

CANADIAN FRANCHISE ASSOCIATION

CFAA

THE AUTHORITATIVE VOICE OF FRANCHISING IN CANADA

2016 ACCOMPLISHMENTS REPORT

CFA

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About CFA



The CFA Mission Statement

To be the recognized authority on franchising in Canada representing over 700 franchise brands as their indispensable resource by:

- Enhancing and protecting our industry through advocacy
- Being the premier vehicle for lead generation
- Being the best source for information and education on franchising
- Delivering a compelling member savings program

49

 YEARS AS CANADA'S FRANCHISE ASSOCIATION

618
MEMBERS

469 Franchise Systems Brands

149 Support Services/Suppliers

50+ Categories of industry represented in CFA membership

18+ Unique programs to serve CFA members

100+ Volunteers

22 Board of Directors Members

14 Committees and Advisory Groups

GOVERNMENT LISTENS:

\$68

BILLION

a year generated by franchising to Canadian economy

CFA is heard by government because it is the authoritative voice of franchising, a key contributor to the Canadian economy

Executive Briefing

From The CFA President & Chief Executive Officer

At its heart, franchising is about symbiotic relationships and shared success. I believe that the relationship between CFA and its members is the same. CFA does not exist without you – our members. Our success is your success. When CFA wins an advocacy battle, it is a victory for franchising in Canada. When CFA achieves positive media coverage about franchising, it benefits the entire franchise community. Every triumph is possible in part because you are a CFA member. Together, we have achieved a number of great successes this past year. The following highlights are just a few of many detailed in the pages of this Accomplishments Report.



Protecting the franchise business model

One of our greatest wins this year was with Ontario *Bill 45: Making Healthier Choices Act*. This Act incorrectly identified franchisors as the owner/operator of all locations, which would make franchisors liable for their franchisees and undermine franchisees' independence as business owners. Many organizations lobbied for changes to Bill 45 but CFA was the only lobbying group to successfully advocate for an amendment to the act. We protected the franchise business model by getting the definition corrected.

But our work is far from done. The franchisor-franchisee relationship remains in jeopardy with what may be the biggest threat to Canadian franchising. The Ontario government's *Changing Workplaces Review* seeks to amend the *Employment Standards Act* and *Labour Relations Act*, which could result in franchisors being deemed common employers of their franchisees' employees. This would have a catastrophic impact on every franchise in Canada by making franchisors liable for their franchisees' employees.

CFA is currently advocating for the independent contractual nature of the franchisor-franchisee relations to be enshrined in law. But we need your support. I encourage all CFA members to contact me at lmclachlan@cfa.ca to learn how you can participate.

Raising the profile of franchising

We're committed to helping you grow your business by continually improving our lead generation services. This past year, CFA helped members connect with over 300,000 prospects online, in print and in person and introduced

new ways for you to reach prospects directly and exclusively.

This work is supported through our strengthened media relations efforts and ongoing awareness-building campaigns. Last year, we generated over 220 positive media stories about franchising that reached over 34 million people.

Changing our membership dues structure to support strength in the future

In 2015, we changed our membership dues to build a strong financial foundation for CFA. Previously, membership dues were based on the number of franchise units in Canada. These dues levels were insufficient for sustaining our necessary advocacy and government relations efforts. The new dues structure takes us to a gross-revenue model, bringing us in-line with other business associations with strong, proactive advocacy functions.

As a CFA member, you can always depend on CFA to be by your side. As the only national association devoted to franchising, CFA is uniquely positioned to protect your business through advocacy; to help you become better franchisors by delivering best-in-class educational resources; and to help franchises grow by connecting future franchisees with franchisors.

With the ongoing support of you, our volunteers, and our Board of Directors, CFA is ready for the challenges and successes in the year ahead. 

A handwritten signature in black ink, appearing to read 'Lorraine R. McLachlan'.

Lorraine R. McLachlan

President & CEO,
Canadian Franchise Association

2015/2016 Chair's Message



Let's take some time to look at all that we've accomplished in the past year. We have achieved many key goals and milestones and this report showcases those successes and the progress we've made.

As always, CFA is working for you, to promote your system, improve your business, and make the franchising industry strong. The Board, the CFA staff team, and our wonderful group of CFA member volunteers have been working diligently to strengthen our industry through advocacy, lead generation, education, and promoting excellence in franchising, all as a part of our three-year strategic plan laid out in 2012. Now, moving into 2016, we can look back and be proud of all that we've worked to build.

CFA has continued to make gains in advocacy by identifying key issues, making strategic contacts, and speaking up where the voice of franchising needed to be heard. This past year has seen us take action, holding face-to-face meetings with key government officials and politicians, and advocating for legislation to protect your business and the industry as a whole. We advocated on your behalf in several policy areas, including franchise-specific issues as well as broad legislation that specifically mentions franchising.

As we protect ourselves through advocacy, we raise the profile of our diverse industry. We know how important franchising is in this country and how important it is to the Canadian economy. Together we are stronger and we can protect this important business model as we move into the future.

As a CFA member, you are part of a vibrant growing association. We are always looking to further enhance your ability to attract quality leads, whether it be online, in print, in person, or through our new lead generation initiatives like our Live-Chat Webinars and direct email campaigns. We help you and your franchisees save money and time through a member exclusive savings program and we continue to build on popular networking and learning events, including the CFA National Convention.

These are just a few of the exciting developments CFA has focused on as we work to strengthen and grow our association. This Accomplishments Report highlights more detailed information on each of these, plus many other exciting CFA initiatives and accomplishments. [CFA](#)

Ken LeBlanc
President & CEO, PropertyGuys.com
2015/2016 Chair, CFA Board of Directors

2016/2017 Chair's Message

When you join CFA, you have a place among the leading franchise brands and support services/suppliers who have publically pledged their commitment to excellence in franchising. There's so much value that CFA brings to our businesses and I am excited to see where the future takes us.

CFA membership is vital to our industry. When we stand together, our collective voice is strong and fuels CFA's essential advocacy work, which allows us to influence policies and decisions that will affect our businesses. At CFA, our top priority is proactively addressing legislation and policies that impact the franchise business model. We work to influence change to protect and advance franchising in this country.

But let's not forget how important it is to be part of a community. With CFA you have access to your peers and to a group of like-minded businesspeople who share your values, goals, and challenges. Our collective strength comes from sharing the knowledge we have and learning from each other's experience.

In fact, we often say that one of the biggest advantages of being a member of the CFA is the opportunity to meet and learn from experienced business leaders in the franchise industry. That's why we focus on bringing our members together, whether that be at events like Convention or Law Day, or through our educational programs like the Zor-2-Zor program, the franchise mentoring program exclusive to CFA members. As a member, you also have access to unique education and best practice articles whether it be in print in *The FranchiseVoice*, or online in the Members-Only Area of the website.

We are constantly working to evolve our programs to meet your needs, connect you with your peers, grow your knowledge and raise awareness about the franchising business model. This report is full of all the initiatives and ways that CFA is working to meet your needs and exceed your expectations.

There's a lot of activity happening at CFA and it's a great time to be a CFA member. I'm looking forward to welcoming some new faces to the CFA Board of Directors and continuing to work alongside incumbent Board members as we work together with all of our members, on shaping the direction of CFA and developing programs and initiatives that all members can be proud of and excited about.

CFA's best strength is our collective strength, whether we're tapping into it to help one another, be the voice for our industry, or to take advantage of special benefits. Each year you are part of CFA, you reaffirm your commitment to franchise excellence and ensure you and your franchisees don't miss out on any of the programs, services, education, and networking CFA provides.

So, what's next for CFA? More growth, more programs, projects, and initiatives designed to help members expand and develop their businesses, more resources, and of course, more value. All this and more adds up to a bright future for CFA. 



A handwritten signature in black ink, appearing to read 'John Wissent', written in a cursive style.

John Wissent
Senior Advisor, Development
Gestion Dagwoods Inc.
2016/2017 Chair, CFA Board of Directors

Snapshot of Franchising in Canada



What Does CFA's Membership Look Like?

