



The Island Steeple Culinary Academy

BUSINESS PLAN

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Executive Summary

Canada is facing an [acute shortage](#) of skilled cooks and chefs. As the restaurant bubble expands towards its bursting point with each new restaurant that opens, the job opportunities for aspiring chefs and line cooks continue to grow while the talent pool evaporates.

In addition to the demand for trained Chefs across the province and across the country, we have found a unique regional opportunity to enhance student learning by allowing Students to split their educational experience between our two unique locations.

Culinary teacher, celebrity chef, and successful restaurateur, [Murray Zehr](#) will bring his extensive knowledge and contagious enthusiasm for local food to the establishment of a culinary academy and school as he educates youth, adults, and families.

Tentatively named, ***The Island Steeple Culinary Academy***, the former parish will be converted into a restaurant style kitchen and classroom of a private career college hands-on culinary institute.

While culinary school [competition](#) exists in Prince Edward Island, our market analysis indicates that the [demand](#) for culinary training for cooks, chefs, and culinary entrepreneurs by far exceeds existing training vacancies.

In addition to demand, the ***Island Steeple Culinary Academy*** has a [unique rural](#) positioning unlike any other culinary institute in Atlantic Canada. Located in the heart of the productive, fertile land and the most exceptional access to fresh seafood, the ***Island Steeple Culinary Academy*** is surrounded by agri-food gems. This unique location will allow school instructors the opportunity to attract attention to the products and locations of seafood producers and fishermen, cheese makers, livestock producers, growers of fruits and vegetables, and local farm markets.

[Startup costs](#) for the culinary academy include the acquisition of the land and historic church in Hunter River, recommissioning costs to bring the well, septic, plumbing, and electrical up to date, leasehold improvements and the installation of industrial kitchen equipment including range hoods and fire suppression systems, kitchen equipment, and legal costs associated with incorporating the business.

- Purchase of land & building is \$100,000
- Recommission costs are estimated to be \$60,000
- Leasehold improvements to the building will cost approximately \$252,000
- Industrial Kitchen Equipment costs are approximately \$76,000
- Legal and Accounting costs are anticipated to be approximately \$10,000

The Opportunity

As the restaurant bubble expands towards its bursting point with each new restaurant that opens, the job opportunities for aspiring chefs and line cooks continue to grow while the talent pool evaporates.

There is no denying there is a global skills shortage in hospitality. According to the Foodservice Consultants Society International, the skills shortage is one of the biggest challenges facing the hospitality industry. They predicted that the industry would continue to see a skills shortage over the

We expect a shortage of 137,000 Canadian Restaurant employees in the next 15 years.

~Statistics Canada, 2012

next few years.

When labour shortages are presented as a proportion of labour demand, food and beverage servers and cooks will face acute shortages.

Occupation	Shortage
Bartenders	15.1%
Janitors, caretakers & building superintendant	12.1%
Hotel front desk clerks	10.7%
Food and beverage servers	10.5%
Cooks	9.9%

The Vision

Culinary teacher, celebrity chef, and successful restaurateur, Murray Zehr will bring his extensive knowledge and contagious enthusiasm for local food to the establishment of a culinary academy and school as he educates youth, adults, and families.



Named, *The Island Steeple Culinary Academy*, the former parish will be converted into a restaurant style kitchen and classroom of a private career college hands-on culinary institute. Through the *Growing Cooks* program, Chef Zehr's focus will be on connecting students with the techniques of preserving food, culinary experiences for preparing healthy, nutritious meals, and bridging the awareness gap between local producers and consumers.

The Business Model

The Island Steeple Culinary Academy aims to become a privately-owned career college focused on advanced culinary instruction for the next generation of culinary entrepreneurs and chefs. Operating as a Private Career College, inaugural classes will begin in September 2019.

The Academy will offer a two-term set of instruction, with each term lasting 15 weeks in duration. Studies will be part time, allowing students the opportunity to seek employment during their training.

Each term will allow for the registration of up to fifteen students in each of the two levels of study. Each term will consist of fifteen weeks of training, which will take place five days a week for four hours a day, giving each student a minimum of 300 hours of course work each term.

