to reach goals leaders will create highly involved staff who need little supervision.

Key positions in the organization, key personnel

Both the Tim Hortons and the gas bar would have fairly mechanistic structures as many decisions are made by upper management, the franchisee, or the owners rather than by lower level employees, but it is because of this there must be an environment that fosters good communication from management to employees so employees are aware of the reasons for why things are the way that they are which will in turn increase employee buy in and involvement.

The owner of Unity Gas bar would be a local individual who will act as temporary management and begin the initial hiring of a manager who will run the operations.

The organizational structure will consist of two separate departments, one for the gas bar employees and one for the Tim Hortons employees. Both sides will consist of the same organizational structure but with more employees on the Tim Hortons side. There will be approximately 10 gas station attendants who work part time at an hourly rate on par with the market being between 11 -12\$. (Glassdoor) There would be 2 general employees working at all times, one as a gas attendant the other working the till indoors. Above the general employee would be 3 employees in the manager position receiving 16-17\$ per hour (Glassdoor). Their duties would differ as they would have different job responsibilities and the operational hours

would be from 6am - 10pm, therefore employees would be working from 5:30 to be there to open for the day.

The Tim Hortons side would have approximately 12 employees 11\$/hour. These employees would require a food safety course as part of their onboarding process and training would be completed before their first day of work. The 4 managers would receive a wage of 17\$ an hour as they would also have the additional task of managing the food procurement tasks and well as employee management. Hours of operation would be from 6 am- 10. This is open one hour earlier and closes one hour later than the A and W and would therefore have the ability to serve customers who might usually go to the A&W instead. The scheduling would work in 8 hour shifts and operational hour would be from 6am - 10pm, therefore employees would be working from 5:30 to open the restaurant at the same time as the gas bar.

Financials

Gas bar: 2 employees working (one management) 11\$(17.5 hours) = $192.5 + 17(17.5) = \$490$ /day in wages. $490\$ \times 30 \text{ days} = \$14\,700 \text{ per month}$

Tim Hortons: 3 employees (one management) 11\$/hour (17.5 hours) (2 employees) = $385\$ + 18\$(17.5) = \$700$ /day in wages $\times 30 \text{ days} = \$21\,000 \text{ wages per month}$

Recruitment and retention strategy

In order to have a sustainable business it must be ran by the right people and have employees that fit the culture of the business. As Unity has a relatively small labour force it is best to use a recruitment strategy that targets a large amount of the labour pool rather than targeting a specific group. However, due to the nature of the job most of the positions will be filled by high school students and those with little or no post secondary education. This is not unique to Unity and is the norm for many other gas bars and fast food restaurants. It is also why there tends to be high turnover rates in these positions and employee retention can be difficult. Depending on how the recruitment process goes the compensation strategy can be altered to better attract and retain employees.

To recruit employees who are typically new to the workforce online job postings are the most efficient tactics. Indeed.com is one of the most frequented job searching sites in Saskatchewan

and many if not all applicants will look online for open positions. As the town's homepage is often used to update the town on new developments and has a careers tab, ensuring that the positions are on there will help them get traction. The job postings themselves will outline the work requirements and typical job duties and tasks. For the gas bar it can be stressed that employees will work both indoors and outdoors, although this may turn away some applicants by using a realistic marketing approach rather than one that idealises the position will help to ensure that new employees do not quit at the first sight of snow fall. As many of the applicants will be students, having a copy of the job posted outside the main office of the high school will catch the attention of students who may be looking for part time work.

Retention of employees is difficult in this line of work due to there being few opportunities to move up through the rankings of the organizational structure and the routine nature of the job tasks. One way to keep employees engaged and to keep them within the organization is through succession planning. By training employees for the assistant manager positions before they are actually in the positions it will not only bring more job satisfaction for the employees but will ensure there is no loss of job knowledge when employees leave positions.

Performance appraisals, Compensation

Another factor that can ensure that employees are retained is through a proper performance appraisal and compensation system. As per the franchise regulations "employee performance is assessed through self, manager and manager-once-removed appraisals based on our leadership model and the following factors: Achievement of objectives, Values demonstration and Commitment to development and continuous improvement."(timhortons.com) And it is through these performance appraisals that compensation can be determined.

The typical compensation break down is 75-80% base pay, 5-10% performance pay and indirect is 15 (Long & Singh, 2017) and this would cover both the Tim Hortons and gas bar employees. As for benefits most come into play after the employee has been within the organization for at least 6 months and qualifies for a full- time position and to receive benefits such as a fitness subsidy, sick leave or tuition reimbursement as well as CPP, EI and holiday pay. Rather than the exact scale that Tim Hortons uses the gas bar attendants will be rated on a Behaviourally

Anchored Ratings Scale (BARS) on qualities such as customer service on a scale of 1-5 in order to determine their performance pay.

Training and development, health and safety

Much of the training for the Tim Hortons will be provided through the franchising and through the manager who gets their own individual training program before starting the management position. “Along with formal Joint Health and Safety Committees at our corporate offices, distribution and manufacturing facilities, training sessions are required for different groups within the organization on topics such as Violence and Harassment Prevention, Rights and Responsibilities, Workplace Hazardous Materials Information System (WHMIS), Material Handling, Transportation of Dangerous Goods and Accident

Investigations.(timhortons.com) Some of this training would include food safety courses and occupational health and safety trainings such as how to use equipment and what to do in the instance that there is a malfunction or an injury on the job. All employees will be subjected to initial sales training to outline the importance of service with a smile and how to increase sales with tactics such as asking if the customer would like a drink with their meal and informing them of current sales or promotions.

On the gas bar side employees will also be trained on sales tactics but will also be trained on the dangerous that come along with working with large quantities of fuel and what to do if there is any sort of leakage or spills. They will also be trained on how to prepare for weather such as remaining cool in the summer and drinking enough water and using the proper PPE in the winter to ensure there is no risk of frost bite. Alongside the Tim Hortons employees they will also be trained on POS systems and general maintenance practices including WHIMIS training on hazardous chemicals and how they should be handled.

Marketing Plan

Market analysis

The main customer profile would be different for the Tim Hortons and for the gas bar. The gas bar is created because there is currently line up outside the current two gas stations since they are open to all the traffic passing by Unity. Therefore, our gas bar would be situated within the city

limits better serve local traffic. Since the brand new hotel the “Prairie Moon” does not offer a lunch and supper menu the Tim Hortons attached to the Unity gas bar would be offered as the most convenient option. This targets both of the largest demographic in unity those being the 50-59+ age category and busy young families of the 25-29 category. ([townofunity.com](http://www.townofunity.com))

Political

Much of the funding depends on the Board of directors of unity and the overall community.

There has also trade restrictions, regulations and laws regarding imports of products. If funding is unavailable the project will not be able to move forward or would suffer from massive delays. In labour law minimum wage has increased and Tim Hortons have had a bad past with employee wages after some wage discrepancies. This could make hiring for the Tim Hortons positions more difficult and wage prices may have to be addressed in an accommodation of a lack of demand for the positions. Not only that but there has recently been strikes across Saskatchewan in many of the Co op gas bars after the company tried to introduce a second-tier wage scale for new employees. This change in wage structure could lead to a demand for higher wages for gas attendants or to instil thoughts of unionization amongst employees.