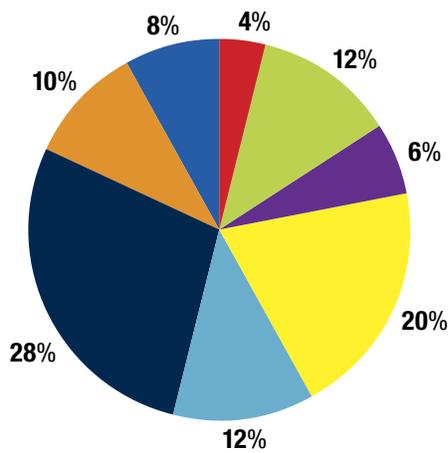
Over **600** members

Operating in over **50** different sectors

381 franchise systems, with **469** brands

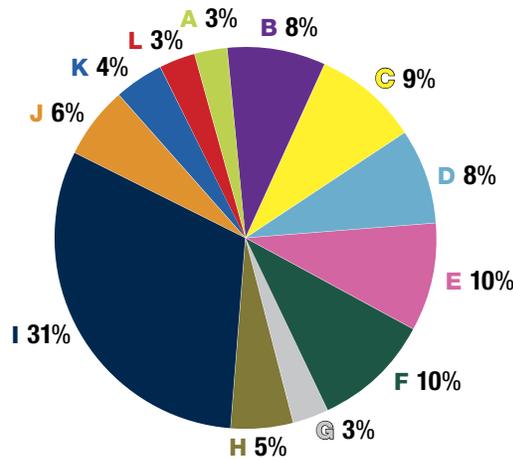
CFA members represent more than **40,000** franchised outlets across Canada

CFA Membership Breakdown by Sector – Based on 2016 FranchiseCanada Annual Directory



PERCENT OF TOTAL MEMBERS	
● Automotive Services & Products	4%
● Business to Business	12%
● Children's Products & Services	6%
● Consumer Products & Services	20%
● Food - Full Service Restaurants	12%
● Food - QSR	28%
● Health / Fitness / Senior Care	10%
● Retail	8%

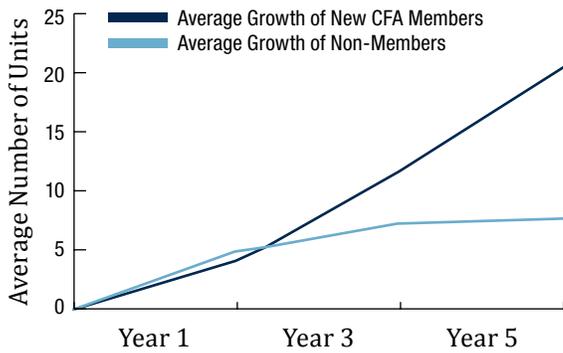
FSS Supplier Membership Breakdown



- A** Accountants
- B** Advertising/Graphics
- C** Banks/Financial Services
- D** Business Aids & Services
- E** Computer/Software/Internet Marketing
- F** Franchise Consulting Services
- G** Franchise Development
- H** Insurance
- I** Lawyers
- J** Other (includes ADR, Education/Training, Executive Search, Medical Services, Security)
- K** Payroll / HR Services
- L** Printers / Publishers / Publications

CFA Franchise System Members by Number of Years Franchising in Canada





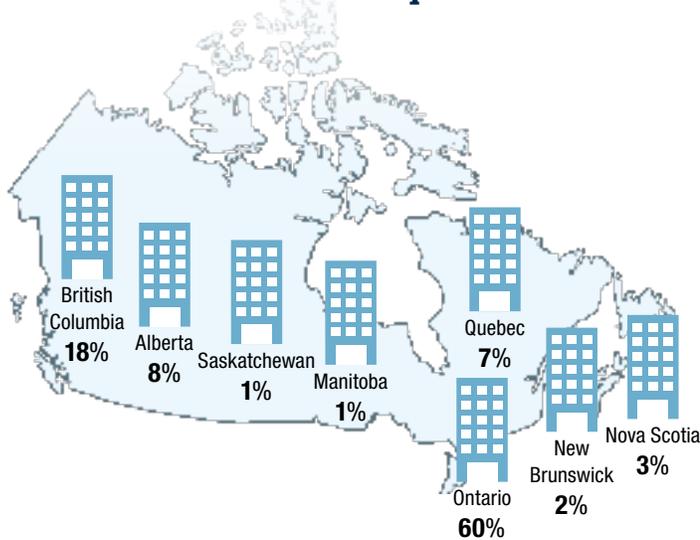
5-year growth of new CFA members vs. non-members

By year 5, CFA members typically have

166%

more franchises than non-members!

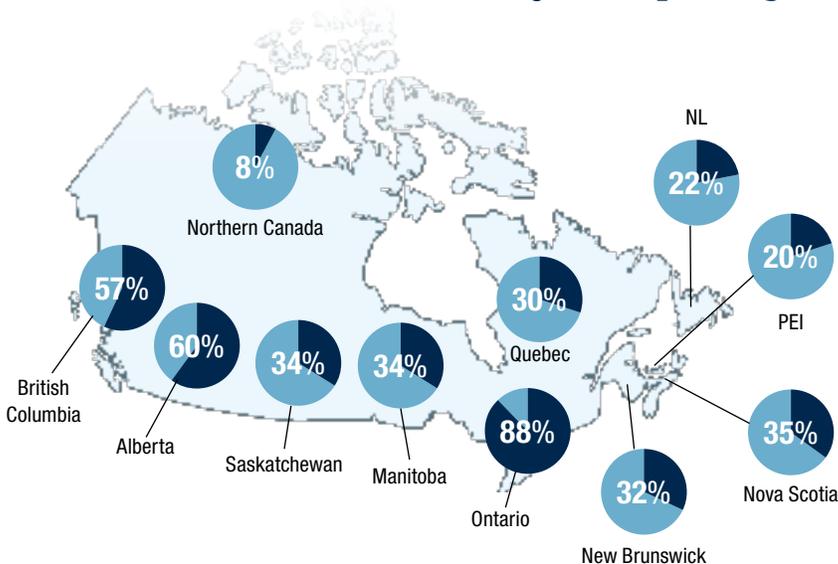
Where are CFA members headquartered?



The universe of franchise brands in Canada by total Canadian units (franchise & corporate)

UNITS	PERCENTAGE
0 to 4	38%
5 to 15	22%
16 to 30	13%
31 to 50	8%
51 to 100	9%
101 to 150	3%
151+	7%

Where are CFA member franchise systems operating?



*Results add to more than 100% due to multiple responses.

What's CFA membership market penetration?

CFA members represent 44% of franchise brands in Canada. 66% of those brands have over 51 units. Meanwhile, non-CFA franchisors represent only 34% of the brands that have over 51 units.

UNITS	FRANCHISE BRANDS	
	CFA MEMBER	NON-MEMBER
0 to 4	27%	73%
5 to 15	45%	55%
16 to 30	54%	46%
31 to 50	58%	42%
51 to 100	70%	30%
101 to 150	67%	33%
151+	62%	38%

Franchising Fast Facts

THE CANADIAN FRANCHISE INDUSTRY GENERATES APPROXIMATELY

\$68 BILLION EVERY YEAR



OVER 1 MILLION CANADIANS

approximately 1 out of every 14 WORKING CANADIANS – are directly or indirectly employed by the franchise industry



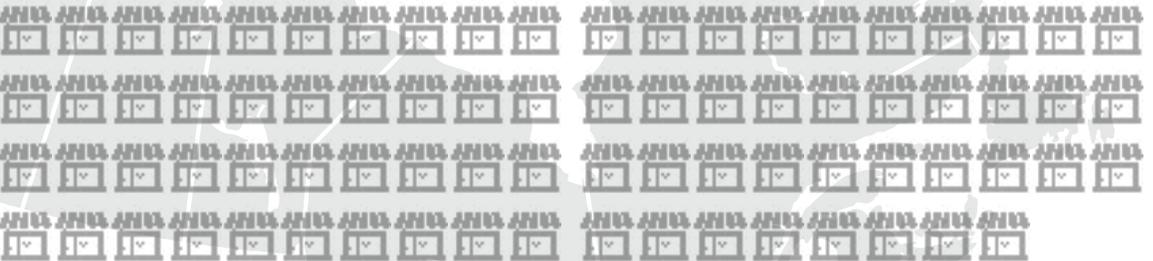
Franchising is more than food – 60% of franchises can be found in non-food sectors and industries

THERE ARE AN ESTIMATED **1,300 FRANCHISE BRANDS OPERATING IN CANADA**

Any business that can be exactly replicated can be a franchise

Most prospective franchisees explore franchising as a way to be in business **FOR THEMSELVES** but not by themselves

Every time a new franchise opens, it creates **new jobs**



THE ADVANTAGE OF BEING A FRANCHISEE INCLUDES WORKING A BUSINESS THAT ALREADY HAS A PROVEN BUSINESS FORMAT, A SUCCESSFUL TRACK RECORD, AND A RECOGNIZED BRAND

There are over **78,000** franchise units across Canada

Franchise fees can range from under \$5,000 to over \$75,000

Individual investments can range from under \$10,000 to over \$1,000,000

Franchisees are independent business people and have significant control over the success of their businesses

Franchising is a thriving and wide-ranging business sector in Canada. The Canadian Franchise Association (CFA) is the authoritative voice for franchising in Canada and its members represent almost 600 brands in over 50 industries and over 40,000 franchised locations across the country.

