

SYMPOSIUM **GRH** **2023**

Université de Sherbrooke

MANAGEMENT

Presented by



— LA —

POUTINE D'OR
Créer la vôtre!

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Introduction

Fromagerie Boivin, based in La Baie, Quebec, Canada, has a rich history dating back to its founding in 1939 by the Boivin family. Since its beginnings, this cheese company has distinguished itself by its commitment to the production of high-quality artisan cheeses.

At the heart of Fromagerie Boivin's reputation are its varied products, reflecting the diversity and richness of Quebec's cheese-making tradition. The range of cheeses offered by the cheese factory includes an enticing selection, from fresh cheeses with deliciously creamy textures to firm cheeses with assertive flavours, all crafted with a constant concern for quality.

A key aspect of Fromagerie Boivin's identity is its commitment to ingredient quality. The company pays particular attention to milk selection, often sourced from local producers to guarantee the freshness and authenticity of raw materials.

Fromagerie Boivin's reputation extends beyond La Baie, touching the taste buds of cheese lovers across Quebec and beyond. Although its products are widely distributed locally, the distinctive quality of Fromagerie Boivin cheeses has occasionally reached tasting tables in other parts of Canada.

Company History

In 1998, the Boivin family built a major whey processing plant. The plant operated the only dryer in eastern Quebec. The company processes whey from its production, as well as from other cheese factories in Quebec. Whey represents 90% of the volume of milk processed by a cheese factory.

In 2001, the company joined forces with the Duperré family of Laiterie de la Baie and 36 dairy producers to acquire Fromagerie St-Fidèle de Charlevoix, then owned by Agropur. The century-old Emmental cheese specialist was added to the Boivin Group's Swiss Army knife.

In 2010, the company was entrusted with the manufacture of Amooza snacks for the multinational Kraft, for all of Canada. This trademark is now owned by Lactalis Canada.

In 2017, the company expanded further with the acquisition of Fromagerie Lemaire, located in Saint-Cyrille-de-Wendover, on the outskirts of Drummondville. Sharing the same values and similar expertise, the two family-run cheese companies found a good fit in this transaction.

In 2021, the Fromagerie Boivin group acquired Fromagerie Pépité d'or, a major cheese factory in the Beauce region, as well as the Poutine d'Or restaurants. That same year, Fromagerie Boivin opens its counter at the Promenades St-Bruno market.

Fromagerie la Pépité d'Or and its restaurants

On May 26, 1995, Fromagerie la Pépité d'Or opened its doors in St-Georges en Beauce. President Lionel Bisson and 8 other shareholders were part of the adventure. The name "La Pépité d'Or" is chosen for the future cheese factory. The name is inspired by Eugène Caron, a 12-year-old boy who found a nugget on the site of the "Fromagerie" in 1914.

In 2007, the company received an honorable mention from the French National Assembly. Claude Morin, MNA for Beauce-Sud, and Maxime Bernier, MNA for Beauce, pay tribute to the cheese factory for winning the Social Involvement Jarret at the 19th Gala de l'entreprise beauceronne. The initiative was to raise funds for youth suicide prevention by donating a portion of profits from certain products sold.

With its growing success in the region, the cheese factory opened a new poutine counter service, La Boîte à Poutine, in 2013. The new service was a huge success. The principle is simple: customers can choose from 8 cheese flavours, and 4 sauces and add extra condiments and meats to their poutine. After several investments over the years, the company called on Dirty Design, an agency specializing in communications strategy. Dirty Design was commissioned to redesign the store's brand image and website, in line with the new renovations that had taken place a few years earlier. Over \$400,000 was invested to renovate and expand the boutique, giving it a more rustic, family-friendly, and welcoming feeling.

From now on, the poutine service counter will be known as La Poutine d'Or. Its slogan "Create your own" encourages customers to come and create their own personalized poutine. Nothing has been left to chance since the inception of this improvement project: the purchase of state-of-the-art industrial fryers, a modern and attractive preparation area, and a trained professional staff have all ensured success in less than three years. In fact, with these three branches in Beauce (two in Saint-George and one in Sainte-Marie), customer numbers have greatly increased, and the number of daily orders has tripled for each branch, compared with between 120 and 125 at the time.

Today, the Pépité d'or Cheese Factory continues to innovate and offer its customers products from the Beauce region; whether it is maple syrup cheese, artisanal salted cheese twists or simply the Fromagerie boutique. Authenticity and quality are the values and guarantees the passion offered to their customers. Indeed, the purity of 100% milk cheese makes all the difference to the quality of their products.

Competitive environment

Within the scope of the mandate, Fromagerie Boivin's two main competitors are Fromagerie Victoria and Ashton.

1 - Fromagerie Victoria

Strategically located in all 4 corners of Quebec with its 22 restaurants, Fromagerie Victoria is the destination par excellence for anyone looking for a warm and comforting meal. In fact, this banner has enjoyed continued success, with monthly sales ranging from 77k-90k per restaurant.

Opening hours:

Open daily from 7:30 a.m. to 8:30 p.m. (same schedule for all three branches).

There's a dairy bar in the branch, offering a wide range of ice cream choices.

Customers can also buy in-house cheeses and home-cooked meals direct from the branch.

Fromagerie Victoria offers an extensive menu, with lunch, dinner and regular menus.

You'll find the menu in the appendices.

2 - Ashton

With 22 restaurants in the Capitale-Nationale region and a branch in Saint-George en Beauce, the Ashton restaurant chain is a true pioneer in the poutine world. Home-cooked meals, high-quality products and attentive service set it apart from its competitors, not to mention poutine, which he introduced to Quebecers in 1972. This banner enjoyed continued success, with monthly sales ranging from 80k-102k per restaurant. As part of its drive for innovation and expansion, the Ashton chain recently acquired the La Banquise restaurant chain, located mainly in the Montreal area.,

Opening hours: (may differ in some branches)

Sunday to Thursday: 11:00 am to 8:00 pm

Friday and Saturday: 11:00 am to 10:00 pm

The menu can be found in the appendices.