Economical

Overall residence has a reasonably high amount of disposable income, meaning when it comes to a necessity such as gas and fast food, they may be less dollar conscious. This would mean that when it comes down to convenience, they will be willing to pay a higher price to have good service and they will shop often and often buy products that tend to cost more from gas stations such as water bottles. In the case of Tim Hortons so many individuals have it to begin each day and with a higher disposable income customer can afford to do so. As mentioned above many of the political influence impact the financial sides of the business and the economic environment. “Most inhabitants at Unity, SK are above the low-income cut-off, or the income a person must earn to be considered to be part of the low-income group.”([https://www.townofunity.com](http://www.townofunity.com))

Societal

Society is turning to more health-conscious trends, putting pressure on the fast food market to uphold those trends. Tim Hortons currently is viewed as being reasonably healthy compared to the burgers and fries that are available at A&W. However, the fact that Tim Hortons is still considered a fast food restaurant means it is still affected by this trend. This trend also makes many convenience items such as pop and chips that are typically cost efficient and sold in gas

stations that have lenient expiry dates less desirable to consumers which is one of the main revenue streams of the gas bar. The older demographic which makes up much of Unity's population is also severely loyal to what they are used too, in this case A&W. The customer demographic that best fits A&W is the above 65 range, that also coincides with a moderate size of the population of Unity. (<http://snapshot.numerator.com/brand/anw>)

Technological

Changes in technology change how we market products. Lots of marketing techniques have moved away from advertising using large newspaper ads and radio commercials, and while these will still be used, more focus is put onto the social media side of advertising such as Facebook, twitter, and city homepages. This also means that it is imperative that most of the town uses these sites in order to properly reach the necessary demographics. Other technology advancements are in the area of HRIS, implementing these market advancements into the business will allow for efficient scheduling and payroll tactics which will save money down the long road.

Environmental

A difficult area to handle when setting up a gas bar as gas is seen as bad for the environment. However, this is an assumed part of being in the gas industry and is often overlooked by consumers. Although the initiative itself may not be considered "green" how the gas bar and restaurant are run can be altered to reduce the overall environmental impact such as using led lights to reduce energy wastage. Customers will be encouraged to bring their own cups to reduce the impact that using disposable cups and bags will have on the environment.

Legal

In the gas industry the dependence on gas permits causes delay in production. There are also many legal obligations in the procurement of the land and ensuring that all pumps and lines are up to the necessary environmental and occupational health and safety standards and properly labelled. Not only that, there the legal contracts with the gas providers and ensuring that we have a steady supply that can match our demand. In regards to the Tim Hortons getting attached there is many legal aspects in attaining and developing a branch in a franchise. There are many policies that need to be upheld in regards to the control that the franchise has over how many discounts and promotions can be available. Some other legal considerations that need to be

upheld are well the obvious food safety regulations and labour standards such as overtime and vacation pay that need to be upheld.

Industry level

Bargaining power of buyers

Med- Since Unity has around 3000 people there isn't a large number of competitors, but the existing competitors do make it easy for customers to switch to another gas station or restaurant. Due to Unity being small consumers will be price sensitive when it comes to expensive purchases, it is because of this that many residents may choose the gas station that sells the cheapest gas or the one that offers the perks aside from gas. Our strategy is to offer more in demand products such as a wider range of food available to entice customers to buy from us rather than our competitors. By giving buyers what they want, they will use their power in our favour of us and we will gain and maintain their loyalty through excellent service and playing towards customer needs.

Threat of substitutes

Med- Substitutes for gas could be electric vehicles but are not going to be very relevant in a small town. Other substitutes for gas could be riding a bike or walking to destinations however this will be a very unpleasant task to do in the winter and many of the residents will continue to drive. Our other main demographic is truckers and farmers who for the time being will continue to use heavy machinery and large gas guzzling vehicles. However, there are many substitutes for Tim Hortons such as a home cooked meal, instant coffee, or Tassimo coffee pods. To make sure that customers choose us will offer a personable, one on one experience that you can not get when you buy a pre packed Tassimo pod. The convenience factor included with being able to get both a hot meal and gas will increase the benefit of our products over other substitutes.

Bargaining power of suppliers

Med- Since it is not a chain such as a Husky gas bar we can change supplier fairly easily. However, since much of our services depend on the availability of gas, we are heavily dependent on the supplier to adhere to our distribution needs. (TR Petroleum, Pratts Wholesale) If shipments are late or products are in low supply, it is easy for our customers to take their business to our competitors.

Threat of new entrants

Low- Developments take time and Unity is not expanding at an exponential rate. However, if a new entrant were to come in, specifically in the food industry shortly after we have established our footing it would affect our bottom line, as well as our competitors. The largest threat would come from the opening of another restaurant or chain that could also provide similar service and quality to Tim Hortons.

Competition

High- There are 3 other gas bars in unity, the Delta co op, Petro Pass truck stop and Rack Petroleum. Both are located on 2nd Ave S passing through the outskirts of the town and one has an A&W right next to it. The Co op has a recognizable name that is associated with a good reputation and customer loyalty program. These gas stations are more likely to be utilized from people just passing by the town who do not have any reason to enter into the town itself. The A&W and Subway would serve as the main competitors for our Tim Hortons as they provide similar nature of food service, that already has the loyalty of the 3000 residence of the town. In the coffee market there has recently been two additions, Rise and Grind Brew and Country Pantry who would offer a more expensive but higher quality beverage. Our strategy is to align ourselves with the delta Co op for price but to sell ourselves on the idea of convenience by having it be within the city as well as having more pumps that will offer fewer wait times. More detail will be given on competition in the competitive landscape analysis in the marketing plan.

In conclusion Unity gas bar has sufficient market space to grow in, it is protected from new entrants because of the planning and costs associated with the production of a gas bar and it has a chance to surpass competitors by alleviating the pain caused by having to wait in long lines. The power of buyers can be mitigated by the smaller size of the town and the few direct competitors. Although there are many substitutes for Tim Hortons there is very few for gas especially with Saskatchewan winters being as harsh as they are, walking and biking are not favourable options.

Firm level

Strengths

Gas bar is inline with culture of Unity. It offers a one on one experience and values its relationships with customers. It gains reputation by having the widely known and trusted name of Tim Hortons attached to it. The prime location beside the hotel makes it a convenient pit stop

for people entering and leaving the city after staying in Unity. The restaurant portion of the Tim Hortons would be only steps away from the hotel and as many people staying in the hotel are railway workers who do not have a vehicle with them during their stay it means that the Tim Hortons is their most viable option for breakfast lunch and supper.

Weaknesses

The gas portion of the company which requires a high initial expenditure doesn't account for most of the company's revenue. A chain is very expensive to start and can be difficult to acquire. The land also comes with its fair share of legal regulations that must be taken into account before starting the project. These regulations could push back the start date, or prevent the project from moving forward entirely.

Opportunities

Capitalizing on creating a working relationship with the Prairie Moon hotel creates the opportunity to bring in steady customers who stay at the hotel. Health trends such as cleaner eating mean many demographics are trying to cut down on burgers and fries and having a Tims attached to the gas bar could provide an equally convenient but healthier alternative to A&W. Since the town is so community driven opportunity lies within the sponsoring of seasonal events within the town such as baseball and hockey tournaments.

Threats

The main threat facing our gas bar project is the threat of competition from the other gas stations. Although only one of them offers a sit-down style A&W connected to the gas bar, both still pose a threat. There is also the possibility of another restaurant of similar nature coming along further down the road, not associated with a gas bar, that could be more alluring to the customers staying at the hotel. Another threat is the steady fluctuation of the price of gas and its impact on the trucking industry as well as customers spending habits.

VRIO

Valuable

The gas bar is considered valued because it takes advantage of opportunities in the market that were brought forward from the townspeople. The advantage offered is that not only are we located within town we have more pumps available to cut down on the wait times which were the main complaints that the other gas bars were receiving.

Rare

The gas bar is considered rare because there is very little room in the market to offer both another gas bar and a restaurant combination after we establish ourselves. However, the product is not unique as there is another gas bar which offers the same products in principle and follows a very similar operational formatting. Even though many of the products are similar such as pop and chips, if they are not provided by the Unity Gas bar but they are provided by our competitors then it could end up being a disadvantage for us.

Costly to imitate

In the gas market there is very few things that it can be replaced by and it is very difficult to to imitate the exact plan given the size of Unity. Many of the current restaurants can offer a sit-down location to be used for visiting and coffee but not very many can replicate the speed and convenience that the Tim Hortons provides. The current A&W is the main substitute especially because they also offer gas services, however they can not easily add new pumps to their current location which means that there would be very high costs incurred if they tried to imitate our services.