Recent accomplishments

Protecting your interests, promoting your business, and providing you with education and resources

As a CFA member, you can depend on our support to help you grow, succeed, and overcome new challenges. Over the past year, CFA achieved many significant accomplishments to protect you and your franchisees, promote your businesses, and provide you with knowledge and resources to take your business to the next level.

Franchising is increasingly under threat by non-franchise specific legislation and policies

CFA Protected Your Interests

CFA lobbies government on your behalf to protect and advance the franchise business model.

■ **Successfully Advocated For A Change To Ontario Bill 45, Making Healthier Choices Act, 2015:** CFA was the only lobbying group to successfully advocate an amendment to this Act, which specifically called out and incorrectly defined franchisors as “owners and operators”. This is a significant win for CFA because we protected the independent nature of the franchisor-franchisee business relationship and prevented franchisors from being held liable if their franchisees did not act in accordance with the proposed legislation.

■ **Worked With Government To Shape British Columbia (BC) Franchise Legislation:** When the BC government announced its intention to introduce franchise legislation, CFA was there from the start to help shape the legislation. With the help of the CFA Legislation & Regulation Review Subcommittee of the CFA Legal & Legislative Affairs Committee, CFA was an instrumental resource to the BC government in their development of the legislation. We were invited by the office of the Minister of Small Business, Red Tape Reduction & Responsible for Liquor Distribution Branch to take part in the media event at which the BC *Franchises Act* (Disclosure) legislation was introduced. CFA is continuing to work closely with the BC government as they develop the BC *Franchises Act* (Disclosure) regulations.

■ **Developed Annotated Uniform Franchises Act And Regulations Resource For Government:** Through the work of the CFA Legislation & Regulation Review Subcommittee, CFA was able to produce the most in-depth review and analysis of franchise legislation since the Uniform Law Conference of Canada’s (ULCC) *Uniform Franchises Act, 2005* (UFA). This work resulted in a

commentary document serving as a resource to government and highlights the best of the ULCC’s UFA, suggests changes to correct weaknesses in the UFA, and provides best practices for consideration.

■ **Lobbying For Electronic Disclosure In Ontario:** CFA is lobbying the Ontario government for allowance of disclosure by courier or electronic means. Through our proactive government relations, the government has agreed that this is a serious omission. They are starting a review of all Ontario business legislation and we are pushing to have this relatively small but incredibly important change made early in the process.

■ **Preventing Business-Breaking Amendments To The Alberta Franchise Act:** At time of print, the Alberta government is considering removing the Mature Franchisor exemption from their *Franchises Act*. Currently in the Act, a large-sized franchisor is exempt from disclosing financial statements if they meet the criteria of established size and net worth. At time of print, CFA is lobbying the Alberta government to keep the exemption as it currently exists so that it is consistent with all of the other Franchise Acts in Canada.

■ **Ontario Changing Workplaces Review: Advocating To Protect The Contractual Nature Of The Franchisor-Franchisee Relationship:** The most dangerous threat to franchising in Canada today can be found in the Ontario *Changing Workplaces Review*, which seeks to make changes to the *Employment Standards Act, 2000* (ESA) and *Labour Relations Act, 1995* (LRA). One of the many possible changes is a change to the long-established joint/common-employer test so that a franchisor would be deemed the co-employer of their franchisees’ employees.

On the common-employer issue, CFA has taken a leadership position among other business associations. Working with a special task force of key volunteer members, CFA is lobbying for the independent contractual nature of the franchisor-franchisee relationship to be enshrined in the ESA and LRA. By protecting this fundamental feature of the franchise business model in legislation, CFA will be protecting you and your franchisees from damaging and factually incorrect assumptions made during this legislative review as well as in the future.

The common-employer issue is the number one advocacy priority for CFA. With Ontario often serving as the policy leader for other provinces, CFA's ongoing work on the Ontario *Changing Workplaces Review* is absolutely essential for the continued existence of the franchise business model across the country. Common-employer status will have a detrimental impact on your business and the businesses of your franchisees if we do not work together to prevent it from happening.

CFA Promoted Your Business

CFA expands your marketing reach and helps raise awareness about your franchise opportunity to prospective franchisees across the country in print, online, and in person.

■ **Over 300,000 Prospective Franchisees Reached:** CFA helped connect its members with over 300,000 prospective franchisees through our lead generation programs (LookforaFranchise.ca, The Franchise Show, *FranchiseCanada* publications, Live-Chat Webinars, *FranchiseE-news*, and *FranchiseE-blast*). As your one-stop lead generation provider, CFA offers you a full suite of business development opportunities to drive your franchisee recruitment marketing efforts at all points of your marketing funnel.

■ **Over 34 Million Media Impressions Generated:** We strengthened our proactive media relations ability with the help of PUNCH Canada to launch a publicity campaign for The Franchise Show. Through this campaign, we achieved over 34 Million media impressions through stories, articles, broadcasts, and

segments in 222 media outlets across Canada. Media outlets featuring CFA include the Canadian Press, CTV News, Global News, The National Post, The Globe & Mail, BC Local News, The Calgary Herald, Winnipeg Free Press, The Toronto Star, The Montreal Gazette, Roundhouse, 680 News, and Newstalk 1010.

■ **Shared Your Stories Through Social Media:** CFA has been active on social media through Twitter, Facebook, and LinkedIn and we've grown our social networks overall by 491%. We've been sharing your success stories and have reached over 110,000 people. Make sure you're connected to CFA's social network and take part in Canada's franchising conversation on social media.

Follow us...



@CFAFranchise



www.facebook.com/
canadianfranchiseassociation



www.linkedin.com/company/
canadian-franchise-association

■ **Connected Millennials With Opportunities In Franchising:** CFA launched the Franchise Youth Initiative (FYI) to introduce the next generation of entrepreneurs to the opportunities in franchising. This new program includes web resources, media profiles, social media engagement, and in-person roundtables.

■ **Raising #FranchiseAwareness:** CFA's newest website, FranchiseAwareness.ca, and our Franchise Awareness hashtag are raising the profile of franchising and awareness about its positive impact on the economy and to the lives of Canadians. This initiative supports our government relations program by educating Canadians about the franchise business model and we're spreading the word that franchising supports entrepreneurs and local communities.

■ **Live-Chat Webinars:** We empowered you to connect with prospective franchisees in every market across Canada through our new Live-Chat Webinars.

Twitter reach:
51,400

Facebook reach:
9,255

LinkedIn reach:
55,000

"CFA is the glue that joins all franchisors and is the one voice that gives a unified message."

– Terry Hould,
ServiceMaster of Canada

"It became obvious early on that CFA was quickly becoming a valued resource for us in the franchising arena. More than just an association, we discovered a variety of products and services that were offered, from advocacy to finding a fantastic franchise lawyer; partnering up with a terrific mentor and more. Looking forward to more of the same!"

– Roland Smitas,
Life Transitions Services

CFA Provided You With Education And Resources

CFA helps you serve your franchisees better through time- and money-saving resources, invaluable education, and on-demand best practice information.

■ **Zor-2-Zor Franchise Mentor Program:**

CFA's highly-valued mentorship program provided over 200 hours of mentoring last year. This mentorship program pairs new and emerging franchisors with experienced franchising veterans into a powerful and ongoing peer-to-peer learning opportunity.

■ **Year-Round Webinar Programming:**

In the past year, our expanded line-up of 26 educational webinars provided 577 registrants with franchise-specific professional development from the convenience of their own computers. Our on-demand archived webinars were accessed 245 times and overall webinar viewership has grown by 20% compared to the year prior. It's clear that CFA webinars are becoming an essential learning resource for our members.

CFA Membership Dues Restructure

One of our most significant accomplishments this year was in creating the financial capacity to support our critically important advocacy work through a restructuring of the membership dues levels. The new membership dues structure is being phased in over four years to ensure members experience a gradual transition to the full dues levels. This will empower CFA to continue to strengthen our essential advocacy work on behalf of our members.