Explanation of the project

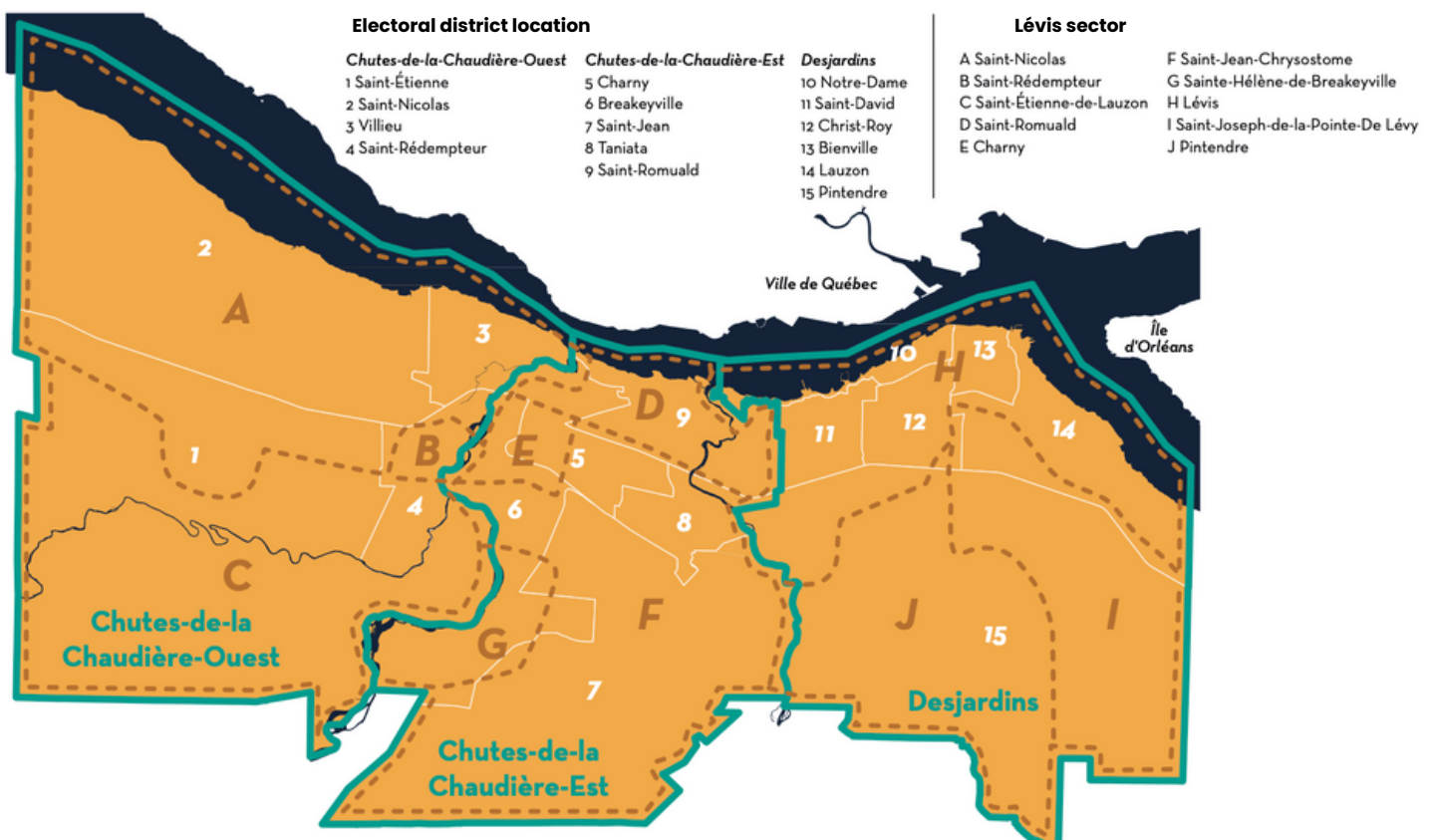
As a new shareholder in Poutine d'Or, and having noted its resounding success in the Beauce region, Fromagerie Boivin decided to embark on a major new project: the opening of 3 new outlets across Eastern Quebec, more specifically on the south shore of Quebec City. The aim is to capitalize on the success of the poutine customization service. With great ambition, Mr. Boivin wants to open one branch a year for the next 3 years. He has targeted the Saint-Nicolas, Charny and Lévis areas.

The company has already begun procedures to find commercial premises to rent. In all sectors, a clause in the contracts stipulates that the rental agreement must be signed no later than 3 months after the tender. The shareholders of Fromagerie Boivin are therefore in a hurry, as they know that real estate is unstable and that these premises are highly coveted by other companies. In general, the premises have ample parking for customers, three unisex toilets, and an outdoor terrace at ground level. It is the perfect place to become a favorite destination for local residents! However, once signed, the rental contract is valid for a minimum of 3 years. You need to be certain of the project's feasibility.

The feasibility analysis has already been initiated by Fromagerie Boivin's management, as it is the first step in good project management. On the following pages, you'll find information on the three sectors we're targeting for branch openings.

Sector analysis

Map 4: Lévis, its three administrative districts, ten sectors and 15 electoral divisions



Population

Lévis: 50,693 inhabitants, 8th largest city in Quebec

Saint-Nicolas: 25,229 inhabitants

Charny: 10,070 inhabitants

The Chaudière-Appalaches region as a whole has seen a steady increase in population over the past several years. Over a 25-year period (1996 to 2021), for example, the population will increase by almost 52,800. However, this growth is not uniform across the region. Urban areas offering more services to the population seem to be growing faster than rural areas. The low birth rate and net inter-regional migration also partly explain the population decline in areas far from urban centers.

The population of Lévis has been growing significantly for several years. It has risen from 151,527 in 2021 to 154,091 in 2022. This significant increase makes Lévis one of the most demographically dynamic cities in Quebec. However, as Table 4 shows, the population is aging considerably.

Average age: 42.9

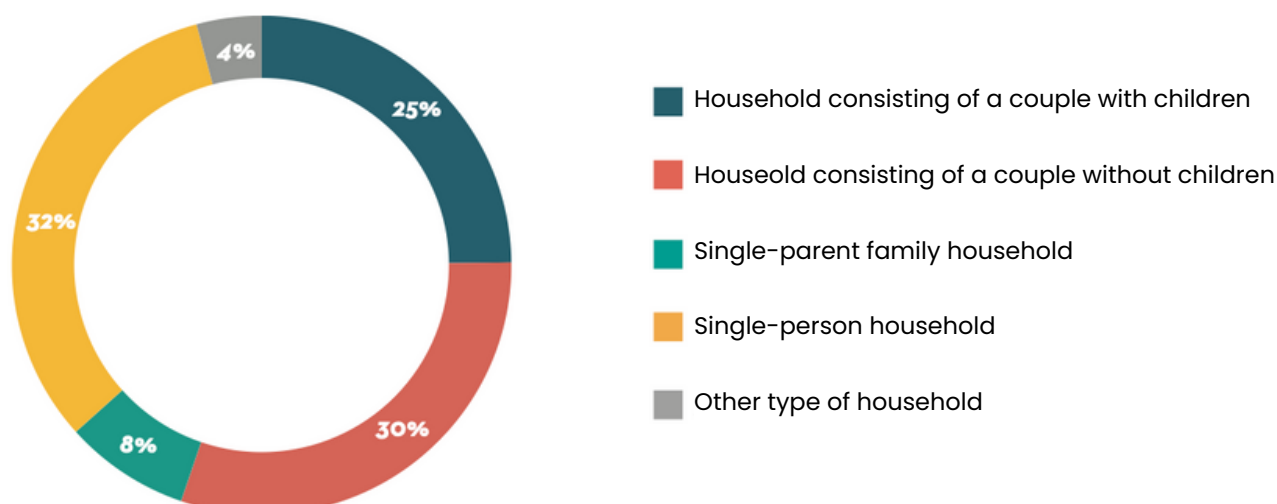
Table 4 : Population breakdown by age group, Lévis, 2016 – 2021

Source: Statistics Canada

Age group	2016	Relative weight	2021	Relative weight	Growth
0 to 14 years old	24 710	17,2%	25 145	16,8%	1,8%
15 to 64 years old	93 565	65,3%	92 865	62,0%	-0,7%
65 years old and +	25 140	17,5%	31 670	21,2%	26,0%
Total	143 415	100,0%	149 680	100,00%	4,4%

Graphic 7 : Type of household, Lévis, 2021

Source: Statistics Canada



The City is proud to invest in social housing, a measure that contributes to improving the quality of life of people in vulnerable situations. Since 2002, several projects have been completed, and there are currently 904 housing units and 163 in the pipeline. The ultimate goal is to offer a total of 1,250 social housing units.