Organized to Capture Value

The structure utilizes a fairly horizontal structure with defined job descriptions. The policies that are included monitor staff behaviour such as food safety and the culture of being caring and personable ensures that employees offer exceptional customer service which is part of our competitive advantage. Having these policies and culture intact allow us to utilize our rare and valuable resources and capabilities.

Competition

Since the Unity Gas Bar has a Tim Hortons attached it functions in 2 separate markets, one being the fast food and restaurant sector while the other being gas. Fortunately do to the smaller nature of the town there is few competitors in the gas industry.

Delta Co op

The main competition lies within the Delta co op as it offers many of the same services as the Unity Gas bar. Rather than a Tim Hortons attached is has an A & W which is one of the main hot fast foods' restaurants in Unity. This bar also convinces items such as pop and chips and is located on the outskirts of town so it gets lots of traffic from travellers just passing through, while the A&W offers a post church coffee spot for many of the residents as 190 out of the approximately 2500 residents are in the age of 55-59. This Gas bar also has the benefit of carry

the well-known Co-op brand and having a rewards system that entices customers to continue to keep coming back to them.

Petro Pass

The secondary gas competitor is a card lock system also located on the highway. This spot does not offer any convenience items or have any employees to service vehicles. However, this would lead to a reduced wait time for visitors and would gain the traffic of large trucks passing through and any near by farmers. The card lock system also adds convenience and mainly targets the rest of the residents who were not planning to stop for a coffee on their way out of town.

Since the Unity gas bar also offers Tim Hortons it is important to consider the food and restaurant-based competitors.

Subway

Although there is also a Subway within town limits it does not offer the same “Sunday Sit down Coffee” atmosphere that A&W or Tim Hortons provide so it is less relevant as a competitor.

This may be more popular with the younger demographic (depending on location to schools and accessibility) and it may be seen as a healthier alternative to donuts, while maintaining the perception of being a quick stop to make before a hockey game rather than an evening out at a restaurant. This also has the benefit of having a trusted name so customers know what to expect when walking in and don't have to risk trying out a new place,

Jelascos's, Bluez on 2nd and Star Express Chinese Food

These restaurants tend to the customers who are looking for a place to spend over an hour visiting with family and friends and are willing to spend a few more dollars to receive a high-quality meal. Although they are all at a higher price range than Tim Hortons, they still offer act as competitor as many customers might feel like they are getting what they pay for. These restaurants also have the advantage of being open for many years and will have customer loyalty. While they offer a different atmosphere, they will be hitting much of the same demographic that would also go to eat at Tim Hortons and may be seen as a “classier” establishment, which brings in higher spenders and those who have an above average market income.

Marketing Strategy

Place

The gas bar/ Tim Hortons will be located next to the Prairie Moon hotel within Unity. This location offers a space for local use and convenience. The 6 pumps will allow for ease of access and that there will not likely be a waiting line. The scale of the pumps is large in the sense that it would also be suited for large trucks. The Tim Hortons attached will have a seating area within the location to provide a rest and conversations spot. The location provides a convenient stopping place for both the locals of the town and any travellers that are staying at the hotel, looking for food and gas before they hit the road. The sit-down style of the Tim Hortons allows a comfortable space for Sunday morning coffee with friends that would provide an alternative to the currently existing A&W. As the gas bar would be located right off of the highway it allows for maximum utilization of traffic passing through Unity as well as convenience for those that live within the town.

Product

We are selling the tangible product of gas mixed with the intangible service that the gas bar attendant provides. The quality of gas will be up to standard with the other two gas stations in town and will be easily accessible by the locals. The gas bar will also offer a small amount of convenience items such as pop, single serve bags of chips and chocolate bars. The Tim Hortons will provide quick and high-quality food as prescribed by the franchise guidelines and will uphold the good reputation that is associated with the name. Breakfast will be accessible throughout the day as is standard for Tim Hortons and lunch and supper type foods such as soup and sandwiches will be available after 11 am. Since the Tim Hortons is a franchise the products offered are very regulated and new products will be introduced according to the rest of the franchisee's operations. Coffee is one of Tim Hortons best selling products that also comes with high profit margins (touched on in price). Although the Gas Bar has both tangible and intangible offerings, the real product that we are selling is the combination of both gas and food. The Tim Hortons is an excellent way to ensure that customers choose the Unity Gas Bar over its competitors and the gas bar itself drives people to come through the doors in the first place.

Price

In both the food franchise and gas markets prices are very much dependent on the market and guidelines set out by the franchise. The price in gas will fluctuate accordingly with the gas market while being competitively priced and the price for food will stay the same price as the

other Tim Hortons franchisees which is currently running at \$1.79 for a medium coffee with a gross profit margin of approximately 70%. (Tim Hortons Prices) For products such as Lays chips or Pepsi from Pepsico with the average cost of a 56-gram bag(single serve) being around 27 cents to produce and gets sold at a price of \$1.69. This pricing will target various target segments and will be attainable by a large amount of the town's citizens. The additional markup that comes along with the products being sold in gas stations rather than grocery stores on certain products will not deter many customers as convenience is a price that many are willing to pay.

Promotion

Since the Tim Hortons is a franchise all of the promotions are dependent on the other stores.

Some of these promotions would include reduced pricing on summer drinks or a deal when you buy a sandwich, soup and a coffee. There will be even fewer promotions at the gas bar and much of it is also dependent on promotions put on by the product companies. Pepsico had a summer sale that had one bag of single serve chips (\$1.69) and a bottle of Pepsi (\$2.50) on sale as a combo for a reduced price. (Pepsico.com) However even though the promotion strategy is fairly rigid, there is still the opportunity to work with the hotel next door to bring in travellers such as the railway CNR workers staying at the hotel. This would include advertising within the hotel rooms simply as a card next to the remote advertising the location and a note on the Prairie Moon website about how breakfast, lunch and supper are just ten easy steps away. To target the desired demographic having posting online will generate a lot of excitement for the arrival of an easier gas getting experience.

Target market

The main target market for the gas bar is the citizens living within Unity, our goal is to have the residents choose to use the gas bar that's in town, rather than the ones on the highway and for the Tim Hortons to act as the restaurant for the Prairie Moon Hotel. These are the people who have previously had to wait in long lines to fill up their tanks because of all the traffic passing through on the highways. They are looking for a quick, convenient and personable service that takes the hassle out of getting gas. 94% of people from the ages of 18-35 go to Tim Hortons which also is a very large portion of the citizens of Unity. (<https://www.statista.com>)

Consumer Profiles

The Unity Gas Bar will be targeting three main types of customers. As there are two other gas bars in Unity, we are targeting fairly specific groups so we can appropriately meet their needs.

Hockey Mom Sandra Smith

This customer is going to be the average young, busy family with two very socially active children. These families often have early morning hockey practice and need to be up and ready to go. The Tim Hortons offers an inexpensive yet hearty breakfast that will suit everyone's needs, Hot oatmeal and Double Doubles for mom and dad to keep them warm at the rink and breakfast wraps and hash browns to give the children the energy to become the next Sydney Crosby. Convenience is a must seeing as the Smiths do not have anytime to waste and being the average Canadian family with two household incomes totally around \$70,336. (Statistics Canada, 2017) They can afford a more expensive meal but chose where they eat on hockey days based on speed of delivery.

Great aunt Carole

Every Sunday morning at 11 great aunt Carole meets with the other ladies from the book club for a cup of tea and a biscuit to discuss the newest plot twist of their book of the week. While her husband Keith waits for her to finish her discussion with Janice on whether or not Roger will propose to Linda at the end of the book or not, he fills up with gas at the gas bar and grabs a chocolate bar as a treat. Since time is not a main deciding factor for Carole, she bases her Sunday tea decision on the space provided and the other products available.

Dale the CNR Worker

After coming back from his long shift to the Prairie Moon hotel Dale is absolutely spent and does not want to have to deal with the world around him. Unfortunately for him there is no room service available so he Googles the closest place to eat and discovers that there is a Tim Hortons just a few steps away from his room. He is glad because the last time he stayed in a small town he had to wander outside his comfort zone to try some of the local restaurants and was comforted to find a name he had recognized. He is also relieved because he is anticipating a very early mornings start and will need a good cup of coffee for the road.