CFA's previous structure for membership dues was based on the number of units a franchise system operates in Canada and did not foresee the Association's enhanced, proactive advocacy and government relations function. The new membership dues structure is based on a franchise system's annual gross sales in Canada and brings CFA's membership dues model in-line with similar associations with strong advocacy programs. CFA dues will still be well below industry standards (e.g. IFA's top dues level is \$30,842 and Restaurants Canada's top dues level is \$45,147. CFA's top dues level will only be \$15,985 after the fourth year of the phase-in process).

Members clearly understood the necessity and importance of this change and have responded extremely well to the new dues structure. We thank everyone for the prompt renewal of their CFA membership. Equally important is growing our membership base. If you know a franchisor who is not a member, please encourage them to join and let the membership team know (membership@cfa.ca) so we can follow up.

We take pride in these accomplishments and we are excited about what the future holds. Motivated by a strong sense of purpose and direction for what is still to come, the commitment and drive of the CFA team – Board of Directors and staff – will ensure that we are ready to meet any challenges that may emerge and that we continue to achieve success for you, our members, and for franchising in Canada. 

Common-Employer Status: The Most Critical Threat Facing Franchising Today

Today, the biggest threat facing Canadian franchising is the issue of “common-employer status”, where franchisors are deemed co-employers of their franchisees’ employees.

The Ontario government’s *Changing Workplaces Review* is considering whether to recommend a number of amendments to the *Employment Standards Act* and *Labour Relations Act*, which regulate areas such as minimum wage and the collective bargaining process. One of the very possible outcomes of this review is a recommendation to the Ontario government to change the long established legal test for common-employer so as to deem a franchisor the co-employer of their franchisees’ employees.

This issue has the potential to have catastrophic impact on every franchise system across the country and, as many franchisors with operations in the United States are well aware, the common-employer issue is also the top advocacy priority for our friends at the International Franchise Association (IFA).

If franchisors become deemed the co-employer of their franchisees’ employees, the cost and administrative burdens would be overwhelming. Franchisors could be liable for employer taxes and related fees and benefits for all employees of every franchisee in their system. Franchisors would need to find ways to operationally support the increase in administration for franchisees’ employees. Franchisees would lose autonomy and independence as a small business owner. Despite their significant financial and personal investment into their franchise, franchisees would be powerless to run their own units. Franchising would no longer be a way to be in business for yourself.

Here in Canada, CFA has taken a leadership position and is leading the charge against government changing the common-employer test. We have drawn together a coalition of key associations and business groups such as the Retail Council of Canada, Restaurants Canada, the Canadian Federation of Independent Businesses, the Hotel and Motel Association, and the Ontario Chamber of Commerce. We have helped them understand the extraordinarily

wide scope of impact if labour union proposals regarding common employer are adopted.

CFA is lobbying for the independent, contractual nature of the franchisor-franchisee business relationship to be enshrined in the relevant parts of the LRA and ESA.

Instead of forcing franchisor control over day-to-day operations of their franchisees, we believe that government should create an environment where a franchisor is encouraged rather than penalized for using their resources to provide education, support, and systems to help their franchisees learn about their many obligations as an employer.

We are continuing direct lobbying of government through a number of channels. We are readying media and social media. We are doing our best to keep all franchise systems informed and create opportunities for involvement. We must unite together through CFA to protect the franchise business model from the devastating impact of common-employer status. 

Spreading the Word

To protect the franchise business model, we need as many voices as possible to be heard by as many politicians as possible. But, despite the gravity and debilitating implications common-employer status may have on franchised business, there continues to be a lack of awareness among franchisors in Canada.

We need your help in letting other franchisors know about the critical common-employer issue and how CFA is working to protect franchisors and franchisees through our advocacy efforts. We must all put our collective resources together to educate government about the power and opportunity of franchising, dispel the myths and misconceptions about franchising, and protect the heart of the franchise business model: the symbiotic and independent nature of the franchisor-franchisee relationship.

**GET INFORMED!
GET INVOLVED!**
*Contact Erica
Kelsey, Director,
Government
Relations at
ekelsey@cfa.ca
or call
1-800-665-4232
Ext. 297*

CFA Advocacy and Government Relations: Protecting the Franchise Business Model

CFA members are franchise systems of all sizes, sectors, and regions – from emerging new franchise concepts to well-established iconic brands. They all share one thing in common – they depend on CFA to be their voice to government. As the country’s only national business association representing the interests of franchising, CFA is uniquely positioned to protect the franchise business model from legislative and regulatory threats and uphold the independent nature of the franchisor-franchisee business relationship.

This means you would be liable for your franchisees' employees!

Right now, the biggest threat facing franchising in Canada is the common-employer issue, as some groups are advocating for government to have franchisors deemed as co-employers of their franchisees' employees. This is the number one advocacy priority for the Association because it would dramatically alter decades of existing law, and has the potential to have catastrophic impact on every franchise system by imposing extraordinary costs on your business and restricting your franchisees' freedoms as an independent small business owner.

CFA is lobbying to have the independent contractual nature of the franchisor-franchisee

relationship enshrined in the *Employment Standards Act (ESA)* and the *Labour Relations Act (LRA)*. By protecting this fundamental feature of the franchise business model in legislation, CFA will be protecting you and your franchisees from damaging and factually incorrect assumptions made by government and the courts.

These challenges affect us all. CFA is leading the charge to protect your business through our advocacy and government relations program; but the Association cannot be successful without your help.

CFA's power and effectiveness in advocacy comes from the Association's ability to focus and amplify the voices of its members. We need you to work together with us prevent the common-employer issue from becoming a reality in Canada.

Franchising is about finding strength and success by working together – we are most effective when we speak and act in unison. As a collective group, we have a far greater impact for much less cost to each franchise. Through CFA advocacy, the unified voice of our members is powerful and can have meaningful impact for the benefit of the franchise business model.

Franchising works!
It creates job opportunities for individuals and communities through entrepreneurial investment.

Key Advocacy Accomplishments:

Successfully Advocated For A Change To Ontario Bill 45, Making Healthier Choices Act, 2015

In the Bill as originally proposed by government, franchisors of food service premises are specifically called out and are incorrectly defined as “owners and operators”. This language would hold franchisors liable if their franchisees do not act in accordance with the proposed legislation and it was undermining to the independent nature of the franchisor-franchisee business relationship.

There were hundreds of submissions made by lobbying groups and CFA was among the hand-

ful that were granted the highly-coveted opportunity to make presentations to the Standing Committee on General Government at Ontario Legislature. With the help of Larry Weinberg, Chair of CFA's Legal & Legislative Affairs Committee (L&LAC), CFA staff were able to persuade the Standing Committee that it was inappropriate to hold franchisors liable.

This is a significant win. CFA achieved the only advocated amendment to this Bill. There were many other associations that made submissions and some made presentations, but only CFA reached its goal and achieved an amendment.

Developed Annotated Uniform Franchises Act And Regulations Resource For Government

Through our work on the BC *Franchises Act*, CFA's Legislation & Regulation Review Subcommittee (Subcommittee) conducted the most in-depth review and analysis of franchise legislation since the Uniform Law Conference of Canada's (ULCC) *Uniform Franchises Act, 2005* (UFA). The Subcommittee reviewed, clause-by-clause, all franchise disclosure legislation and regulation across the country and compared it to the *Uniform Franchises Act and Regulations*.

Through the Subcommittee's extraordinary endeavour, CFA now has a commentary document that highlights the best of the ULCC's UFA, suggests changes to correct weaknesses in the UFA, and provides best practices for consideration. This document serves as a resource for governments if they introduce or review their franchise legislation.

This review was only made possible through the intense work and commitment of the Subcommittee volunteers, who brought their specialized and regional expertise to bear in their work on this project to benefit all CFA members and our work with governments.

Lobbying For Electronic Disclosure in Ontario

The annotated *Uniform Franchises Act and Regulation* resource enables CFA to proactively prepare for discussions with provinces as we seek amendment and improvements to existing franchise legislation. One of the provinces we have recently approached is Ontario, where we are lobbying for allowance of disclosure by courier or electronic means. Through our proactive government relations, the government has agreed that this is a serious omission. They are starting a review of all Ontario business legislation and we are pushing to have this relatively small but incredibly important change made early in the process.

Worked With Government To Shape British Columbia (BC) Franchise Legislation

CFA does not proactively advocate for franchise legislation. But when a government decides on this course of action, CFA works with them as they develop and introduce legislation to ensure that the laws across Canada are as similar to one another as possible and are balanced with best practices.

When the BC government announced its intention to introduce franchise legislation, CFA was there from the start to help shape the legislation. With the help of the CFA Legislation & Regulation Review Subcommittee of the L&LAC, we first worked with the British Columbia Law Institute (BCLI) in their development of recommendations to government and then with the office of the Attorney General of BC as they crafted the legislation.