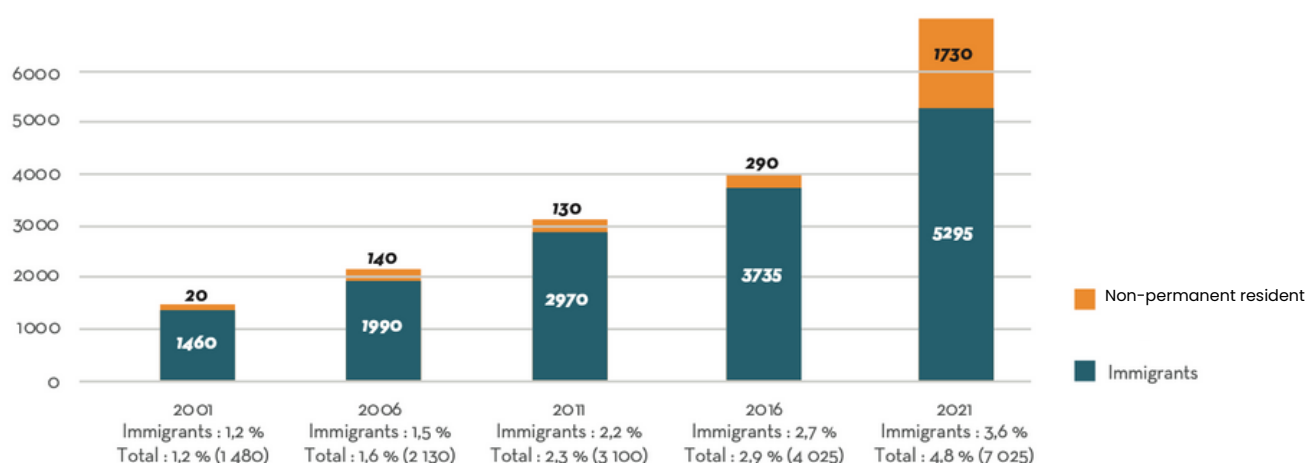
Table 6 : Number of housing units built and under construction since 2002, Lévis, 2022

Area	Elders	Families	Others
Breakeyville	-	-	-
Charny	15	24	-
Lévis	89	388	54
Pintendre	-	24	-
Saint-Étienne- de Lauzon	12	-	-
Saint-Jean- Chrysostome	36	-	-
Saint-Nicolas	52	73	-
Saint-Rédempteur	-	-	-
Saint-Romuald	-	108	29
Total	204	617	83
904 housing units completed			
Charny	33	-	-
Lévis	-	55	12
Saint-Romuald	40	23	-
Total	73	78	12
163 housing units coming soon			

Finally, the average price of a 2-bedroom apartment in 2022 was \$967 (without inclusions).

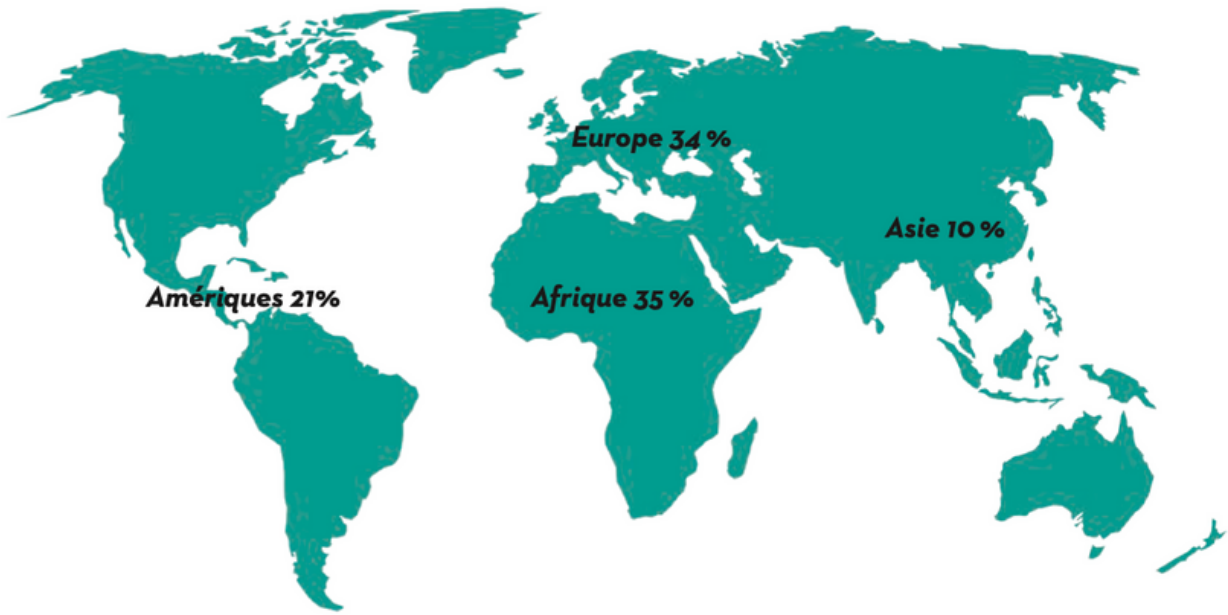
Immigration

In 2001, immigrants living in the city represented 1.2% of the Lévis population. By 2021, this proportion had risen to 3.6%. Lévis is an attractive urban environment within its administrative region. The several thousand immigrants living in Lévis come from over 50 different countries.



Map 5: Immigrants origin, Lévis, 2021

Source: statistics Canada

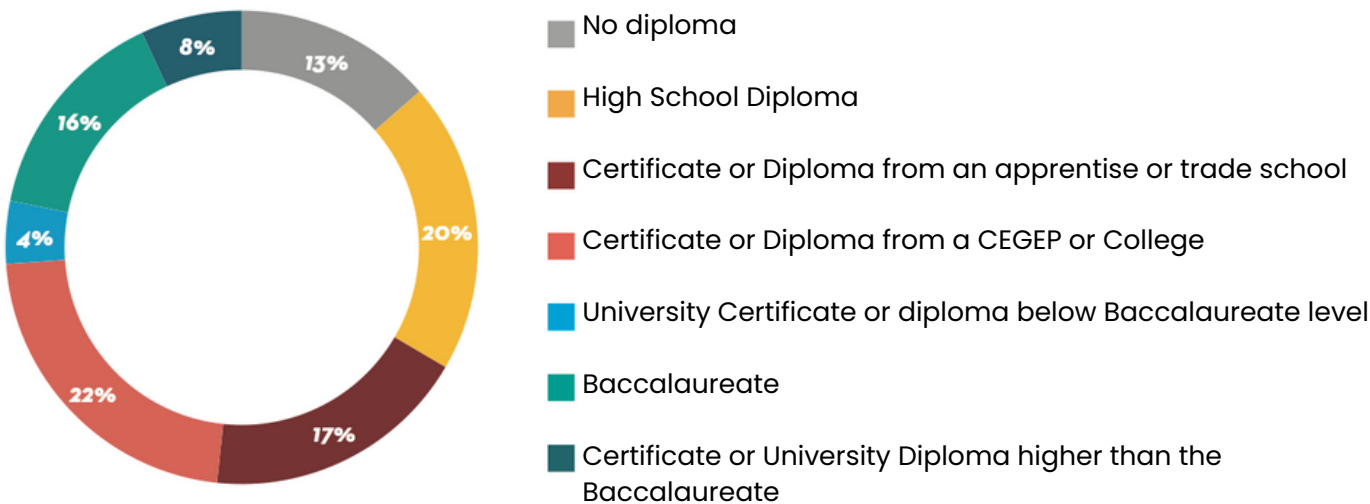


Education

In Lévis, 87% of residents hold a high school diploma. Lévis ranks first among Quebec's 10 major cities for post-secondary graduation, with a rate of 67.3% for the population aged 15 and over.