Perceptual Map

The perceptual map is based off of price and convenience which will be large part of what will sway customers to trade over from their usual gas bar and A&W to The Unity Gas bar. On the

Gas map we are located below the Petro Pass on the convenience scale because there is no bells and whistles attached to the process, but above the Delta Co op because the Unity Gas bar is located within city limits. The pricing may differ between the gas bars and the Petro pass card lock as there is more steps and costs associated with the personable transaction process.

The food table is the second perceptual map as it is a different competition landscape than the gas market. The Tim Hortons would be closely related to the Subway in terms of price but would be both more convenient and less expensive than the other food options. The restaurants that are listed in the competition section rank the highest in price and lowest on the scale of convenience as food takes a much longer time to prepare. Although the A&W is the closest comparison in terms of product offering it is more expensive than both Subway and Tim Hortons and is less convenient than Tim Hortons because it is located on the outskirts of the town.

Marketing Tactics and Communication

The Big picture idea behind the Unity gas bar is “The gas bar tailored to U.” Its purpose is to serve the citizens of Unity with warm coffee and even warmer hearts through personable service and no long line ups. You can fill your tank and your stomach in one quick stop or you can stay awhile! The strategy used to introduce The Unity Gas bar into the market is to push that while it has similarities to its main competitors the Delta Co op it is more suited to the needs of the town and by switching over to us getting gas will be a more enjoyable experience.

As much of our target market is a younger demographic who are very social media based, creating a Facebook page that displays incentives and promotions and utilizing the town of unity’s website for advertising purposes will be imperative in attracting new customers. To gain loyalty from customers who are currently going to our competitors a grand opening event will take place with discounted items and extra reward points to gain initial traction in the market.

To promote this grand opening there will be a Facebook countdown starting from 1 month in advance then down to 2 weeks, one week, then the last 5 days until opening to acquire awareness. The local news source will be informed in advance of all the events occurring and updates on the construction process will be followed on the Unity website. To remain relevant The Unity Gas Bar will sponsor community-based events to continue to market itself as the Gas bar for U.

Finance Overview

Sales

Sales of gas were calculated by taking the number of people from aged 20-60, which an estimated 90% own vehicles. According to a government website listed, 20,000km is an average distance travelled by a Canadian per year. This was then divided by an average fuel economy of 10l/100k (since a large number of vehicles in rural areas are larger trucks and SUVs). This came out to the average person using 2080 litres of gas each year. This was then divided by 12 for each month. This number can also be reached by filling an 80-litre tank every two weeks. We expect to acquire 20% of the market in the first year. Year 2 was calculated estimating we would attain 40% market share, and later years was using 60%. This increase in market share is estimated to become stronger year after year due to both the Tim Horton's brand, as well as familiarization with of Unity Gas to the public. Highway population was then calculated by taking the average passing cars per year, we took 5% of the market estimating that it would only bring in 20 litres per customer.

Credit was only used in gas sales, and was estimated that 25% of the sales would be paid for with credit. This credit is only offered to "regulars" who frequent our business compared to those just stopping in from the highway. Due to the low cost of all other commodities, credit was not used for any other units of sale. Estimates of sales of convenience items were that a customer would purchase 2 small items per fill up. This would average out customers who bought fuel but didn't buy convenience items and people who did buy convenience items but not fuel.

Due to the large population and amount of highway traffic, as well as a strong brand recognition, we projected that the sales would meet expectations of any other franchise location. Because of this, estimated sales were based on average of sales in 2018, This total revenue was estimated at around \$400,000. We presume that there will not be huge growth in sales in future years, due to already having a favorable market share of both the town and highway due to strong brand name.

Loan

For our business loan, we needed 1.1 million dollars to cover all of our upfront cost (building our place of business, buying the land, etc.), and operating costs for the first year. After shopping

around for loans, an average rate of 5% was calculated for 5 years. Due to high projections of sales, volume and overall profit, the loan should not be hard to achieve.

Projected Cash Flows

Appendix B1

Projected Income Statements

Due to the high volume of gas sold, as well as smaller profit margins, cost of goods sold results in a high number compared to (but not more than) sales.

Overall projected income is estimated to be between \$250k-420k per year after taxes, depending on how much market share is achieved/maintained. We aim to have 20% of the Unity market for gas in the first year, 40% in the second, and 60% in the remaining years. And due to the great brand name, we expect to immediately make the average sales of a Tim Hortons franchise, with year after year profits being fairly identical (as stated in Overview sales).

Appendix B2

Projected Balance Sheet

Appendix B3

Break Even Analysis

Based on the nature of our business, break even analysis in units is an arbitrary amount, due to large price difference between different products, as well as the fluctuation in gas prices.

Appendix B4

Ratio Analysis

Base on lack of data from reputable sources (like Statistics Canada), not all ratios have comparable industry averages. But Unity Gas does seem to be slightly ahead of the industry averages in areas like Inventory Turnover and Gross Profit Margin. Currently, our net profit margin doubles the industry averages, but this may be due to the high profiting Tim Hortons compared to firms who just sell regular convenience items.

Appendix B5

Critical Success Factors

Tim Hortons Capturing Highway Business

Great Success

- Tim Hortons Pulls more people off of the highway than expected
- Customers drive passed better located competition
- Higher volume of customers results in more business to the gas station also
- More sales to both Tim's and Gas station than estimated

Moderate Success

- Tim Hortons grabs some highway business, but not all
- Estimated numbers of sales to both gas station and Tim's are correct
- Tim's was successful and brings some competitors passed our better located competition

Little Success

- Little customers were attracted to the name brand of Tim Hortons
- Both shop and gas station take little of the highway consumers
- Estimated revenues will fall, and be understated compared to projected

Local Customers Preferring Unity Gas to Competitors

Great Success

- Unity Residents prefer to shop at our gas station over the competitions, making us the leader in the Unity gas station market
- Customers and staff develop a friendly relationship; which customers prefer over doing business elsewhere
- Customers go out of their way to shop at Unity Gas over competition due to larger establishment as well as Tim Hortons coffee
- Tim Hortons is greatly preferred over A and W

Moderate Success

- Unity town members somewhat like the new gas station, but it does not dominate in sales
- Staff develops some relations with customers, but not strong enough to guarantee business
- Some town members prefer Unity Gas, but others seem to have no preference and will do business at both our establishment and our competitors
- Tim Hortons is relatively preferred over competition A and W, but the market is still relatively split

Little Success

- Town prefers our competition compared to Unity Gas, either because of bad service, or unknown preference to already established competition
- Must rely mostly on highway sales
- A and W is the preferred food and coffee source of the town

Relationship with the Prairie Moon Inn

Great Success

- Partnership with the motel has them sending most of their customers our way for food and needs other need
- Most of motel customers get breakfast at Tim's and fuel up at the gas bar before leaving Unity, allowing for large business in morning hours
- Proposers for both parties involved

Moderate Success

- Good number of customers come from motel to eat
- Stable relationship with motel
- May lose some customers to A and W or other restaurants, despite prime location

Little Success

- Lower amounts of customers come to eat at Tim's

Fluctuation of Gas Prices

Great Success

- Gas prices exceed \$1.30, leading to profit margins for gas to increase to \$0.29+ per litre
- Increase overall profit of the gas station (compared to forecasted)

Moderate Success

- Gas Prices range within \$1.10-1.29, allowing us to make \$.9-.28 cents per litre
- Profit amounts stay the same as forecasted

Low Success

- Gas Prices take a dramatic drop and range from \$1.05-0
- Low prices cause loss just to sell gas
- Negatively effects our profit projections
- New supplier would be needed

Depreciation *See appendix D for plant layout*

List of all assets that are susceptible to depreciation, as well as their estimated life, and how they will be replaced;

Operations

Underground Gas Tanks

Even though our gas tanks are double walled to protect against breaks, if installed correctly the average life expectancy of these underground tanks are anywhere from 10-15 years. After this time there is a great chance of leaks that could potentially harm the environment, and cleaning up these spills can range from \$5000-20,000, so it is drastically more expensive than replacing the

system to begin with. After these leaks, the ground is never quite the same. To replace these tanks, the old tanks will have to be dug up, and replaced with new ones. Due to the complexity of the connections, we estimate it could take anywhere from 2-4 days to replace.