CFA was an instrumental resource to the BC government in this work and was invited by the office of the Minister of Small Business, Red Tape Reduction & Responsible for Liquor Distribution Branch to take part in the media event at which the BC *Franchises Act* (Disclosure) legislation was introduced.

CFA continues to work closely with the BC government in their development of the BC *Franchises Act* (Disclosure) regulations.

Preventing Business-Breaking Amendments To The Alberta Franchise Act

At time of print, the Alberta government is considering removing the Mature Franchisor exemption from their *Franchises Act*. Currently in the Act, a large size franchisor is exempt from disclosing financial statements if they meet criteria of established size and net worth. CFA is lobbying the Alberta government to keep this important exemption as it currently exists so that it is consistent with all of the other Franchise Acts in Canada.



Hon. Coralee Oakes (left) and Lorraine McLachlan (right) at BC media event announcing introduction of the BC Franchises Act.

NOTE TO MEMBERS:

Let other franchisors know about the joint-employer issue and the potential harm it brings to franchising.

Ontario Changing Workplaces Review: Advocating To Protect The Contractual Nature Of The Franchisor-Franchisee Relationship

The most critical threat to franchising in Canada today can be found in the Ontario *Changing Workplaces Review*, which is considering and receiving submissions advocating for changes to the *Employment Standards Act, 2000* (ESA) and *Labour Relations Act, 1995* (LRA). One of the possible outcomes is a change to the long established joint/common-employer test so that a franchisor would be deemed the co-employer of their franchisees' employees. CFA has been working with a special task force of key volunteer members to ensure that CFA is representing franchising as effectively and strongly as it can throughout the consultation period of this Review.

Right now, the common-employer issue is the number one advocacy priority for CFA.

Since provincial governments often consider policy development in other provinces, CFA's ongoing work on the Ontario *Changing Workplaces Review* is essential for the continued existence of the franchise business model across the country. Common-employer status will have a detrimental impact on your business and the businesses of your franchisees if we all do not work together to prevent it from happening.

CFA is lobbying for the independent contractual nature of the franchisor-franchisee relationship to be enshrined in the ESA and LRA. By protecting this fundamental feature of the franchise business model in legislation, CFA will be protecting you and your franchisees from damaging and factually incorrect assumptions made during this legislative review as well as in the future.

Strengthening Franchising's Relationship with Government

Over the past year, CFA has met with a number of policy and legislative decision-makers, government officials, and government representatives to raise the profile of franchising and foster lasting connections to influence discussions and decisions.

Ted Arnott, MPP
(Wellington—Halton Hills)
Critic of Labour
Progressive Conservative Party of Ontario

Hon. Navdeep Bains,
Minister of Innovation, Science and Economic Development
Liberal Party of Canada

Hon. Maxime Bernier,
Minister of State for Small Business and Tourism
Conservative Party of Canada

Roy Bornmann,
Senior Policy Advisor to Minister of Labour (Ontario)

Hon. Bardish Chagger,
Minister of Small Business and Tourism
Liberal Party of Canada

Frank Denton,
Assistant Deputy Minister of Government and Consumer Services (Ontario)

Hon. Greg Dewar,
Minister of Finance (Manitoba)
New Democratic Party of Manitoba

Phil Donelson,
Senior Policy Advisor to the Premier of Ontario (Ontario)

Michele Dorsey,
Deputy Minister of Justice and Deputy Attorney General (PEI)
Prince Edward Island Liberal Party

Hon. Rick Doucet,
Minister of Economic Development
Liberal Party of New Brunswick



(from left to right) Lorraine McLachlan, CFA President & CEO; Navdeep Bains, Federal Minister of Innovation, Science and Economic Development; Walter Melanson, PropertyGuys.com



(From left to right) Lorraine McLachlan, CFA President & CEO; Hon. Maxime Bernier, Former Minister of Small Business and Tourism; Erica Kelsey, CFA Director of Government Relations; John Wissent, 2016/2017 Chair of the CFA Board of Directors



(from left to right) Michele Dorsey, Q.C., Deputy Minister of Justice and Public Safety, Deputy Attorney General of PEI; Ken LeBlanc, 2015/2016 Chair, CFA Board of Directors; Lorraine McLachlan, CFA President & CEO



(from left to right) Ken LeBlanc, 2015/2016 Chair, CFA Board of Directors; Erica Kelsey, CFA Director of Government Relations; Hon. Bruce Fitch, Interim Leader of the Official Opposition (Progressive Conservatives of New Brunswick); Lorraine McLachlan, CFA President & CEO

The common-employer issue must be a core concern to franchisors and franchisees, the dangers of which can be seen in the United States with the recent National Labor Relations Board (NLRB) decision on joint-employer status, which many believe is a first step to franchisors being deemed the employer of their franchisee's employees. If franchisors are deemed to be common employers with their franchisees, they become more susceptible to be required to bargain with unions on behalf of their franchisees. This seriously undermines the independent nature of the franchisor-franchisee relationship and endangers the franchise business model.

All franchisors and franchisees must work together with CFA to demonstrate the power of the voice of franchising. Only CFA can focus and amplify the many thousand voices of our \$68 Billion industry to government and prevent critical damage to the franchise business model.

What is Proactive Advocacy and Government Relations?

For CFA's lobbying efforts to be most effective, we need to be the first organization that government thinks of when the word or idea of franchising comes up in policy or legislation. We need to be on their primary contact lists as a known, reliable, and authoritative resource. Proactive advocacy is developing relationships with key government contacts at all levels so that CFA can be there from the start to shape discussions and influence decisions.

As part of CFA's government relations work, we meet with government officials to focus on dispelling misconceptions and misunderstandings about franchising by educating them about the franchise business model, the CFA, how franchising works, and its significant contribution and benefit to the Canadian economy and the lives of their constituents.

Government relations is time consuming and requires ongoing resources but it is extremely important work. This work helps prevent issues from becoming burning advocacy fires. And in order for it to be effective, particularly as governments and government contacts change, government relations is an ongoing and continual process.

Bruce Fitch,

Leader of the Official Opposition Progressive Conservative Party of New Brunswick

Hon. Kevin Flynn,

Minister of Labour (Ontario)
Ontario Liberal Party

Hon. Judy Foote,

Minister of Public Services and Procurement
Liberal Party of Canada

Hon. Brian Gallant,

Premier of New Brunswick
Liberal Party of New Brunswick

Kim Howson,

Policy Advisor to Minister of Economic Development, Employment & Infrastructure (Ontario)



(from left to right) Lorraine McLachlan, CFA President & CEO; Judy Foote, Federal Minister of Public Services and Procurement

Alex Irving,

Policy Advisor to Minister of Economic Development, Employment & Infrastructure (Ontario)

Stephen Lund,

CEO of Opportunities New Brunswick (New Brunswick)

Hon. Wade MacLauchlan,

Premier of Prince Edward Island
Prince Edward Island Liberal Party

Caroline McGrath,

Senior Policy Advisor to the Premier of Ontario (Ontario)



(from left to right) Walter Melanson, PropertyGuys.com; Hon. Victor Boudreau, New Brunswick Minister of Health, Minister Responsible for Regional Development Corporation, Minister responsible for Strategic Program Review; Lorraine McLachlan, CFA President & CEO

Hon. Stephen McNeil,

Premier of Nova Scotia
Nova Scotia Liberal Party

Hon. Coralee Oakes,

Minister of Small Business, Red Tape Reduction
British Columbia Liberal Party

Damien O'Brien,

Senior Policy Advisor/
Stakeholder Relations to Minister of Government and Consumer Services (Ontario)

Steve Orsini,

Secretary of Cabinet (Ontario)

Cheryl Paynter,

CEO of Innovation PEI (PEI)

Jennifer Schiller,

Policy Advisor to Minister of Government and Consumer Services (Ontario)



(from left to right) Lorraine McLachlan, CFA President & CEO; Hon. Wade MacLauchlan, Premier of PEI

Bernard Trottier, MP

(Etobicoke – Lakeshore)
Conservative Party of Canada

Chris Warkentin, MP

(Grande Prairie – Mackenzie)
Conservative Party of Canada



(from left to right) Walter Melanson, PropertyGuys.com; Hon. Brian Gallant, Premier of New Brunswick; Lorraine McLachlan, CFA President & CEO



(from left to right) Lorraine McLachlan, CFA President & CEO; Hon. Stephen McNeil, Premier of Nova Scotia; Walter Melanson, PropertyGuys.com

Raising the Profile of Franchising

One of CFA's ongoing goals is dispelling damaging myths about franchising and sharing the story of franchising's positive impact on the lives of Canadians. Over the past year, CFA has been working hard to share the message of the power of franchising. We've enhanced our media relations strength to raise the profile of franchising in Canada to the press, we've built our social media presence to reach out to new prospective franchisees and franchisors, and we've embarked on a public awareness campaign to drive franchise awareness to government, media, educational institutions, and prospective franchisees.