Graphic 14 : Graduation of the population aged 15 and over, Lévis, 2021

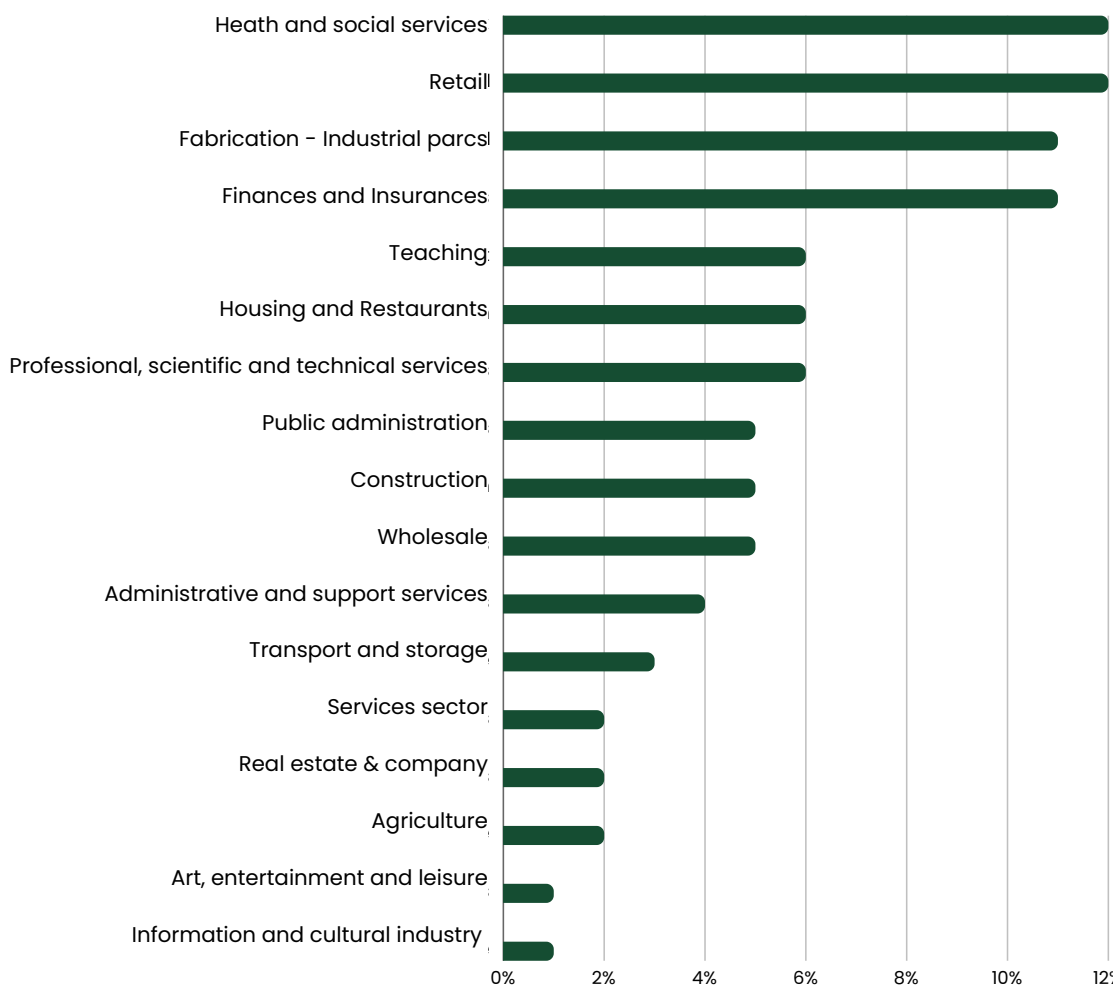
Source: Statistics Canada



Workforce

There are more than 70,000 jobs in Lévis, of which 50.2% are highly skilled, compared to 45.9% for Quebec as a whole.

Graphic 17 : Jobs by activity sector, Lévis, 2021



By 2025, there will be nearly 15,000 jobs to fill on Quebec City's South Shore.

Labour force: In 2021, the labour force participation rate of the Lévis population was 68.4%. At that time, Lévis ranked 2nd among Quebec cities with populations of 100,000 or more, second only to Terrebonne.

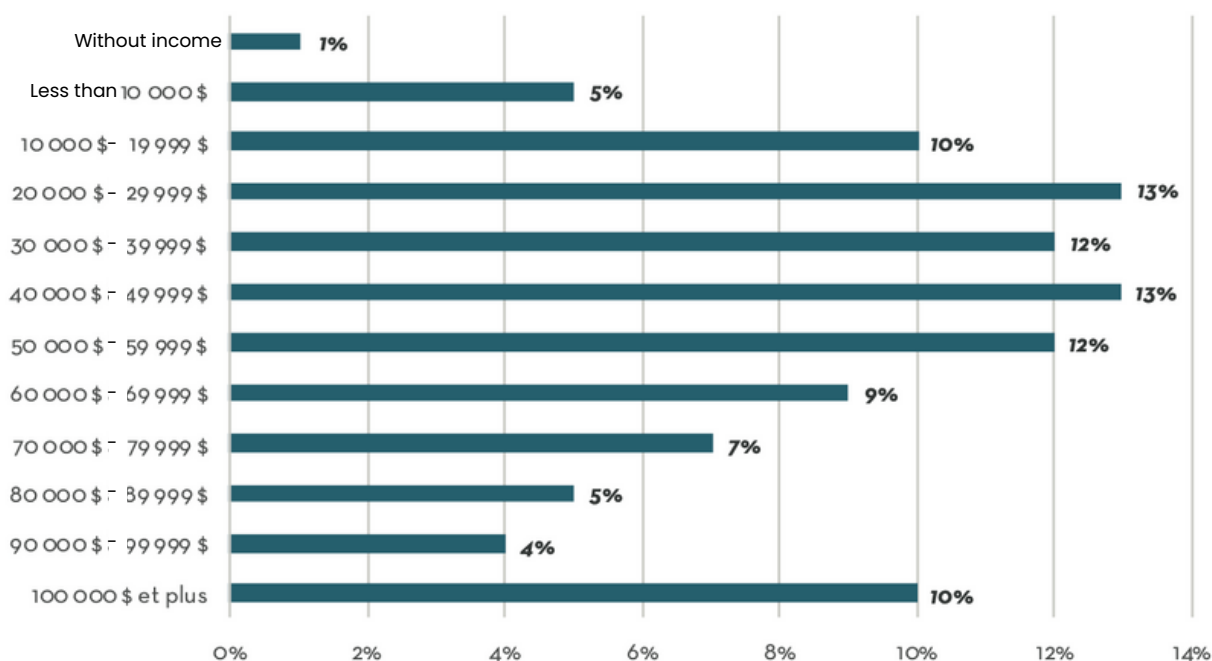
Unemployment rate: The average unemployment rate in the region over the past 12 months was 2.2%. Among Canada's 50 largest cities, Lévis had the lowest unemployment rate in 2006 (3.6%), 2011 (4.0%), 2016 (4.1%) and 2021 (5.3%).

A dynamic market: In 2020, there will be more than 62,358 workers living in Lévis, corresponding to an 81% employment rate in the 25 to 64 age group.

The median household income in 2020 was \$84,000, compared with \$72,500 for Quebec as a whole. This was 16% more than the median income for other Quebec households.

Graphic 22 : Median personal income, Lévis, 2020

Source: Statistics Canada



Demographic summary

Statistics-2021	Total	Lévis	Charny	St-Nicolas
Population	149 683	48 750	9 297	25 626
0-14 y.o.	25 145	6 815	1 245	5 235
15-64 y.o.	92 865	28 975	5 735	16 020
65 y.o. and +	31 670	12 910	2 310	4 360
Average age of population	43	46,2	45,1	39,8
Total of private housing	68 205	24 553	4 792	10 482
Population density per square kilometer	334	1 103	1 165	271
Non-immigrants	139 205	43 805	8 585	24 205
Immigrants	5 295	1 890	315	920
Non-permanent residents	1 730	650	145	90
Land area in square kilometers	448	44	8	95
Housing units - type of construction	65 750	23 265	4 615	10 205
Detached single-family house	34 570	9 135	1 635	6 620
Detached single-family house	9 730	4 065	905	1 195
Buildings with five or more storeys	18 745	8 650	2 050	1 405
Buildings with less than five storeys	1 825	1 125	0	645
Semi-detached, duplex, townhouses	880	275	25	335
Other type of housing	65 750	23 230	4 625	10 190
Private households by household size	21 345	9 455	1 900	2 445
1 person	24 495	8 460	1 680	3 820
2 people	8 195	2 350	510	1 440
3 people	8 340	2 100	385	1 790
4 people	3 375	885	155	695
5 people or more	2,2	2,1	2,0	2,5
Average size of private households	43 005	13 170	2 550	7 620
Number of families in households	37 250	11 215	2 135	6 690
Couple family	5 860	2 180	505	800
Single-parent family	74 101	61 672	63 346	97 426
Median total household income 2015 (\$)	69%	58%	57%	85%
Landlord	31%	42%	43%	15%
Tenant	76 955	25 225	5 270	12 365
Diplomation 25 to 64 years	5 655	2 325	450	585
No certificate, diploma or degree	12 015	2 325	990	1 495
High School Diploma	16 105	4 310	1 075	2 185
Professional-level diploma	18 790	5 365	1 245	3 005
University degree below baccalaureate level	3 485	1 195	240	605
University degree (baccalaureate or higher)	20 905	6 295	1 290	4 500

Wealth

Between 2010 and 2022, growth of 86% was recorded in Lévis, which ranks well in terms of growth in standardized wealth among Quebec's ten major cities (average of 91%).