Gas Pumps

Gas pumps also have a life expectancy for 10-15 years. This is can be from a combination of corrosion due to gas in lines and pumps system as well as the technology that allows the pump to function. Parts on the pumps can be replaced like fuel pumps and hoses before 15 years for unexpected problems, but eventually the technology will be outdated and inferior. Replacement of the pumps will take 1-2 days, but will force a shutdown of operations.

Start Up

Right off the bat we will be acquiring a business license as well as a building permit for building our gas station from the ground up. We will then be establishing a bank account at the unity credit union for purchases. This business account will be directly connected to our credit card payment terminal, allowing purchases to be directly deposited. This account will also be the main way we are able to purchase stock and appliances. A larger overdraft for the start-up would be required due to the immense cost of starting the business compared to the profit.

After the bank account would be established, we would want to apply for a loan. This loan would be for 1.1 million to set up shop and have a little bit of cash flow. This number was established from the cost of the assets, land, and a variance for error.

Quickbooks will be the program purchased for bookkeeping. Due to the simplicity of the application, the store managers will be able to record day to day transactions on their own. This software will also make it easier for the managers to deal with giving prices to our members of Unity Gas by possibly giving bigger discounts due to larger amounts of service

Date Estimates

Building will start on May 1st, This date is chosen due to the ample time to build in the summer, and also having less cost to build compared to winter (increase labour price for contractors). The events will be listed in chronological order as well as having the estimated dates.

Soil testing and land appraisal (estimated 1-2 days)

- Needed appraisal for both dollar and building stability purposes

Construction and asset purchases (12- 18 months)

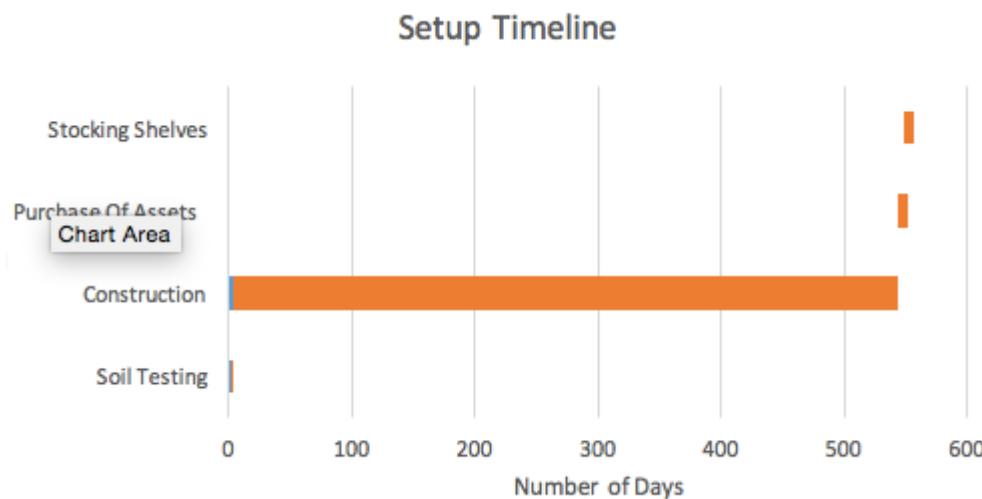
- building of the store
- installation of the pumps and gas tank
- Establishing bank account and ordering of the in store appliances

(Tasks are not related build wise but will be planned to be finished around the same time)

Move in/ stocking (1-2 weeks)

- Moving all display racks, coolers, cash registers, etc. into their assigned space
- Paving of the asphalt
- Stocking all the shelves
- Installing security equipment
- Final checks of operating equipment (like cash registers, point of sale equipment, pumps, etc.)

After a rough estimate, Unity Gas could be opening within 18-24 months after soil testing. So Unity Gas could be up and operating by late 2020 or early 2021. This estimate is on the high end, and leaves plenty of time for dealing with problems or unforeseen events. Examples of issues that could extend the timeline would mostly result in an underestimation of construction of the building. The chance of this happening really depends on the contractors, and will vary due to experience.



Operating Capacity

With a great total building size(400m²), six pumps and a giant parking lot. Unity Gas will be able to deal with large amounts of consumer traffic. With a combined 12,500 have the size to be the biggest operating capacity of the three gas stations in town. Our gas station will take half of the 400m² space, which will be plenty enough to all of display convenience items, as well as two cash registers to reduce lines for busy hours. Unfortunately, we currently do not know what exactly Tim Hortons will be doing, but the door is strategically placed so they will have to walk through the gas stations first to get to the Tim's. This increased traffic to customers only buying Tim Hortons could be lured to buy some items on their way out. In conclusion, Unity Gas has a huge capacity to take on -gallon fuel tanks, Unity gas will definitely customers

Risk management plan

With every business there are chances of the business failing. Some include;

Not Enough Demand

Unity Gas would be the 3rd gas station in the town of Unity. This error could've been overlooked as a result of the decrease town size (and the demand for gas) of Unity. It could turn out that there isn't as much demand for gas in the coming years, and being the station farthest from the highway, get very little business forcing us to shut down. A possible reason for losing demand is in the coming years that the town population starts to get smaller. This is not a foreign concept, since more and more people are moving off to the city. This decrease in demand would take

many years to unfold, since currently have market research that depicts enough demand. The risk of having not enough demand is somewhat low, since Unity has not shown a decrease in population in current years, and has an economy that will keep people in Unity. The number of visitors will not fluctuate either, since trucking and railway workers will not have a change in route.

Community Rejection

Our main marketing strategy is to market Unity Gas to the local residents for a recurring business. To our dismay, we could realize that there already was a locally favorite gas station that takes up our target market. This risk would be very quick, we would start realizing this notion right after we open that we would be getting very little of the market. There is a medium chance of risk of this happening, since we are not residents of this town, and the modern consumer is hard to predict.

Problems with Gas or Pumps

So many problems could arise from the gas or pumps ranging from as minor as trouble with pumps electrical to major like the gas exploding due to being pressurized. While there is a low chance that major problems will occur, there is still a high chance that we will have to close for a few days every so often due to maintenances or repairs to the gas pump systems. The estimated time will not be enough to close us down forever, but it is understood that this labor will not be cheap.

Change in Technology/Society

Due to the emissions released by gas and the limited amount of the product in the world, petroleum is not the ideal resource for the future. Government is also looking to lower the carbon emissions that come out of vehicle, with a large amount of countries pleading to lower their carbon footprint to counteract damages done to the environment. Because of these problems, eventually the sale of gas will be obsolete when a better form of energy is found. This will eventually take out our sales of gas, but the technology or harsh government penalties is not apparent yet, and probably will not affect the sale of petroleum in the near future.

Due to the large number of different brands and flavors of chips, candy bars, drinks, gum, etc. Prices were based off an average of all products considered. Miscellaneous is considered other minor products that are not listed (unique candy, etc.)