Here are some accomplishments from the past year:

Media Relations

We strengthened our proactive media relations ability with the help of PUNCH Canada, a CFA National Sponsor, to launch a publicity campaign for The Franchise Show. Through this campaign, we achieved over 34 million media impressions through stories, articles, broadcasts, and segments in 222 media outlets across Canada. Media outlets featuring CFA include the Canadian Press, CTV news, Global News, The National Post, The Globe & Mail, BC Local News, The Calgary Herald, Winnipeg Free Press, The Toronto Star, The Montreal Gazette, Roundhouse, 680 News, and Newstalk 1010.



Over 34 million impressions through 222 media outlets across Canada. We were featured in print, online, and on air by some of Canada's biggest media outlets.

#FranchiseAwareness Campaign

Through our newest website, FranchiseAwareness.ca, and our Franchise Awareness hashtag, CFA has embarked on our latest public awareness campaign to raise the profile of franchising and awareness about its positive impact on the economy and to the lives of Canadians. Through success stories, fact sheets, educational videos and statistics, we're highlighting how franchising supports our entrepreneurs, provides valued employment opportunities, puts money into local economies and gives back to communities. This initiative ties in strongly to our government relations program and will evolve, grow, and pivot as required to support our advocacy work. Find out how you can get involved at www.franchiseawareness.ca.



Social Media

CFA has been active on social media through Twitter, Facebook, and LinkedIn to reach more prospective franchisees, promote CFA members, and increase member engagement. In the past year, we've grown our social networks overall by 491%. We've been engaging in conversations and sharing the franchising story, reaching over 110,000 people in the past year. Make sure you're connected to CFA's social network and take part in Canada's franchising conversation on social media.

Connect with us on social media and engage in the discussion.

- **Twitter:** @CFAFranchise
- **Facebook:** www.facebook.com/canadianfranchiseassociation
- **LinkedIn:** www.linkedin.com/company/canadian-franchise-association



Franchise Youth Initiative

In September 2015, CFA launched its Franchise Youth Initiative (FYI) to introduce the next generation of entrepreneurs to the franchise business model and to CFA. The FYI program builds bridges to young Canadians to engage and educate them about the opportunities in franchising – whether it be as a franchisee or a franchisor – through web resources (www.cfa.ca/FYI), video, social media engagement, roundtables and talkbacks with successful CFA member franchisees, and in-person engagement with youth. There's much more to come in 2016 for the CFA Franchise Youth Initiative, including outreach to educational institutions and enhanced resources.



Building bridges to youth and raising awareness about the positive power of franchising to Canadians.

Lead Generation

Last year, CFA reached over 300,000 prospective franchisees through lead generation activities!

"Our listing on LookforaFranchise.ca has garnered quality leads for our franchise opportunity."

– Yona Smith,
Homewatch Caregivers

One of the key benefits of CFA membership is lead generation. CFA is the only national trade association for franchising in Canada and we're the first place prospective franchisees and franchisors turn when they want reliable information about franchising. CFA is your one-stop provider for a 360° multimedia suite of lead generation solutions that help members connect with prospective franchisees and franchise industry clients. Whether it is online, in print, or in person, CFA is committed to connecting you to quality franchisee leads from across Canada.

Online: CFA's web lead generation strategy is powered through LookforaFranchise.ca, CFA's official online directory of CFA member franchise brands. This award-winning website is single-purposed to connect prospective franchisees with CFA members and combines a custom search function, interactive features like video, and a 'Profile Builder' function that allows prospective franchisees to easily contact CFA member franchise systems as well as access exclusive content.



Print: CFA's award-winning consumer magazine, *FranchiseCanada*, continues to connect with readers across the country. Editorial coverage is reserved exclusively for our members, and serves to raise the profile of your brand and present you to potential franchisees. In 2015 we profiled almost 200 brands in more than 200 stories! We printed 69,200 copies of *FranchiseCanada* magazine and the 2015 Directory, which means we reached over 207,600 readers.

Last year we were nominated in two awards categories in the prestigious Kenneth R. Wilson Awards for Excellence in Business Journalism.

In Person: The Franchise Show continues to attract thousands of prospective franchisees to events in Toronto (February and October), Vancouver, Montreal, and Calgary. The shows drew over 8,718 attendees in 2015 and showcased 284 exhibitors.



Each year, thousands of attendees attend The Franchise Show events in four cities across Canada.

FranchiseE-Blast: In May 2015, we launched FranchiseE-Blasts, customizable e-mail messages sent on your behalf to nearly 5,000 prospective franchisees in our database.

FranchiseE-Blasts are exclusive to LookforaFranchise.ca advertisers and each E-Blast generates an average of 94 leads. Only one advertiser is featured per e-blast, ensuring that each brand receives maximum visibility for their marketing dollars.

Live-Chat Webinars: CFA runs free Live-Chat Franchise Webinars, co-hosted by participating Franchise Show exhibitors, for approximately two months after each tradeshow providing prospective franchisees with more information. In 2015, we had 214 prospective franchisees participate in live-Chat webinars. 

Snapshot Profile of Prospective Franchisees Today

How old are they?

18 - 24	6%
25 - 34	28%
35 - 44	23%
45 - 54	31%
55+	12%

How educated are they?

High School	9%
College/University	62%
Graduate Degree	29%

Where do they live?

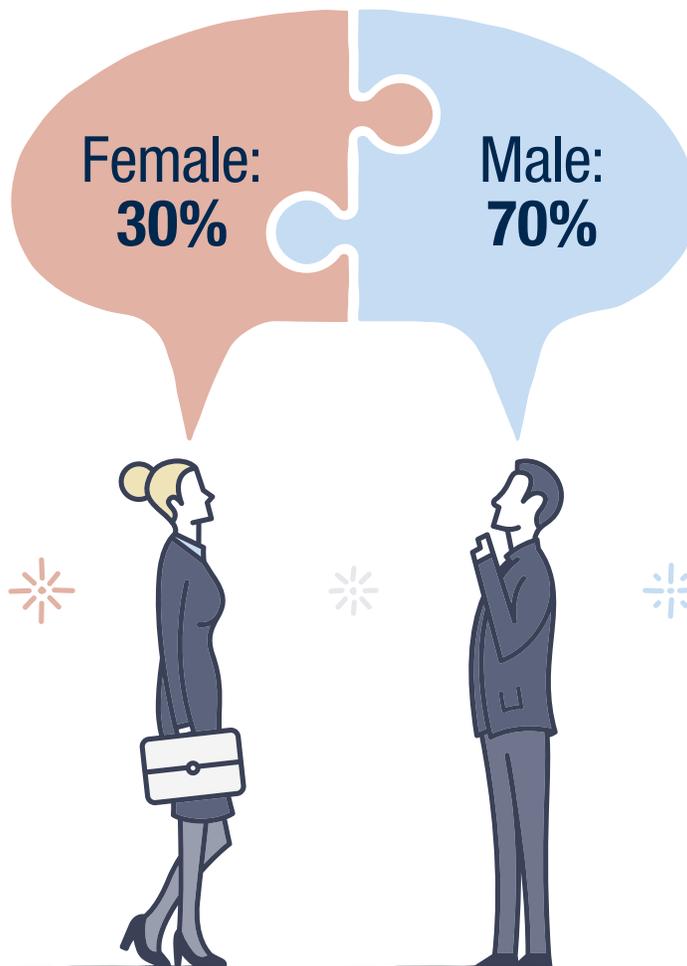
BC	9%
AB	18%
SK	3%
MB	2%
ON	57%
QC	6%
Atlantic Provinces	5%
Territories	0%

How much money do they have?

Under \$10,000	6%
\$10,000 - \$50,000	20%
\$50,000 - \$100,000	19%
\$100,000 - \$250,000	28%
\$250,000 - \$500,000	14%
\$500,000 - \$1,000,000	9%
Over \$1,000,000	4%

What level of investment are they looking for?

Under \$10,000	19%
\$10,000 - \$50,000	22%
\$50,000 - \$100,000	24%
\$100,000 - \$300,000	25%
\$300,000 - \$500,000	6%
\$500,000+	4%



What kind of franchise are they looking for?