Construction

In 2022, over 4,900 permits were issued for a total value of nearly \$925 million. The pace of building permit issuance remained very high, surpassing the \$400 million annual threshold for the third year in a row.

Housing units: in 2022, construction began on over 3,000 new housing units, exceeding by more than 2,150 the anticipated average of 850 units per year.

Commercial sector: The commercial sector has a positive track record yearly. In terms of permits issued, 176 construction and expansion projects were launched, for a record total value of over \$295 million.

Industrial sector: A record 148 applications were received in this sector in 2022. In total, more than \$94 million worth of projects were completed in the region during the year, contrary to expectations given the economic context.

Institutional sector: The pace of building permit issuance in this sector was once again very brisk in 2022, reaching a total value of over \$85 million.

Tableau 10 : Annual compilation of building permits, Lévis, 2018–2022

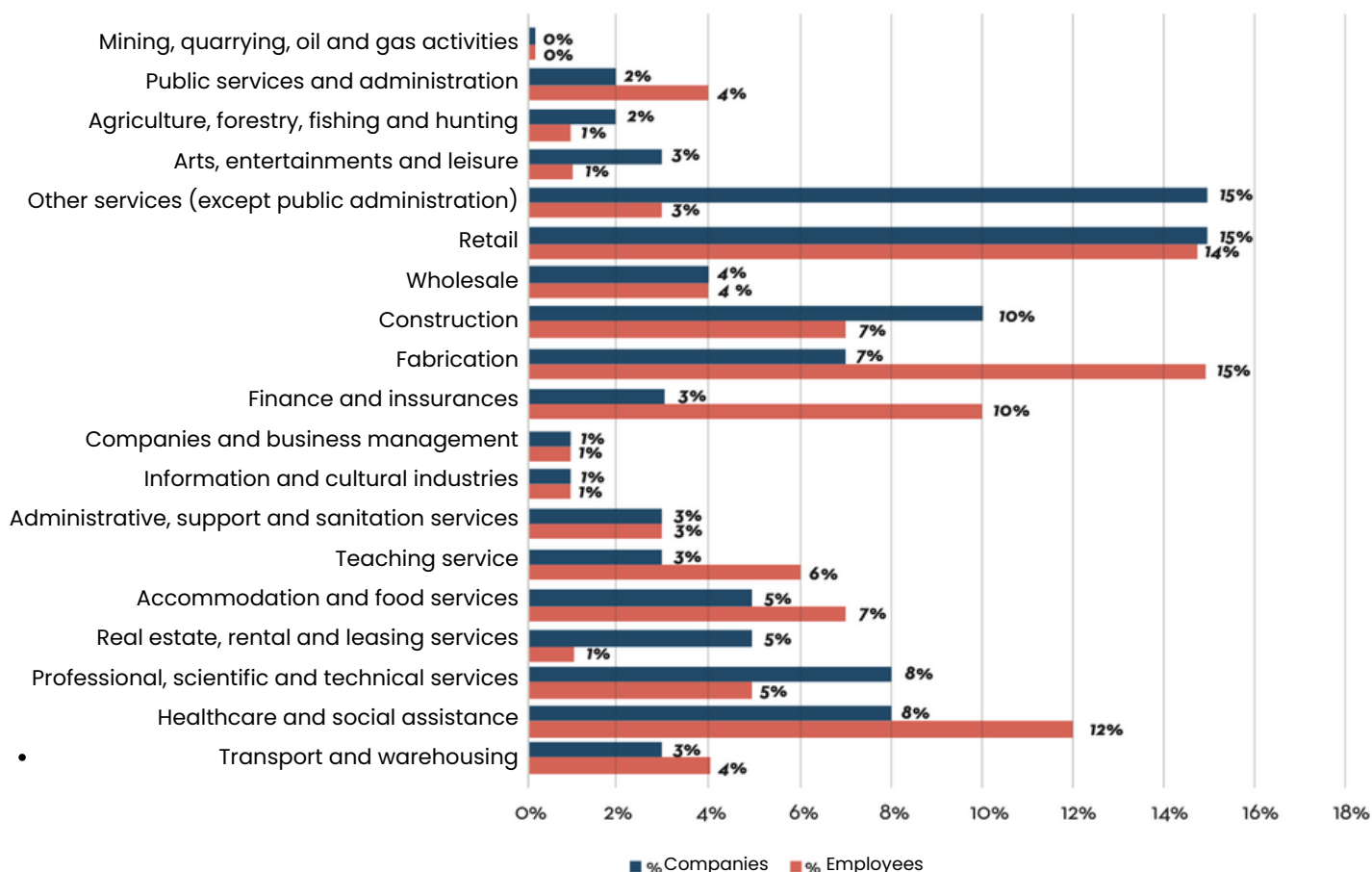
Source: Ville de Lévis

Year	2019		2020		2021		2022	
Category	Number	Value (\$)	Number	Value (\$)	Number	Value (\$)	Number	Value (\$)
Residential	3 699	314 250 259	4133	409 309 671	4 117	547 558 110	4 341	448 981 985
Industrial	120	35 744 592	114	46 810 809	128	120 511 734	148	94 151 445
Commercial	203	58 621 017	238	54 515 985	231	64 058 907	176	295 021 349
Institutionnal	66	33 176 989	38	46 599 748	68	96 981 547	70	85 383 572
Others	189	1 481 581	147	997 478	176	1 893 007	166	1 323 281
TOTAL	4 277	443 274 438	4670	558 233 691	4 720	831 003 305	4901	924 861 632
Housing units	1 541		1853		2541		3 012	