Item Prices were given by Wholesale Club, while gas price was quoted from an email from supplier (TR Petroleum). *See appendix E for Inventory*

Appendices

Appendix A TOWS

| | |
|--|---|
| <u>Strengths/Opportunities</u> Since we have the benefit of being attached to a well-known name it is easy to capitalize on the opportunity of people coming into the town will be able to feel comfortable going to a place that they recognize. | <u>Weaknesses/ Opportunities</u> Our biggest weakness if the amount of capital inflow that is required to purchase the land and construct the equipment necessary to start, however and opportunity in the market lies within the towns need for another gas bar and lots of interest from the town could help gain government funding. |
| <u>Strengths/Threats</u> One of our biggest strengths is that we can offer the ability to have short wait times because of increased number of pumps compared to the delta coop which is our main competitor. | <u>Weaknesses/Threats</u> Fast food can be seen as moderately unhealthy and some of the competitors such as subway may offer healthier alternatives than Tim Hortons. However, Tim Hortons is viewed healthier than its main competitor A&W meaning this is not as large of a threat. Tim Hortons does offer healthy alternative such as grilled chicken rather than crispy to also add to a healthier appearance. |

Appendix B Projected Cash flow Statement

| YEAR 1 | | | | | | | | | | | | | |
|--|--------------|-------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Projected Cash Flow Statement | | Your Company Name | | | | | | | | | | | |
| Cash at Month Start | \$ - | \$ 73,708 | \$ 98,113 | \$ 91,522 | \$ 119,383 | \$ 145,966 | \$ 140,553 | \$ 166,983 | \$ 191,041 | \$ 186,458 | \$ 212,691 | \$ 240,652 | Total |
| Cash Inflows | | | | | | | | | | | | | |
| Cash Sales | \$ 323,948 | \$ 323,948 | \$ 323,948 | \$ 323,948 | \$ 323,948 | \$ 323,948 | \$ 324,448 | \$ 326,200 | \$ 324,963 | \$ 323,948 | \$ 323,948 | \$ 323,948 | 3,891,144 |
| Cash from Receivables Collections | - | 86,849 | 86,849 | 86,849 | 86,849 | 86,849 | 86,849 | 86,849 | 87,500 | 87,188 | 86,849 | 86,849 | 956,332 |
| Term Loan Proceeds | 1,098,214 | - | - | - | - | - | - | - | - | - | - | - | 1,098,214 |
| Operating Loan Proceeds | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Equity Investment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Cash from Internal Investment Account | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Equipment Disposals | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Inflows | \$ 1,422,162 | \$ 410,798 | \$ 410,798 | \$ 410,798 | \$ 410,798 | \$ 410,798 | \$ 411,298 | \$ 413,049 | \$ 412,463 | \$ 411,136 | \$ 410,798 | \$ 410,798 | \$ 5,945,690 |
| Cash Outflows from Schedules | | | | | | | | | | | | | |
| Cash to Internal Investment Account | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Merchandise Inventory Purchases | 245,270 | 324,918 | 324,918 | 324,918 | 324,918 | 324,918 | 325,168 | 326,723 | 326,330 | 325,205 | 324,918 | 324,918 | 3,823,236 |
| Credit Card Charges | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Wages and Salaries | 32,252 | 34,476 | 33,364 | 32,252 | 33,364 | 32,252 | 33,364 | 34,476 | 31,140 | 33,364 | 32,252 | 33,364 | 395,917 |
| Benefits | 4,822 | 5,154 | 4,988 | 4,822 | 4,988 | 4,822 | 4,988 | 5,154 | 4,655 | 4,988 | 4,822 | 4,988 | 59,190 |
| Contractor Labour Costs | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Term Loan Interest | 4,576 | 4,509 | 4,441 | 4,373 | 4,305 | 4,237 | 4,168 | 4,099 | 4,030 | 3,960 | 3,890 | 3,820 | 50,408 |
| Term Loan Principal | 16,149 | 16,216 | 16,284 | 16,351 | 16,420 | 16,488 | 16,557 | 16,626 | 16,695 | 16,765 | 16,834 | 16,905 | 198,288 |
| Operating Loan Interest | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Operating Loan Principal | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Promotional Expenses | 500 | 1,000 | - | - | 100 | 100 | 100 | 1,100 | 100 | 100 | - | - | 3,100 |
| Equipment Purchases | 925,341 | - | - | - | - | - | - | - | - | - | - | - | 925,341 |
| Expenses incurred at start-up | 119,125 | - | - | - | - | - | - | - | - | - | - | - | 119,125 |
| Cash Outflows from Expense Schedule | | | | | | | | | | | | | |
| Janitorial | 100 | - | - | - | - | - | - | - | - | - | - | - | 100 |
| Wifi | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 720 |
| Landline | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 720 |
| Washroom Supplies | 50 | - | - | 50 | - | - | 50 | - | - | 50 | - | - | 200 |
| Cleaning Supplies | 50 | - | - | 50 | - | - | 50 | - | - | 50 | - | - | 200 |
| Snow Removal | - | - | - | - | - | - | 250 | 500 | 500 | 500 | 250 | - | 2,000 |
| Business Licence | 100 | - | - | - | - | - | - | - | - | - | - | - | 100 |
| Other Expense 8 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 9 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 10 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 11 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 12 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 13 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 14 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 15 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| From Income Statement | | | | | | | | | | | | | |
| Taxes at 35% | - | - | 33,275 | - | - | 33,275 | - | - | 33,275 | - | - | 33,275 | 133,098 |
| Dividends paid | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Outflows | \$ 1,348,454 | \$ 386,393 | \$ 417,389 | \$ 382,936 | \$ 384,214 | \$ 416,711 | \$ 386,620 | \$ 388,405 | \$ 415,719 | \$ 384,564 | \$ 382,836 | \$ 417,503 | \$ 5,711,742 |
| Cash at Month End | \$ 73,708 | \$ 98,113 | \$ 91,522 | \$ 119,383 | \$ 145,966 | \$ 140,553 | \$ 166,983 | \$ 191,041 | \$ 186,458 | \$ 212,691 | \$ 240,652 | \$ 233,947 | |

| YEAR 2 | | | | | | | | | | | | | |
|--|------------|-------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Projected Cash Flow Statement | | Your Company Name | | | | | | | | | | | |
| Cash at Month Start | \$ 233,947 | \$ 261,788 | \$ 285,650 | \$ 270,030 | \$ 297,349 | \$ 323,389 | \$ 308,697 | \$ 334,561 | \$ 358,149 | \$ 344,536 | \$ 370,227 | \$ 397,646 | Total |
| Cash Inflows | | | | | | | | | | | | | |
| Cash Sales | \$ 350,767 | \$ 350,767 | \$ 350,767 | \$ 350,767 | \$ 350,767 | \$ 350,767 | \$ 352,635 | \$ 351,966 | \$ 350,767 | \$ 350,767 | \$ 350,767 | \$ 350,767 | 4,212,273 |
| Cash from Receivables Collections | 86,849 | 101,698 | 101,698 | 101,698 | 101,698 | 101,698 | 101,698 | 102,188 | 102,031 | 101,698 | 101,698 | 101,698 | 3,206,354 |
| Term Loan Proceeds | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Operating Loan Proceeds | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Equity Investment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Cash from Internal Investment Account | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Equipment Disposals | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Inflows | \$ 437,617 | \$ 452,466 | \$ 452,466 | \$ 452,466 | \$ 452,466 | \$ 452,466 | \$ 454,331 | \$ 454,153 | \$ 452,799 | \$ 452,466 | \$ 452,466 | \$ 452,466 | \$ 5,418,627 |
| Cash Outflows from Schedules | | | | | | | | | | | | | |
| Cash to Internal Investment Account | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Merchandise Inventory Purchases | 351,558 | 367,129 | 367,129 | 367,129 | 367,129 | 367,129 | 368,573 | 368,491 | 367,411 | 367,129 | 367,129 | 367,129 | 4,393,570 |
| Credit Card Charges | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Wages and Salaries | 32,252 | 34,476 | 33,364 | 32,252 | 33,364 | 32,252 | 33,364 | 34,476 | 31,140 | 33,364 | 32,252 | 33,364 | 395,917 |
| Benefits | 4,822 | 5,154 | 4,988 | 4,822 | 4,988 | 4,822 | 4,988 | 5,154 | 4,655 | 4,988 | 4,822 | 4,988 | 59,190 |
| Contractor Labour Costs | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Term Loan Interest | 3,750 | 3,679 | 3,608 | 3,537 | 3,465 | 3,393 | 3,321 | 3,248 | 3,176 | 3,102 | 3,029 | 2,955 | 40,263 |
| Term Loan Capital | 16,975 | 17,046 | 17,117 | 17,188 | 17,260 | 17,332 | 17,404 | 17,476 | 17,549 | 17,622 | 17,696 | 17,769 | 208,433 |
| Operating Loan Interest | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Operating Loan Principal | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Promotional Expenses | - | 1,000 | - | - | 100 | 100 | 100 | 1,100 | 100 | 100 | - | - | 2,600 |
| Equipment Purchases | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Cash Outflows from Expense Schedule | | | | | | | | | | | | | |
| Janitorial | 100 | - | - | - | - | - | - | - | - | - | - | - | 100 |
| Wifi | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 720 |
| Landline | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 720 |
| Washroom Supplies | 50 | - | - | 50 | - | - | 50 | - | - | 50 | - | - | 200 |
| Cleaning Supplies | 50 | - | - | 50 | - | - | 50 | - | - | 50 | - | - | 200 |
| Snow Removal | - | - | - | - | - | - | 250 | 500 | 500 | 500 | 250 | - | 2,000 |
| Business Licence | 100 | - | - | - | - | - | - | - | - | - | - | - | 100 |
| Other Expense 8 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 9 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 10 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 11 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 12 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 13 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 14 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Other Expense 15 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| From Income Statement | | | | | | | | | | | | | |
| Taxes at 35% | - | - | 41,760 | - | - | 41,760 | - | - | 41,760 | - | - | 41,760 | 167,041 |
| Dividends paid | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Cash Outflows | \$ 409,776 | \$ 428,604 | \$ 468,086 | \$ 425,147 | \$ 426,425 | \$ 467,157 | \$ 428,470 | \$ 430,565 | \$ 466,411 | \$ 426,775 | \$ 425,047 | \$ 468,590 | \$ 5,271,053 |
| Cash at Month End | \$ 261,788 | \$ 285,650 | \$ 270,030 | \$ 297,349 | \$ 323,389 | \$ 308,697 | \$ 334,561 | \$ 358,149 | \$ 344,536 | \$ 370,227 | \$ 397,646 | \$ 381,522 | |