Term I = 300 hours of fundamental training focused on:
**curriculum unique to the Island Steeple Culinary Academy*

Sanitation, Safety and Equipment

- Interpretation of terms
- Personal hygiene
- Food contamination
- Safe food handling
- Construction standards
- Maintenance standards
- Sanitation codes
- *The Health Protection and Promotion Act*
- Food poison prevention
- Dishwashing

Basic Nutrition

- Major nutrient identification
- Energy sources
- Lipids
- Proteins and vegetarian diets
- Carbohydrate and dietary fibre
- Vitamins, processing and additives
- Mineral elements
- Water – Sources, value & quality
- Developing food patterns

Communications – Basic

- Basic business communications
- Accident reports
- Resume preparation

- Cover letters
- Application forms

Calculations – Basic

- Addition, subtraction, multiplication and division
- Common fractions
- Decimal fractions
- Percentages
- Standards of measurement
- Fahrenheit to celsius conversions

Kitchen Management

- Hospitality / tourism perspectives and organizations
- Orientation, training and career planning
- Menu planning and basic marketing
- Table service
- Basic kitchen calculations
- Basic purchasing
- Kitchen organization, maintenance and security

Food Theory – Basic

- Major cooking methods
- Vegetable cuts and flavouring agents
- Stock and soup cookery
- Sauce cookery
- Breakfast and short order cookery
- Vegetable and pasta and rice cookery

Bake Theory

- Flour production and applications
- Types of shortening
- Sugar commodities
- Eggs in baking
- Dairy products
- Use of salts
- Leavening agents
- Chocolate and flavourings

Culinary Techniques – Basic

- Kitchen tools – Identification, storage and handling
- Uniform standards
- Proper food storage and packaging
- Fire procedures
- Stock cookery
- Thickening agents
- Soup cookery
- Sauce cookery
- Egg and breakfast cookery
- Short order cookery
- Vegetable, pasta and rice cookery
- Fish and shellfish cookery
- Meat entrees
- Salads

Techniques of Baking

- Pie dough
- Piping batters
- Quick breads and muffins
- Cream desserts
- Icings
- Yeast dough
- Choux paste products
- Pastries
- Cake preparation

Quantity Food Preparation

- Rules of personal hygiene and sanitation
- Safety regulations
- Large kitchen equipment identification
- Stock, soup and sauce cookery
- Poultry, lamb, pork, beef, fish cookery
- Potato and vegetable cookery
- Salad preparation
- Dessert preparation

International Cuisine*

- Tour of the Orient
- International ingredients and flavours
- Indian cuisine
- Cajun Creole

Cheese Making*

- The theory of cheese
- History of cheese making in Oxford County
- Ingredients and equipment
- Milk ripening
- Milk heating methods
- Additives
- Types of culture
- On-site tour to award winning local cheese dairy

Dietary Restrictions*

- Celiac restrictions
- Vegan
- Gluten Free
- Low Sodium and Low Fat food preparations
- Sugar Free
- Religious restrictions

Butchery*

- Small carcass breakdown
- De-boning
- On-site tour of large animal slaughter
- Large animal breakdown
- Fish fabrication and breakdown

Brick Wood Fired Ovens*

- Building a fire
- Managing coals
- Oven baking

- Oven roasting

Authentic Southern BBQ Techniques*

- Grilling techniques
- Southern BBQ Techniques
- Vinegar base
- Mustard base
- Texas style mop
- Kansas style sauce
- Alabama white sauce

Horticulture*

- Where to grow
- Getting soil ready to plant
- Garden maintenance
- Square foot gardening
- Minimizing startup and production costs
- Buildings, greenhouse location, and foot traffic
- Appropriate machinery
- Organic fertilizing
- Harvesting and storage

Charcuterie and Sausage Making*

- Curing
- Pates and terrines
- Sausage making equipment
- Preparing and stuffing sausages
- Storage conditions
- Regional characteristics
- On-site tour of charcuterie making facility

Term II = 300 hours of advanced training focused on:

****curriculum unique to the Island Steeple Culinary Academy***

Food, Beverage and Labour Cost Controls

- Objectives and applications of a food and beverage control system
- Food and beverage cost controls
- Management principles
- Employment and labour laws
- Employment recruitment, selection and training
- Performance assessment and productivity standards
- Labour relations
- Labour cost controls

Communication – Advanced

- Formal reports
- Business correspondence
- Resume development and career planning
- Presentation skills

Calculations – Advanced

- Business calculations
- Cost / sales calculations
- Break-even analysis

- Inventory calculations
- Yield calculations

Food Theory – Advanced

- Deep frying and fish cookery
- Meat and poultry cookery
- Wines, Spirits and Beers in cooking
- Garnishes & derivative sauces
- Buffet preparation
- Convenience and microwave-ready foods

Pastry, Desserts and Related Theory

- À la carte cold and hot desserts
- Pies, tarts, and flans
- Choux paste products
- Yeast products
- Puff pastry
- Cheese cakes, special occasion cakes

Culinary Techniques – Advanced

- Fish and shellfish
- Canapés, paté and hors d'oeuvres
- Cold buffet and soups
- Desserts
- Poultry and game
- Lamb, pork, veal and beef cookery
- Pasta and rice cookery
- Soufflés
- Dining room – mise-en-place

Cuisine – A La Carte

- Introduction
- Appetizers, soups and salads
- Vegetables, potatoes, pastas and rice
- Desserts
- Equipment identification, use and maintenance

International Cuisine*

- Indian flavour makers
- Italian cuisine courses
- Thai basil, lemongrass, and coconut
- Greek flavours
- Japanese: from sushi to tofu

Cheese Making*

- Working with Rennet
- Curds
- Molding and pressing hard cheese
- Salting
- Aging techniques
- Rind washing
- Making a cheese cave
- On-site tour to award winning local cheese dairy

Dietary Restrictions*

- Vegan and vegetarian
- Allergens
- Prepping for restrictions
- Creating policy for accommodating restrictions

Butchery*

- Small carcass breakdown
- De-boning
- On-site tour of large animal slaughter
- Large animal breakdown
- Fish fabrication and breakdown

Brick Wood Fired Ovens*

- Getting organized
- Kindling fire
- Ideal oven tools
- Bread making
- Wood oven pizza styles

Authentic Southern BBQ Techniques*

- Grilling techniques
- Southern BBQ Techniques
- Picking cuts of meat
- Technique and Science
- Smoker setup and firing up
- Ideal tools
- Equipment maintenance

Horticulture*

- Profitability of Small Scale Farming
- Seasonal planting
- Raised beds
- Urban horticulture
- Hydroponics
- Aquaponics
- Crop rotation and soil analysis
- Companion planting
- Direct selling

Charcuterie and Sausage Making*

- Roasted peppers
- Antipasto
- Dry cured meats
- Oil packed meats
- On-site tour of charcuterie making facility

Market Analysis

Demographically, the location of the Island Steeple Culinary Academy is ideally situated on the picturesque province of Prince Edward Island.

This strategic location places the *Island Steeple Culinary Academy* at the core of a thriving economy that is rich in diverse gastronomic experiences. Restaurants, cafes, and a growing hospitality industry provide the opportunity to train up experienced chefs, cooks, and culinary entrepreneurs.

According to Statistics Canada, “We expect a shortage of 137,000 Canadian restaurant employees in the next 15 years.”

According to The Government of Canada, for **Chefs**, over the period 2015-2024, new job openings (arising from expansion demand and replacement demand) are expected to total **24,300**. In 2015, Canada had 17,800 Chefs leaving school to fill this growing demand

Job opportunities for chefs are mainly driven by the level of consumer spending and tourism activities in food services, including restaurants, and to a lesser extent, in accommodation services such as hotels. Prince Edward Island is a main destination for travelers to Canada. Generally, purchases on food and beverages in restaurants and bars and on accommodation services account for over 30% of tourist expenditures.

This is a voluntary skilled trade in many provinces; however, job opportunities are expected to be more favourable for individuals who have completed the trade certification. A growing number of college graduates from culinary programs may increase the potential number of qualified chefs in the medium term outlook.