Companies

Graphic 26 : Companies and employees by sector, Lévis, 2022

Source: Ville de Lévis



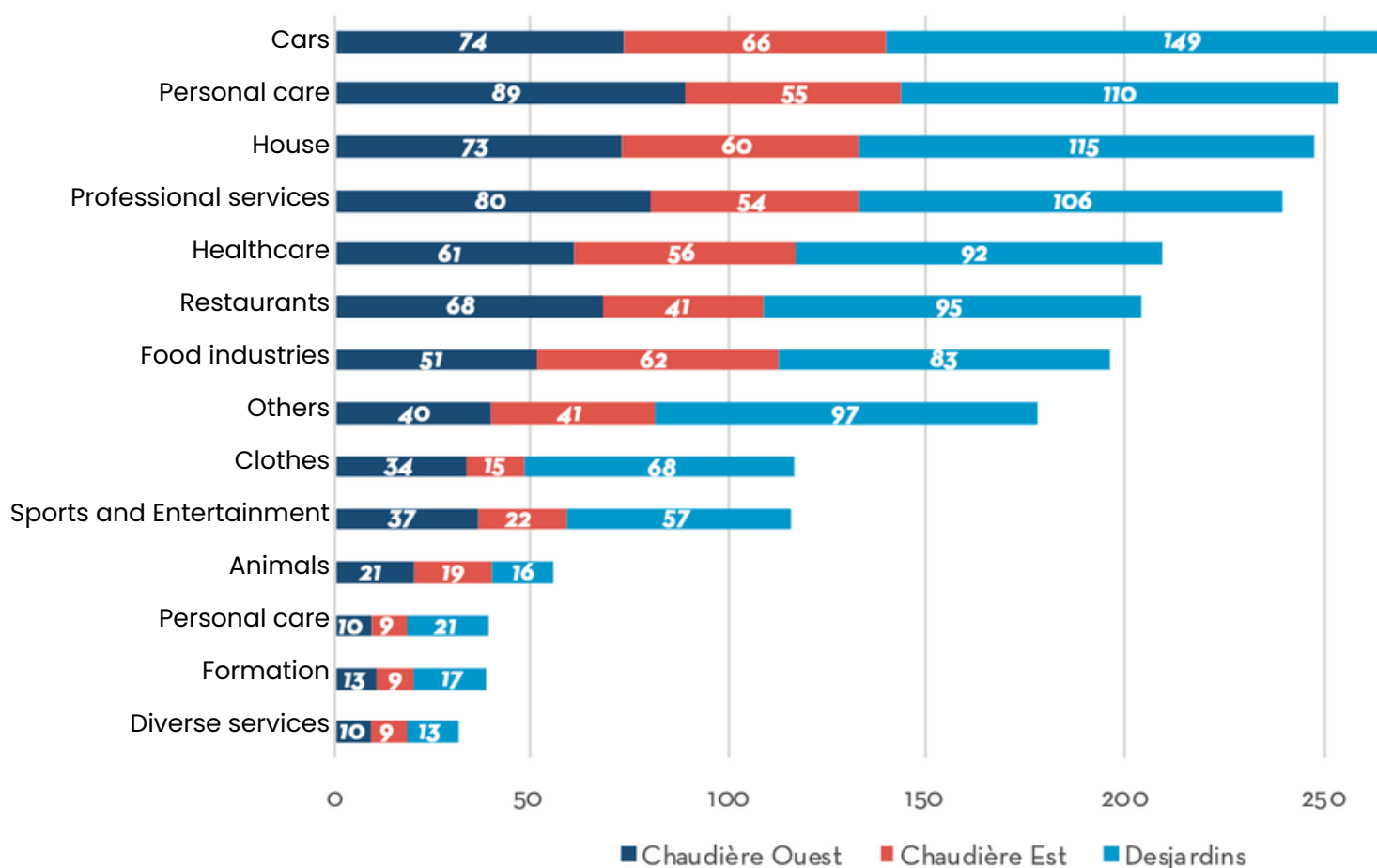
Commerce

The retail and services sector is booming in Lévis (over 2,200 business locations). A record number of projects are being developed, resulting in a significant increase in the number of square feet of commercial space.

This phenomenon can be observed in both the Desjardins pole (eastern sector) and the Chaudière pole (western sector at the height of the bridges). These clusters structure the traffic zone. They present a diversified appeal in terms of products, with a multitude of grouped outlets.

Table 29: Number of stores by business sector and district, Lévis

Source: Ville de Lévis



Historic districts

Each of the ten former municipalities has its own neighbourhood life, and jealously guards the soul of its village center, which has been profitably preserved. The rich architectural and religious heritage, breathtaking scenery and vestiges of the seigniorial regime are still to be found here. Some have seen their development marked by their proximity to the river, the railroad, or by agriculture, fishing or industrial activity. Today, four of them offer commercial opportunities: Saint-Nicolas, Charny, Saint-Romuald and Vieux-Lévis. The Mon Quartier de Lévis organization contributes to the commercial development and promotion of businesses in these historic districts. Its proximity to local players and its role as a facilitator make it an invaluable partner for anyone wishing to make a positive difference in these areas.

Vieux-Lévis offers considerable potential for consolidation, enhancement and urban development. In addition to a built and human heritage rich in history, the district faces challenges in preserving and enhancing its distinctive features. The current process is helping to develop an overall vision for the district, addressing issues such as :

- Enhancing landscapes and views
- Criteria for harmonious densification of certain lots
- Links between the Traverse de Lévis sector and the Vieux-Lévis plateau
- Optimal use of parking lots by different users
- Development of public spaces

Village Saint-Nicolas offers considerable potential for urban and natural development. In addition to a built and human heritage rich in history, the district faces challenges in preserving and enhancing its distinctive features. The current process is helping to develop an overall vision for the district, addressing issues such as :

- Enhancing the countryside and landscapes
- Preserving the heritage of this village core, founded in 1694
- Safer, more user-friendly development of Route Marie-Victorin
- Development and enhancement of public spaces and green areas

Vieux-Charney offers considerable potential for urban and natural development. In addition to a built and human heritage rich in history, the district faces challenges in preserving and enhancing its distinctive features. The current process is helping to develop an overall vision for the district, addressing issues such as :

- Enhancing and revitalizing the traditional railroad district
- Commercial and residential vitality
- Links between the traditional sector and the institutional and commercial sector near Highway 20
- Development and enhancement of public spaces

Environment

In Quebec, Lévis leads the way in terms of its environmental performance in residual materials management, management of natural environments and wetlands, and urban forestry. In 2021, the City of Lévis adopted its environmental policy, which aims to establish its environmental priorities with a view to harmonization, consistency and community involvement. To mobilize the population to protect the environment, Lévis has set up numerous programs and services that stand out as much for their originality as their diversity. Here are just a few of them:

- Financial assistance
- 1 million Green Fund to support environmental initiatives
- Subsidies for reusable feminine hygiene products and cloth diapers for organizations that promote the reuse of residual materials
- Consultations on citizens' environmental concerns Zero waste: citizen mobilization activities
- Compostable and recyclable materials
- Residential, institutional and commercial collection
- Free supply of collection equipment
- Electric charging stations: over 20 rapid charging stations and 50 standard Level 2 charging stations

Festivities

In addition to some 350 partner events, the City of Lévis provides logistical support for over 40 major events every year. Lévis is a dynamic city when it comes to events. From block parties to the Festivent de Lévis, and events held at Quai Paquet that welcome between 5,000 and 10,000 people a day, there's something for everyone. In support of the numerous promoters' and organizations' desire to make Lévis a pleasant and festive place to live, the city provides over \$500,000 worth of services to ensure that events are held safely and to the highest standards. In 2021, it has allocated more than \$650,000 in financial support. The economic and social spin-offs of events are a major contribution to the community.

Tourism

Over the course of 2021, the City of Lévis has called on the tourism, leisure and culture experts of an external firm to work with local stakeholders to draw up a five-year development plan for the tourism industry in Lévis, supported by a marketing action plan. The five main elements of the plan are as follows:

- Guidelines for developing and structuring the offer
- Main hospitality and promotional strategies
- Target clientele, positioning, objectives and measurement indicators
- Means and resources for implementation
- Success factors for mobilizing the community
- The city has also renewed two highly appreciated initiatives to promote the region's offerings: "Cet été, je parcours Lévis" and "Cet hiver, je parcours Lévis".