Appendix C Projected Income Statements

| Unity Gas Projected Income Statements For the 12 Months Ending May 30 | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--|
| | 2020 | 2021 | 2022 | 2023 | 2024 | |
| Sales (excluding PST and GST) | \$ 4,934,325 | \$ 5,433,477 | \$ 6,164,379 | \$ 6,164,379 | \$ 6,164,379 | |
| Less: Credit Card Charges | - | - | - | - | - | |
| Less: Cost of Merchandise | (3,896,771) | (4,405,637) | (5,019,334) | (5,019,334) | (5,019,334) | |
| Gross Profit | <u>\$ 1,037,554</u> | <u>\$ 1,027,840</u> | <u>\$ 1,145,045</u> | <u>\$ 1,145,045</u> | <u>\$ 1,145,045</u> | |
| Expenses | | | | | | |
| Wages and Salaries | \$ 395,917 | \$ 395,917 | \$ 395,917 | \$ 395,917 | \$ 395,917 | |
| Benefits | 59,190 | 59,190 | 59,190 | 59,190 | 59,190 | |
| Contractor Labour Costs | - | - | - | - | - | |
| Promotional Expenses | 3,100 | 2,600 | 2,600 | 2,600 | 2,600 | |
| Janitorial | 100 | 100 | 100 | 100 | 100 | |
| WiFi | 720 | 720 | 720 | 720 | 720 | |
| Landline | 720 | 720 | 720 | 720 | 720 | |
| Washroom Supplies | 200 | 200 | 200 | 200 | 200 | |
| Cleaning Supplies | 200 | 200 | 200 | 200 | 200 | |
| Snow Removal | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | |
| Business Licence | 100 | 100 | 100 | 100 | 100 | |
| Other Expense 8 | - | - | - | - | - | |
| Other Expense 9 | - | - | - | - | - | |
| Other Expense 10 | - | - | - | - | - | |
| Other Expense 11 | - | - | - | - | - | |
| Other Expense 12 | - | - | - | - | - | |
| Other Expense 13 | - | - | - | - | - | |
| Other Expense 14 | - | - | - | - | - | |
| Other Expense 15 | - | - | - | - | - | |
| Depreciation Expense | 25,494 | 48,571 | 44,142 | 40,429 | 37,266 | |
| Expenses incurred at start-up | <u>119,125</u> | | | | | |
| Total Expenses | <u>\$ 606,865</u> | <u>\$ 510,317</u> | <u>\$ 505,888</u> | <u>\$ 502,175</u> | <u>\$ 499,012</u> | |
| Income before Interest and Taxes | | | | | | |
| Loan Interest | \$ 430,689 | \$ 517,523 | \$ 639,157 | \$ 642,870 | \$ 646,033 | |
| | 50,408 | 40,263 | 29,599 | 18,389 | 6,607 | |
| Income before Taxes | <u>\$ 380,281</u> | <u>\$ 477,260</u> | <u>\$ 609,558</u> | <u>\$ 624,481</u> | <u>\$ 639,426</u> | |
| Loss carry forward | - | - | - | - | - | |
| Taxable amount | 380,281 | 477,260 | 609,558 | 624,481 | 639,426 | |
| Taxes at 35% | 133,098 | 167,041 | 213,345 | 218,568 | 223,799 | |
| Net Income | <u>\$ 247,183</u> | <u>\$ 310,219</u> | <u>\$ 396,213</u> | <u>\$ 405,912</u> | <u>\$ 415,627</u> | |
| Statement of Retained Earnings | | | | | | |
| Beginning Retained Earnings | \$ - | \$ 247,183 | \$ 557,402 | \$ 953,614 | \$ 1,359,527 | |
| Plus Net Income (loss) | 247,183 | 310,219 | 396,213 | 405,912 | 415,627 | |
| Less Dividends | - | - | - | - | - | |
| Ending Retained Earnings | <u>\$ 247,183</u> | <u>\$ 557,402</u> | <u>\$ 953,614</u> | <u>\$ 1,359,527</u> | <u>\$ 1,775,154</u> | |

Appendix D Projected Balance Sheets

| Unity Gas Projected Balance Sheets As at May 30 | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--|
| | 2020 | 2021 | 2022 | 2023 | 2024 | |
| Assets | | | | | | |
| Current Assets | | | | | | |
| Cash | \$ 233,947 | \$ 381,522 | \$ 600,522 | \$ 816,557 | \$ 1,027,360 | |
| Accounts Receivable | 86,849 | 101,698 | 116,548 | 116,548 | 116,548 | |
| Merchandise Inventories | 135 | 639 | 639 | 639 | 639 | |
| Investment Account | - | - | - | - | - | |
| Other Current Assets | | | | | | |
| Total Current Assets | \$ 320,931 | \$ 483,859 | \$ 717,709 | \$ 933,743 | \$ 1,144,547 | |
| Fixed Assets | | | | | | |
| Equipment | \$ 925,341 | \$ 925,341 | \$ 925,341 | \$ 925,341 | \$ 925,341 | |
| Less: Accumulated Depreciation | (25,494) | (74,065) | (118,207) | (158,636) | (195,902) | |
| Other Fixed Assets | | | | | | |
| Other Fixed Assets | | | | | | |
| Other Fixed Assets | | | | | | |
| Total Fixed Assets | 899,847 | 851,276 | 807,134 | 766,705 | 729,439 | |
| Total Assets | \$ 1,220,778 | \$ 1,335,135 | \$ 1,524,843 | \$ 1,700,449 | \$ 1,873,986 | |
| Liabilities | | | | | | |
| Current Liabilities | | | | | | |
| Accounts Payable - Inventories | \$ 73,669 | \$ 86,240 | \$ 98,833 | \$ 98,833 | \$ 98,833 | |
| Current Portion of Long Term Debt | 208,433 | 219,097 | 230,306 | 242,089 | - | |
| Operating Loan | - | - | - | - | - | |
| Other Current Liabilities | | | | | | |
| Other Current Liabilities | | | | | | |
| Total Current Liabilities | \$ 282,103 | \$ 305,337 | \$ 329,139 | \$ 340,922 | \$ 98,833 | |
| Long-Term Liabilities | | | | | | |
| Long Term Debt | \$ 691,493 | \$ 472,396 | \$ 242,089 | - | - | |
| Other Long-Term Liabilities | | | | | | |
| Other Long-Term Liabilities | | | | | | |
| Other Long-Term Liabilities | | | | | | |
| Other Long-Term Liabilities | | | | | | |
| Total Long-Term Liabilities | 691,493 | 472,396 | 242,089 | - | - | |
| Total Liabilities | \$ 973,595 | \$ 777,733 | \$ 571,228 | \$ 340,922 | \$ 98,833 | |
| Shareholders' Equity | | | | | | |
| Capital Stock | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Retained Earnings | 247,183 | 557,402 | 953,614 | 1,359,527 | 1,775,154 | |
| Other Owners' Equity | | | | | | |
| Total Shareholders' Equity | \$ 247,183 | \$ 557,402 | \$ 953,614 | \$ 1,359,527 | \$ 1,775,154 | |
| Total Liabilities and Shareholders' Equity | \$ 1,220,778 | \$ 1,335,135 | \$ 1,524,843 | \$ 1,700,449 | \$ 1,873,986 | |