Food	26%
Home-based	20%
Retail	23%
Services	25%
Other	6%

When are they looking to invest?

now	43%
6 months	38%
1 - 2 years	16%
3 - 4 years	2%
5 years +	1%

How much time do they spend each week looking for a franchise investment?

1 hour or less	60%
2 - 5 hours	21%
5+ hours	19%

What do they consider most important when evaluating a franchise opportunity?

Brand Recognition	38%
Level of Investment	22%
Concept	18%
Profitability	9%
Credibility	9%
Support	4%

Why are they looking to invest in a franchise?

Want to own a business	48%
Already an entrepreneur	29%
Not happy with job	10%
Investment income	9%
Unemployed/Uncertain job security	4%

What is the top thing they want to get out of owning a franchise?

Owning business/being the boss	58%
Direct control over investment	18%
Flexibility work/life	11%
Being part of a brand they believe in	7%
Profit	6%

Source: The Franchise Show attendee registrations & surveys, LookforaFranchise.ca information request data

Education

CFA is committed to delivering more and better educational resources for our members online, in person, and in print, as an indispensable education and organizational development resource for both emerging and mature CFA brands.

WoW

WEBINARS on WEDNESDAYS

Webinars

We know that you are a busy franchise professional but still want access to CFA's exceptional educational programming. That's why CFA revamped the Webinars on Wednesdays series to create an expanded line-up of Webinars.

Covering a wide range of franchise topics, from Legal and Operations to Marketing and Business Development, Webinars On Wednesdays offer all of the benefits of attending an event in person, including the opportunity to ask questions, but with the ease and convenience made possible by the Internet, via your PC, tablet or smart phone.

The 2014-2015 fiscal year saw 14 paid webinars with 164 registrants, as well as 12 sponsored webinars with 413 registrants!

TheFranchiseVoice

Franchise Voice

CFA's quarterly member magazine offers expert articles, best practices and information on industry trends

to help you run your businesses more effectively. Over the last year we published 54 best practice articles and had more than 40 contributors writing on a diverse range of topics that are important to you and the success of your system.

Moving forward, we are working hard to pack each issue with content that will serve you into 2016 and beyond. With continued coverage of the important advocacy and legal issues, and many other topics to keep you informed and up-to-date, as well as input from the experts and your franchise professional peers.



Franchise Awareness Website

Many people don't have a clear understanding of the franchise business model or the positive contributions franchising makes to the economy and lives of Canadians. The Franchise Awareness website was created to educate that audience and to answer any questions they may have about the franchising business model.

The website informs the government, the media, and the general public by highlighting facts about franchising, success stories and community involvement. Plus some basic facts about franchising and information dispels common franchise myths.

CFA Guidebook Series

The CFA Guidebook series is a handy compilation of important information, delivered in an easy-to-understand booklet. The first three titles in the series are *Franchise Success Essentials*, *Getting Started* and *Franchising 101: An Introduction to the Basics of Franchising*. Available as part of the CFA Info Kit, these booklets serve potential franchisees looking to gain an understanding of the franchising industry and the basics of becoming a franchisee.



One Year Snapshot of CFA Education

868 Delegates to CFA educational events

9,000+ Attendees of The Franchise Show

85+ Educational Webinars Online (and growing!)

Knowledge shared from

160+ Speakers

88 CFA Member Companies

65 Article Contributors

CFA FRANCHISE LAW DAY

CFA Franchise Law Day 2016

From new legislation to complex case law outcomes, keeping up with franchise law can be challenging and falling behind on your legal knowledge puts you and your business at risk. That's why every year CFA holds Franchise Law Day, a day-long event covering a range of legal issues that

directly affects you and your system, like joint-employer status and labour legislation reform, and other critical franchise advocacy issues.

This year we reached a record-breaking attendance level with 132 attendees!



Matt Haller, Senior Vice President of Communications and Public Affairs at the International Franchise Association, spoke on Fran-

chising in the Changing Workplace. Haller joined Erin Kuzz and Matthew Badrov of Sherrard Kuzz LLP, who provided the Canadian perspective on this critical issue.

"CFA Law Day is an excellent resource for franchisees and franchisors to understand legislative changes that will impact the industry, and helps participants exchange best-practices.

– Dan Freiheit, Managing Director, Franchising and Leasing - Advocate Capital Partners

your | Convention Opportunity Success

CFA 2015 National Convention

2015's CFA National Convention brought together franchise professionals from across the country and around the world. Your CFA National Convention in Niagara Falls was the place to discover and celebrate with like-minded franchise professionals.

Keynote speakers featured digital media giants like Facebook Canada and Google Canada, as well as industry heavy-weights like Bill Johnson, former CEO, President, and Chairman of McDonald's Restaurants of Canada Limited.

With an information and experience-packed line-up of Power Sessions, Concurrent Sessions, Roundtable discussions, Closed-Door CEO Sessions, and exciting opportunities to socialize, network and celebrate at the Awards Gala and lively Marketplace, this year's Convention was unforgettable.

Over 50 speakers & presenters who are industry experts & specialists in their fields

100+ hours of educational content delivered over three days

550+ Delegates Attended The 2015 CFA National Convention

Who attends the CFA National Convention?

A CEO/President, COO, CFO, CAO, CMO

B Executive Vice President / Senior Vice President / Vice President / Associate Vice President

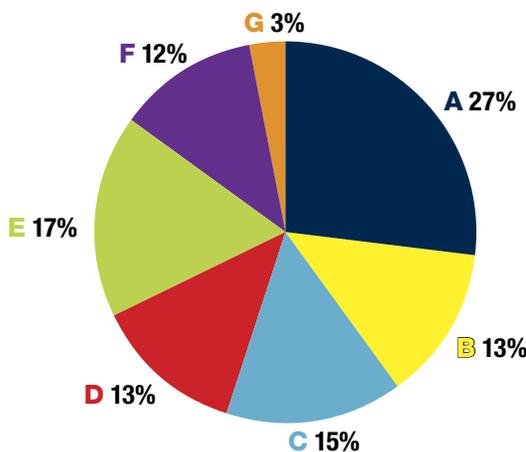
C General Manager / Director

D Manager / Franchise Developer

E Other (Associate, Specialist, Coordinator, etc.)

F Partner

G Franchisee



Zor-2-Zor: Franchise Coach in Your Corner



22+
*Mentorships
paired*

CFA's Mentoring Program continues to help new and emerging franchisors achieve business goals. Since launching in 2014, CFA's mentoring program has been successful in pairing a number of new and emerging franchisors with experienced industry veterans who have shared their knowledge, experiences and guidance. And it's not just the mentees who are gaining from these partnerships – our mentors have benefited by giving back to the franchise community and learning fresh new ideas from their innovative mentees. Here's what some of our participants are saying about Zor-2-Zor:

**Zor-2-Zor
Mentors
provided over
200+
hours of free
Mentoring in
2015**



"Working with such a wonderful mentor has been a great experience. He has helped with so many issues, from a rogue franchisee to reselling a territory. Our goal was to have two new franchisees; we, in fact, were able to sign on five new ones."

– Andrea Mackey, President, Wise Cracks Concrete Technologies and Zor-2-Zor Mentee



"For the mentors, you will be surprised just how impactful you will be by giving a less experienced franchisor the benefit of your experiences and business lessons. It is very rewarding to know you are helping, see the results and receive thanks."

– Murray Oxford, Jani-King Canada and Zor-2-Zor Mentor



"To be able to get advice and guidance from more established franchisors that have paved the way and learned from their own hindsight is invaluable to me."

– Kristen Wood, CEO & Creator, The Ten Spot and Zor-2-Zor Mentee



"While the primary intent of the program may be more to provide an opportunity for early stage franchisors to learn from more experienced franchisors, the reverse is also true; established franchisors can benefit by gaining insight into the fresh thinking of newer emerging franchisors."

– Brian Leon, Managing Director, Choice Hotels and Zor-2-Zor Mentor



"It's great value for our membership fee that we can tap into the expertise of veteran franchisors through this program. For us, this is the most tangible benefit we have enjoyed from our CFA membership so far."

– Stefan Wiesen, Director, Intrigue Media and Zor-2-Zor Mentee



"I've always enjoyed sharing what I've learned and experienced and feel that those of us with a deep franchising background have a responsibility to pass on advice to newer franchisors."

– Rainer Muller, Zor-2-Zor Mentor



"It's rewarding for both the mentor and the mentee. It allows new franchisors to capitalize on years of experience. For the mentor, it allows you to share and help others and feel good about contributing to the success of franchising in Canada."