Task tables

This project requires a certain amount of discipline and organization, since several departments are involved at the same time. Here's a list of the tasks involved in opening a branch of Poutine d'Or:

<u>Tasks</u>	<u>Duration (in days)</u>	<u>Approximative costs</u>	<u>Dependency</u>
A- assessment and planning of workforce requirements for restaurant opening	30	10 000\$	-
B- development of a business plan	15	10 000\$	A
C- search for external financing	60	5 000\$	-
D- analysis of maintenance and other costs	14	5 000\$	A and B
E- signing of commercial lease	5	15 000\$	A to D
F- establishing final budget	7	-	E
G- search for a general contractor to design the new restaurant	30	4 500\$	F
H- restaurant design with general contractor	45	25 000\$	H and I
I- obtain necessary licenses and commercial authorizations	30	7 500\$	E
J- purchase and supply of equipments and machinery	135	475 000\$	H
K- complete interior design of restaurant	145	340 500\$	J
L- purchase and supply of ingredients	18	36 750\$	K
M- recruitment of a store manager with hourly wages	30	25\$ by hour + tips	K
N- recruitment of a service team of 8 employees	40	average of 17.5 hours per employee	M
O- training of service team	7	12 500\$	N
P- implement marketing and advertising strategy	17	35 750\$	K
Q- restaurant opening day	1	4500\$	K to O
R- restaurant performance audit	365	108 000\$	Q

Priorities and constraints to be respected

Three important aspects will have a major impact on the implementation of Fromagerie Boivin's new sites. These three aspects are the overall quality of the implementation, the implementation time and the costs associated with the implementation.

It's up to you to complete the Priority Matrix dealing with these three aspects. We remind you that for each aspect, you must identify whether it is a constraint, an aspect to be optimized or an aspect to be accepted (Constraint, Optimization, Acceptance).

Priority matrix

Quality	To determine
Time	To determine
Finance	To determine

Mandate

Mr. Boivin and the shareholders have begun the project management plan. They have completed their data collection and are now at the feasibility study stage. He would like your advice on how to proceed with the project.

Since Mr. Boivin and management have already begun the market feasibility study, they're simply asking you to make a brief summary with the information you find relevant. You are then asked to complete the market feasibility study by giving the target for this major project.

They then ask you to carry out the following analyses:

Technical feasibility study (equipment required)

Social and environmental feasibility study (CSR)

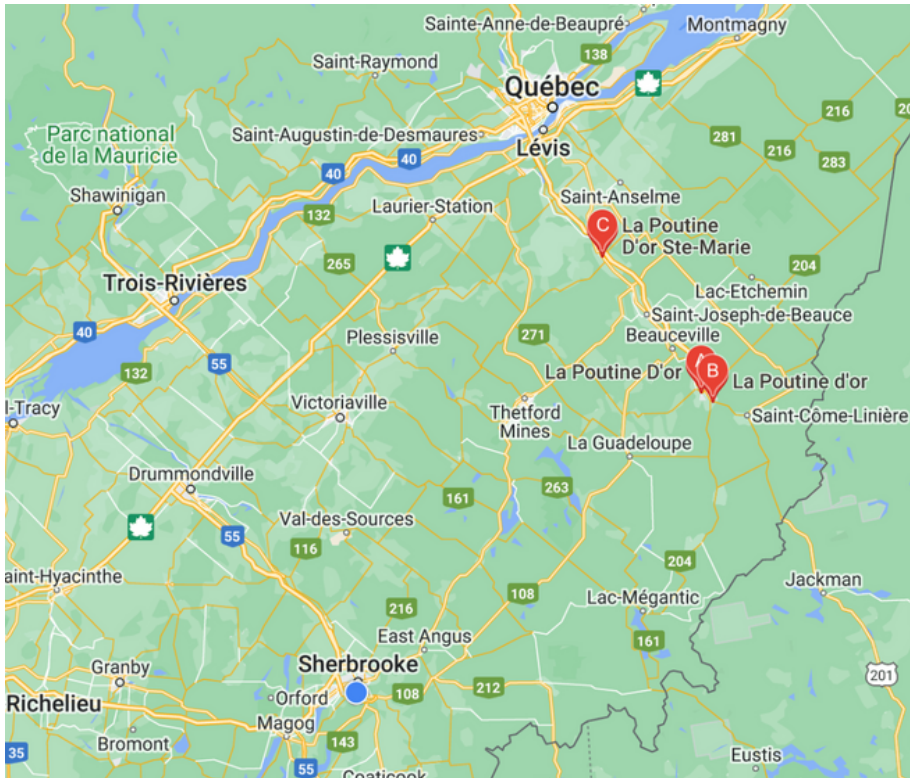
Human resources feasibility study

He's particularly keen to see the human resources feasibility study, as he's faced with the challenge of recruiting manpower for the project, and also for his future branches. (Manpower requirements, availability of human resources, recruitment, stakeholder communication).

He also asks you to highlight the main findings and a few recommendations.

Appendices

Appendix 1: Locations of the 3 Poutine d'Or restaurants



Appendix 2: Poutine d'Or products and services

Open daily from 8:00 am to 8:00 pm.

There's a Coaticook dairy bar adjacent to the restaurant.

There's also the Pépité d'Or boutique, where customers can purchase house cheeses, local products from nearly 70 local distributors, and "Mine d'Or" cheese platters customizable with the following 17 cheese choices: Maple, B.B.Q., regular, Souvlaki, 3 peppers, 5 peppers, onion, garlic, sea buckthorn steak spice, fine herbs, Twist plain, Twist B.B.Q., Twist 3 peppers, Twist 5 peppers, Twist vegetable, spicy and vegetable.

- Platter for 8 to 10 people: 5 flavors of your choice, 100g, \$19.20
- Tray 12 to 20 people: 7 flavors of your choice, 150g, \$30.58



Appendix 3: Poutine d'Or menu

Named "Best Poutine in Beauce" by the Wall Street Journal, the reputation of Poutine d'Or is well established.

- 14 cheese flavors (plain, B.B.Q., fine herbs, souvlaki, 3 peppers, 5 peppers, onion, vegetable, pesto, twist plain, twist B.B.Q, maple, shredded cheddar, lactose-free)
- 7 sauces (brown, B.B.Q., spaghetti, Pépite d'Or (spicy-peppery), P'tite Douceur (maple-peppery), sweet Italian and gluten-free)
- 8 meats (ground beef, popcorn chicken, bacon, smoked meat, bacon sausages, homemade sausages, Italian sausages and pulled pork)
- 6 vegetables (onions, mushrooms, peppers, hot peppers, green peas and shallots)
- 3 sizes (baby, small, large)

* Also available GLUTEN-FREE and LACTOSE-FREE



14 saveurs de fromage
nature • B.B.Q. • fines herbes
souvlaki • 3 poivres • 5 poivres
oignon • légumes • pesto
twist nature • twist B.B.Q. • érable
cheddar rapé • sans lactose

7 sauces
brune • B.B.Q. • spaghetti
Pépite d'Or (poivrée-épicée)
la P'tite Douceur (poivrée à l'érable)
italienne sucrée • sans gluten

8 viandes
bœuf haché • poulet popcorn
bacon • smoked meat
saucisses bacon
saucisses maison
saucisses italiennes
porc effiloché

6 légumes
oignons • champignons
poivron • piments forts
pois verts • échalottes

- LA -
POUTINE D'OR
La meilleure poutine, c'est la tienne!

Livraison disponible à Saint-Georges  DOORDASH Succursales de Sainte-Marie,
Saint-Georges Est et Saint-Georges Ouest.

>422347

Appendix 4: Fromagerie Victoria menu

Breakfast, Lunch, Regular

Déjeuner

Nos déjeuners sont servis du lundi au vendredi jusqu'à 11h et les samedis et dimanches jusqu'à 13h.



CLASSIQUES



SANDWICHES



BECS SUCRÉS



ENFANTS

Midi

UN NOUVEAU CONCEPT DE MENU MIDI VOUS ATTEND EN SUCCURSALE !

Chaque jour, choisissez entre 7 menus différents qui vous régaleront.