| Break-Even Analysis in Units | | | | | |
|------------------------------|--------------|-------------|-------------|-------------|-------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Gross Profit | \$ 395,917 | \$ 395,917 | \$ 395,917 | \$ 395,917 | \$ 395,917 |
| Units | 3697980 | 4160178 | 4759634 | 4759634 | 4759634 |
| CM/unit | \$ 0.11 | \$ 0.09 | \$ 0.08 | \$ 0.08 | \$ 0.08 |
| Costs | \$ 606,865 | \$ 510,317 | \$ 505,888 | \$ 502,175 | \$ 499,012 |
| less depreciation | \$ 25,494 | \$ 48,571 | \$ 44,142 | \$ 40,429 | \$ 37,266 |
| less start-up costs | \$ (517,523) | | | | |
| FC | \$ 114,837 | \$ 558,888 | \$ 550,030 | \$ 542,603 | \$ 536,278 |
| B-E Units | 1072614.472 | 5900665.876 | 6612353.828 | 6523073.021 | 6447038.208 |

| Break-Even Analysis in Sales Dollars | | | | | |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Sales | \$ 4934325 | \$ 5,433,477 | \$ 6,164,378.5 | \$ 6,164,379 | \$ 6,164,378.5 |
| Gross Profit | \$ 380,281 | \$ 477,260 | \$ 609,558 | \$ 624,481 | \$ 639,426 |
| CM Ratio | 8% | 9% | 10% | 10% | 10% |
| Costs | \$ 606,865 | \$ 510,317 | \$ 505,888 | \$ 502,175 | \$ 499,012 |
| less depreciation | \$ 25,494 | \$ 48,571 | \$ 44,142 | \$ 40,429 | \$ 37,266 |
| less start-up costs | \$ (517,523) | - | - | - | - |
| FC | \$ 114,837 | \$ 558,888 | \$ 550,030 | \$ 542,603 | \$ 536,278 |
| B-E Sales \$ | \$ 1,490,066.16 | \$ 6,362,787.37 | \$ 5,562,376.97 | \$ 5,356,148.23 | \$ 5,169,985.61 |

Appendix E

| Ratio Analysis | | | | | | Industry Averages |
|---------------------------------------|--------|--------|-------|-------|-------|-------------------|
| Unity Gas | 2020 | 2021 | 2022 | 2023 | 2024 | |
| Liquidity Ratios | | | | | | |
| Current Ratio (Times) | 1.14 | 1.58 | 2.18 | 2.74 | 11.58 | 2.00 |
| Quick Ratio (Times) | 1.14 | 1.58 | 2.18 | 2.74 | 11.57 | 0.00 |
| Efficiency Ratios | | | | | | |
| Average Collection Period (Days) | 30.39 | 32.72 | 30.72 | 30.72 | 30.40 | 0.00 |
| Accounts Receivable Turnover (Times) | 12.01 | 11.15 | 11.88 | 11.88 | 12.01 | 0.00 |
| Inventory Turnover (Times) | 36.00 | 36.00 | 36.00 | 36.00 | 36.00 | 30.60 |
| Fixed Asset Turnover (Times) | 5.48 | 6.38 | 7.64 | 8.04 | 8.45 | 0.00 |
| Total Asset Turnover (Times) | 4.04 | 4.07 | 4.04 | 3.63 | 3.29 | 0.00 |
| Leverage Ratios | | | | | | |
| Debt Ratio | 79.8% | 58.3% | 37.5% | 20.0% | 5.3% | 0.0% |
| Debt to Equity Ratio | 393.9% | 139.5% | 59.9% | 25.1% | 5.8% | 0.0% |
| Times Interest Earned Ratio (Times) | 8.54 | 12.85 | 21.59 | 34.96 | 97.79 | - |
| Profitability Ratios | | | | | | |
| Gross Profit Margin | 21.0% | 18.9% | 18.6% | 18.6% | 18.6% | 18.0% |
| Operating Profit Margin | 8.7% | 9.5% | 10.4% | 10.4% | 10.5% | 0.0% |
| Net Profit Margin | 5.0% | 5.7% | 6.4% | 6.6% | 6.7% | 3.1% |
| Operating Income Return on Investment | 35.3% | 38.8% | 41.9% | 37.8% | 34.5% | 0.0% |
| Return on Total Assets | 20.2% | 23.2% | 26.0% | 23.9% | 22.2% | 0.0% |
| Return on Equity | 100.0% | 55.7% | 41.5% | 29.9% | 23.4% | 0.0% |
| Sales Growth | | | | | | |
| Sales (year over year % change) | Year 1 | 10.1% | | | | |
| | Year 2 | 13.5% | | | | |
| | Year 3 | 0.0% | | | | |
| | Year 4 | 0.0% | | | | |

Appendix F

Asset Purchases

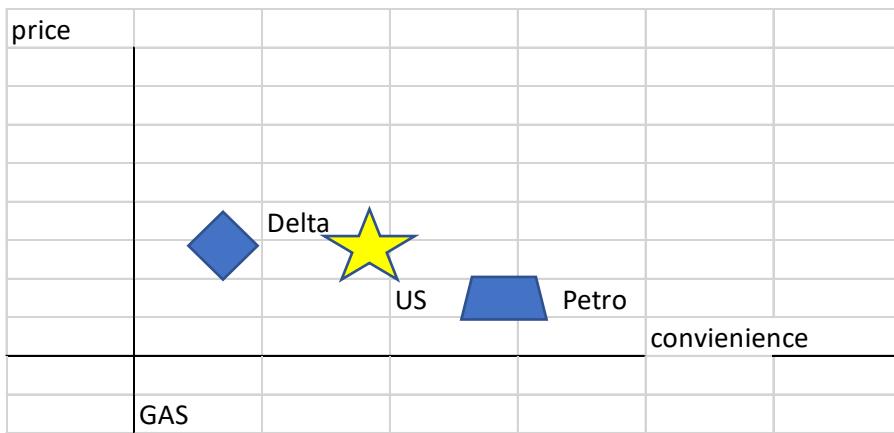
| Assets | Amount | Total Price |
|------------------------------------|--------|-------------|
| Asphalt | 3000m2 | 130,000 |
| Land | 1 acre | 50,000 |
| Building | 400m2 | 645670 |
| Double Wall Gas Tank (1000 gallon) | 10 | 28,500 |
| Double Wall Gas Tank (500 gallon) | 1 | 1850 |
| Gas Pumps | 6 | 18600 |
| Cash Register | 2 | 2200 |
| Payment Terminals | 2 | 760 |
| Security Cameras | 1 | 970 |
| Security Monitor | 1 | 150 |
| Display Racks | 21 | 3780 |

Beverage Air Coolers 4 34000

Slushie Maker 2 1460

Total \$917,940

Appendix G



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Unity Town Population

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Stats Can

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Unity Town Population

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Annual fuel cost calculated by the gov

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Tim Hortons

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