As for competition, there is one other culinary arts programs offered at colleges and culinary institutes on the island. While costs are relatively comparable, the part-time learning style at the *Island Steeple Culinary Academy* provides a competitive advantage over the Culinary Institute of Canada (Holland College) as it allows students to continue to work while they pursue their studies.

A 15-week course of study offered by the *Island Steeple Culinary Academy* is a distinct advantage over the 30-week program in Charlottetown.

The Culinary Institute of Canada only offers one intake for students each year, requiring a September to May time commitment which is a disadvantage for many who wish to enter school in September, January, or in May as they study through the summer months.

School	Distance	Cost	Time Commitment	Other
Culinary Institute of Canada	23km	\$12,000.00	2 years	Full Time
Island Steeple Culinary Academy	-	\$7,200.00	15 weeks = 300 hours	Part Time

Competitive Advantage

No one ever made a difference by being like everyone else.

There are two distinct advantage points to the *Island Steeple Culinary Academy*. One, is the unique site with rich rural history and proximity to quality food sources. And second, the inimitable combination of skills presented by principals, Murray Zehr and Bernia Wheaton.

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The 0.76-acre site on which the former catholic parish sits is matchless as an island culinary institute.

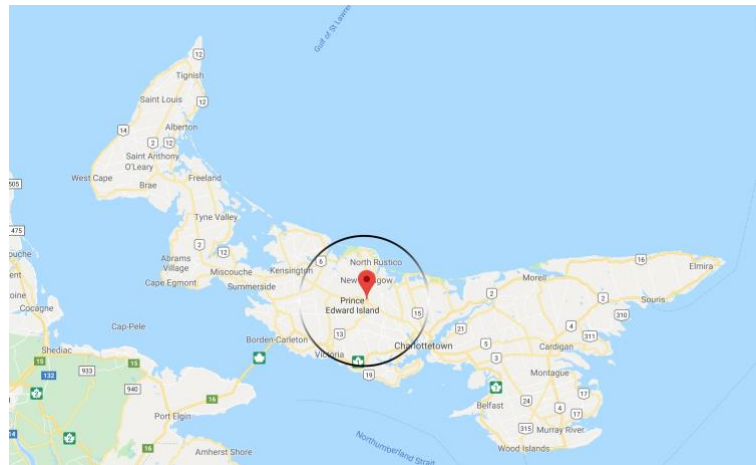
On the island of PEI, there is a permanent resident population of 146,000, which balloons dramatically during the summer months of tourists. The entire maritime region has a population base that exceeds 2.3 million people.

The minimal traffic on the island, and the easy access to the urban centres of Charlottetown and Summerside, will allow students to get on their way quickly and efficiently.

Strategically located on Highway

2, we offer enviable access to roads and a simple twenty-minute drive to the international airport. Our one-of-a-kind location is in the heart of a transportation corridor.

Located on Prince Edward Island, the *Island Steeple Culinary Academy* is surrounded by agriculture and agri-food gems and is often referred to as the Garden of the Gulf. While agricultural production is high, it is the diverse access to a miriad of shellfish and seafood options. This unique location will allow school instructors the opportunity to attract attention to the locations and vendors of eight farmer's markets and six farm markets throughout the region. This area provides the ideal opportunity to educate culinary students on the relationship between bees and our food supply by profiling local honey and maple syrup producers. Finally, in an area abundant in naturally raised, organic livestock, the school will connect students to local farmers of beef, chicken, pork, lamb, and eggs.



These one-of-a-kind opportunities present a learning experience that is unparalleled and virtually non-existent in larger scale urban cooking schools.

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The second competitive advantage focuses on culinary instructor, celebrity chef, and successful restaurateur, Murray Zehr who will bring his extensive knowledge and contagious enthusiasm for local food to the establishment of a culinary academy. After a tour of the area, Chef Zehr immediately recognized the opportunity to increase access to local food in a community where high quality ingredients are in abundance.

Murray's ability to connect with the community, develop persuasive relationships with producers and artisan food business will give students a unique and highly valuable learning experience. With an on-site brick wood fire oven, BBQ smoker, and an acre of gardens, students will gain experience in culinary techniques that simply are not offered at any other culinary school.