Disponible du lundi au vendredi de 11h à 14h

*En salle à manger uniquement



*avec choix de pain, beurre et biscuit soda

1/2 SALADE DE POULET GRILLÉ



SPAGHETTI



*Servi avec fromage en grains frais du jour

1/2 CLUB SANDWICH ET Frites



*Assiette servie avec salade de chou et frites

STEAK HACHÉ ET Frites



*Assiette servie avec salade de chou, sauce aux poivres et frites

SMOKED MEAT ET Frites



*Assiette servie avec salade de chou, cornichon et frites



Brownies avec coulis de chocolat, cerise et arachides

ASSIETTE BURGER BOUCANIER



*Assiette servie avec salade de chou et frites

WRAP CÉSAR



*Assiette servie avec salade de chou et frites

Régulier



SANDWICHES



SUR LE POUCE



PÂTES & PIZZAS



POUITINES



CLASSIQUES



GOURMETS



FRINGALES



SOUPES & SALADES



ENFANTS

Appendix 5: Fromagerie Victoria menu

Poutine menu

Frites

frites fraîches croustillantes disponibles en format bébé, petit, moyen, régulier, grand et extra

Frites sauce

frites fraîches croustillantes avec choix de sauce douce ou bbq, italienne, poivres ou piquante. Disponible en format bébé, petit, moyen ou grand.

Poutine traditionnelle

réputée pour son fromage frais du jour et en abondance, la poutine est disponible avec 5 choix de sauces différents. Optez pour la sauce douce, bbq, italienne, poivres ou même piquante. Toutes nos poutines sont disponibles en 4 formats.

Poutine Carnivore

Fromage en grains frais du jour, frites fraîches croustillantes, bœuf haché, bacon, oignons cuits, sauce aigre-douce, mélange d'épices et sauce à votre choix

Poutine P'tits Pop

Fromage en grains frais du jour, frites fraîches croustillantes, fromage en grains panés et sauce à votre choix

Poutine Poulet Popcorn

Fromage en grains frais du jour, frites fraîches croustillantes, poulet popcorn et sauce à votre choix

Poutine Expo

Fromage en grains frais du jour, frites fraîches croustillantes, saucisses grillées, poivrons et champignons grillés, oignons cuits et sauce à votre choix

Poutine Smoked Meat

Fromage en grains frais du jour, frites fraîches croustillantes, smoked meat et sauce à votre choix

Poutine Galvaude

Fromage en grains frais du jour, frites fraîches croustillantes, poulet, petit pois et sauce à votre choix

ashton		FERMER LE MENU
ASSIETTES EN SAUCE	→	
BURGERS	→	
POUTINES	→	
HOT-DOGS	→	
SANDWICHS ROSBIFS	→	
POULET ET SALADES	→	
MENU MINI	→	

ashton

HISTOIRECARRIÈRESSUCCURSALES

COMMANDER MAINTENANT

MENU

MENU

POUTINES



L'AUTHENTIQUE POUTINE ASHTON

Frites croustillantes et fraîchement coupées, fromage en grains et sauce brune maison.

Elle fait notre succès, c'est notre vedette. Grâce à elle, Chez Ashton est LA référence en poutine. Pas de flafas, que des ingrédients frais du jour et de haute qualité, une cuisson parfaite et un assemblage soigné.



LA DULTON

Frites croustillantes et fraîchement coupées, fromage en grains, sauce brune maison, bœuf haché assaisonné.

Légèrement épicée, onctueuse, goûteuse et faite uniquement de produits frais. Appelez ça le bonheur, si vous voulez. Chez nous, et seulement chez nous, c'est la Dulton.



LA GALVAUDE

Frites croustillantes et fraîchement coupées, morceaux de poulet blanc, pois verts et sauce brune maison.

Ce n'est pas une poutine, mais un amalgame parfait de sauce onctueuse, de tendres morceaux de poulet, de petits pois et de frites fraîchement coupées et croustillantes. Vous pouvez demander d'y ajouter du fromage en grains, mais la vraie recette n'en contient pas. Après tout, nous sommes bien placés pour le savoir : c'est notre création.

Appendix 7: Financial analysis

Layout of the place

DESCRIPTION	WEST	RENO WEST	STE-MARIE	BUDGET 4E
	2016	2019-2020	2019	2022
Incorporation	1 300,00 \$		1 165,00 \$	1 500,00 \$
Émission action et incorporation REQ	500,00 \$		600,00 \$	600,00 \$
LAYOUT (floor)	89 000,00 \$	100 000,00 \$	45 000,00 \$	100 000,00 \$
LAYOUT (division + labor)				
LAYOUT (Electricity)				
LAYOUT (Painting)				
LAYOUT (Plumbing)				
LAYOUT (Ventilation)				
Fryer	9 444,00 \$		25 810,00 \$	30 000,00 \$
Perfect fry fryer	n/a		7 300,00 \$	3 500,00 \$
Ventilation Fan			12 950,00 \$	16 000,00 \$
Ventilation Fan	6 959,00 \$			
Fire alarm system	2 895,00 \$		n/a	4 000,00 \$
Stainless sheet for oven hood + Installation	1 327,00 \$		n/a	1 500,00 \$
Cold room and compressor	2 715,85 \$		n/a	15 000,00 \$
Room freezer and compressor		14 000,00 \$	n/a	25 000,00 \$
Cold room installation	1 724,38 \$		n/a	2 000,00 \$
Shelf and pole	425,00 \$		2 317,35 \$	550,00 \$
Room freezer installation	n/a	3 970,00 \$	n/a	4 000,00 \$
Furniture (Tables and chairs)	5 036,40 \$		6 289,26 \$	6 337,00 \$
Furniture (Wooden furniture, work table, board)	10 318,47 \$		14 892,94 \$	12 780,00 \$
Furniture / Equipment (Stove)	412,00 \$		525,00 \$	500,00 \$
Furniture / Equipment (Garbage can)	610,00 \$		394,70 \$	700,00 \$
Furniture / Equipment (Timer)	350,00 \$		430,00 \$	400,00 \$
Furniture / Equipment (Kitchen)	2 800,00 \$		546,97 \$	8 000,00 \$
Furniture / Equipment (Miscellaneous)			937,20 \$	
Furniture / Equipment (Kitchen)			3 838,43 \$	
Furniture / Equipment (Kitchen)			2 151,74 \$	
Changing tables	335,00 \$		398,00 \$	400,00 \$
Purchase storage shelves	627,29 \$			800,00 \$

Cash register	7 225,00 \$		6 075,00 \$	10 000,00 \$
Software			1 695,00 \$	
Commercial balance			658,00 \$	700,00 \$
Stainless Sink/Table			2 075,00 \$	5 500,00 \$
Stainless Sink/Prewash/Stainless shelf	4 238,00 \$			
Cold room	1 062,00 \$			1 600,00 \$
Stainless Service counter/Top Kitchen island			5 723,80 \$	8 000,00 \$
Service Counter	6 495,00 \$			
Top of the shelf + 4 pieces in "C"	993,75 \$			1 300,00 \$
Sliding Cabaret	795,00 \$			N/A
Cheese refridgerator	6 000,00 \$		6 000,00 \$	8 000,00 \$
Shop sign	3 870,00 \$		9 493,99 \$	8 000,00 \$
Office furniture			363,00 \$	500,00 \$
Fridge and Freezer	5 269,00 \$		1 749,98 \$	6 000,00 \$
Washer and Dryer			1 302,44 \$	
Plan			3 570,00 \$	5 000,00 \$
Camera and alarm system	6 069,00 \$	1 323,00 \$	6 719,16 \$	7 000,00 \$
Radio system	910,00 \$			1 000,00 \$
	179 706,14 \$	119 293,00 \$	170 971,96 \$	296 167,00 \$
	298 999,14 \$			44 425,05 \$
				340 592,05 \$
	3500 pi2		2000 pi2	
On October 1st, 2022	800pi2 Not furnished			
	19,00\$/Square feet		16,20\$/pi/2	
Monthly Rent	5 541,66 \$		2 700,00 \$	
Monthly Communal Fees	2 000,00 \$		2 400,00 \$	
Monthly Total	7 541,66 \$		5 100,00 \$	
	comes down to 25.85\$ sq feet		comes down to 30.60\$ sq feet	