With vast experience in curriculum development in both rural and urban food settings, our in-house chef will have the opportunity to create exceptional and distinct learning modules for students.

Chef Zehr has tremendous teaching experience from his eighteen-year career in education in the hospitality sector. He has developed curriculum for both urban and rural settings and is held in high regard from his students and the influence he has on them.

Chef Zehr's niche is his ability to focus on local products and ingredients while securing food security through his unique ability to teach agricultural fundamentals in a hands-on approach.

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It is our goal to develop and deliver relevant educational sessions that incorporate new models of literacy, engage diverse populations, enhance experiential learning, incorporate farm visits, on-farm education, and other activities to increase local food skills, knowledge, and local food awareness.

Management Team

Murray Zehr

Murray has over 25 years of experience in the hospitality industry. He is currently the Head of the Culinary Arts and Chef Training department at Robert Bateman High School in Burlington for the Halton District School Board.

Murray has successfully owned and operated 8 restaurants during his teaching career. In addition to creating the concepts for each of these restaurants, prior to entering education Murray was the Executive Chef overseeing a chain of eight restaurants with over \$40 million in annual sales.

Murray was the Chief Education Officer overseeing PPM 150 (The School Food and Beverage Policy) at the Ministry of Education, and was the provincial governments' chief advisor on Healthy School initiatives.

Murray's accomplishments in the culinary world are extensive, including working with the Food Network for the popular television show Chopped Canada, cooking for Prince Charles, Gordon Ramsey, and Emeril Lagasse.

Murray has dedicated his time to giving back to his community, including public speaking, fundraising, and working with both Halton Food for Thought, and Food4Kids. Murray has also worked with and fundraised for over 15 other charities including local churches and the Carpenter Hospice.

Murray has written numerous food and beverage columns in newspapers and appeared on local television numerous times. One restaurant even aired on an episode of Dragon's Den.

Murray has graduated from Sault College, Queen's University, Brock University and the University of Toronto through various programs. Murray is also an Instructor at both Brock University and the University of Toronto. Murray hails from a long line of entrepreneurs including his grandfather Clifford Zehr, the founder of Zehrs Supermarkets.

Bernia Wheaton

Bernia Wheaton is an award-winning e-Marketing and Communication Specialist. Over the past 19 years, Bernia has provided Consulting services to businesses, non-profits, and governments throughout North America. Bernia's expertise is in e-marketing strategy development and execution, economic development, and strategic planning. As the principal consultant at her own firm, Bernia has carried out numerous assignments specializing in Community Economic Development.

As an innovator and out-of-the-box thinker, Bernia has earned International acclaim with the BREI Award of Excellence for Program Impact, as well as the EDCO Social Media marketing award.

Bernia has delivered training in BR+E Best Practices on behalf of the Ontario Ministry of Agriculture Food and Rural Affairs, who uses her work in client success stories to market OMAFRA programs.

Bernia has sat on the Board of the Stratford Perth County Community Foundation, and is the Secretary of the Board for the Technical Training Group.

Ask us about bringing your unique skills into the Island Steeple Culinary Academy family.

2020 Enrollment Intake

The initial enrollment for the culinary academy is anticipated to be a gradual intake, with each term increasing in size as awareness and demand grows for local training with a maritime niche focused on access to seafood.

	Sept - Dec 2020		Jan - April 2021		Sept - Dec 2021		Jan - April 2022	
	Fundamentals (Term 1)	Advanced (Term 2)	Fundamentals (Term 1)	Advanced (Term 2)	Fundamentals (Term 1)	Advanced (Term 2)	Fundamentals (Term 1)	Advanced (Term 2)
Morning (8:30 - 12:30)	8		12		15		15	
Afternoon (1:00 - 5:00)		8		10		10		15

By January of 2022, we anticipate term enrollment to climb to a maximum of 15 students per term, which is anticipated to be full capacity. The maximum enrollment for each session is 15 students. This makes for an ideal ratio between students and instructor at 15 : 1 and optimizes the classroom space and overall facility of the Island Steeple Academy.