– Wayne Maillet, President, Franchise Specialists and Zor-2-Zor Mentor

CFA Franchise Youth Initiative (FYI): Engaging The Next Generation of Franchisees and Franchisors



A third of all prospective franchisees today are between the ages of 18 – 35. Generally called the “millennials”, this demographic embodies many of the aspects of strong franchisees and can be best described as being smart, highly adaptable, risk tolerant, technologically savvy, open minded, optimistic, passionate, and confident. These future franchisors and franchisees prefer the freedom of running their own business compared to traditional corporate employment. Additionally, many millennials partner with their parents, combining experience and resources with millennial drive into a winning combination for success.

In September 2015, CFA launched its Franchise Youth Initiative (FYI), which builds bridges to young Canadians to engage and educate them about the opportunities in franchising – whether it be as a franchisee or a franchisor. Our message is one of empowerment and encouragement to young people to realize their dreams and potential through the power of franchising. Franchising offers a freedom with support that is perfect for millennials. Franchising enables them to take

control of their future to build a business from the ground up with the safety net of a franchise system’s support.

The FYI program launched with web resources (www.cfa.ca/FYI), video, social media engagement, roundtables and talkbacks with successful CFA member franchisees, and in-person engagement with youth. Our program for 2016 will focus on education and outreach, with developing an FYI-branded series of educational materials for youth available in print, video, and online, and outreach to educational institutions like high schools, colleges, and universities. We are also in development of strategic alliances with other youth-focused organizations to help maximize reach and impact of this program.

Learn more about the CFA Franchise Youth Initiative at www.cfa.ca/FYI



The Changing Face of Prospective Franchisees

Over the past year, we’ve seen the face of Canadian prospective franchisees change. They are getting younger and more women are joining the industry.

Today, 34% of prospective franchisees are under the age of 35. This is an increase of 4% in the past year and makes them the largest cohort of prospective franchisees!

Age Group	2016	2015
18 – 34	34%	30%
35 – 44	23%	33%
45 – 54	31%	15%
55+	12%	22%
TOTAL	100%	100%

What’s even more exciting is that the number of young women under 35 seeking franchise opportunities has jumped by 12% over last year, making them the largest age group of female prospective franchisees.

Age Group	Female (2016)	Male	VS.	Female (2015)	Male
18 – 34	34%	29%		20%	37%
35 – 44	30%	30%		42%	26%
45 – 54	26%	28%		16%	9%
55+	10%	13%		22%	28%
TOTAL	100%	100%		100%	100%

CFA Awards Program

Through its Awards Program, CFA is proud to honour its members for their achievements. Recipients of all CFA awards are announced and celebrated each spring at the CFA National Convention.



CFA Awards of Excellence in Franchising

The CFA Awards of Excellence program recognizes excellence in franchise operations and celebrates the mutually-rewarding relationship between a franchise system and its franchisees. The Awards are the pinnacle of franchise achievement in Canada and are the highest recognition a franchise system can receive from the CFA.

Franchise brands compete each year for these Awards through an independent process that evaluates the calibre and strength of their franchisee relationships. The Awards are presented annually to franchise systems that have demonstrated a dedication to superior franchisee relations, team work and communications.

2015 Awards of Excellence in Franchising Grand Prize Winner:



	GOLD	SILVER	BRONZE
Traditional Franchises, New/Emerging 	Browns Socialhouse 	COBS Bread 	Instant Imprints 
Traditional Franchises, Mature/Established 	Symposium Cafe 	White Spot Restaurants 	FASTSIGNS Lice Squad  
Non-Traditional Franchises, New/Emerging 	Little Kickers 	Just Junk 	TWO MEN AND A TRUCK Pop-A-Lock  
Non-Traditional Franchises, Mature/Established 	Par-T-Perfect Party Planners 	Certapro Painters 	Home Instead Senior Care 

CFA Awards of Excellence Benchmarking Report

Participants in the CFA Awards of Excellence in Franchising program can opt to receive a benchmarking report based on the results of the Awards surveys completed by both the franchisees and franchisor.

The benchmarking report generated by the program provides the average franchisee responses for the participating system, plus the aggregated responses from all franchisees in the same category and the responses from all franchisees in all categories.

The report provides significant added value, especially to those who participate every year, to track franchisee response and satisfaction.



Franchisees' Choice Designation

Recipients of this designation are participants that have achieved a score that exceeds the benchmark established by CFA. All recipients of this designation are recognized as franchises with solid rankings in franchisee satisfaction. Special honours are bestowed on companies that receive the designation over five or more consecutive years. Last year marked the fifth year of the Franchisees' Choice designation and 15 of the 2015 recipients received this significant designation for an impressive fifth time. These companies received a special Franchisees' Choice logo to display, showing a consistent, positive response from their franchisees.

CFA Recognition Awards

CFA Recognition Awards

Each year, the Canadian Franchise Association pays tribute to individuals and franchise systems for their outstanding achievements and contributions to the Canadian franchise community and for their commitment and contributions to philanthropic endeavours.

HALL OF FAME AWARD

for exceptional performance and leadership by a franchise company over a significant period of time.

2015 Winner: Pizza Pizza



VOLUNTEER LEADERSHIP EXCELLENCE AWARD

for entrepreneurial spirit and dedication as a volunteer, particularly with CFA.

2015 Winner: Graham Cooke



OUTSTANDING CORPORATE CITIZEN AWARD

for philanthropic innovation, support and impact to the community.

2015 Winner: Royal LePage



LIFETIME ACHIEVEMENT AWARD

for exceptional achievement and contribution to franchising.

2015 Winner: Ralph Chiodo



The Essentials of Membership: At a Glance

Core Benefits

CFA  **ADVOCACY**

www.CFA.ca
CFA MEMBERS ONLY AREA


MEMBER
\$AVINGS
PROGRAM

 **CFA**
Award of
Excellence

 **CFA**
Recognition
Awards


Canadian Franchise
Association
2016
FRANCHISEES'
CHOICE


2011-2016
CFA
FRANCHISEES'
CHOICE
6 CONSECUTIVE YEARS

Ombudsman
PROGRAM

Lead Generation

FranchiseCanada
Magazine & Directory

Canada's
LARGEST
✓ **The**
Franchise
Show

LookforaFranchise.ca

franchisee-news

FranchiseE-Blasts


Military 
Veterans
PROGRAM

Live-Chat 
Franchise *Webinars*

For full details about these CFA programs and services, visit www.cfa.ca/CFAMemberEssentials

Education

your | Convention
Opportunity
Success



WoW
WEBINARS on WEDNESDAYS

CFA FRANCHISE
LAW DAY



Staying Informed



NEWS **worthy**

MEMBER BULLETIN

OpportunityKnocks

CFA Canadian Franchise Association **UPDATER**



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www.linkedin.com/company/canadian-franchise-association

Membership Dues Restructure: Restructuring to Serve You Better

In July 2015, the CFA Board of Directors approved a dues restructuring for the Canadian Franchise Association (CFA).

Over the past two years, CFA has worked to build its capacity for proactive advocacy and government relations. This is something that is consistently cited as the top priority by members of all shapes and sizes. In doing so, CFA has been operating under Board-approved deficit budgets, which were offset by CFA's modest reserve fund and advocacy-specific fundraising. However, this was not intended to continue for the long-term. In order to strengthen our core services and grow our advocacy abilities, we need to balance our budgets and ensure a sustainable future for CFA. The membership dues restructuring is helping us do that.

CFA's previous dues structure was based on a franchise system's total units in Canada. The restructure moves CFA to a model where membership dues are now calculated based on a system's annual gross revenue. This model puts CFA inline with similar associations with strong pro-active advocacy programs. Similar associations include the IFA (top dues level: \$30,482) and Restaurants Canada (top dues level: \$45,147).

In comparison, CFA's membership dues levels will range from \$975 to \$7,225 for the 2015/2016 membership year and \$975 to \$15,985 by the 2018/2019 membership year, the end of the four-year phase-in period. Given the scope of CFA's advocacy work as well as many other core member programs and services, this is clearly an exceptional value for your membership dollar.

The new dues structure is being phased in over a period of four years so that members experience a gradual transition to the full dues levels. The new dues structure will provide consistent funding to support CFA's core services, of which the most critically important is advocacy.

Advocacy and government relations is essential to members and it requires constant work to build and maintain relationships with politicians and government representatives. Without the new dues structure, CFA would simply not be able to continue protecting franchising through proactive advocacy. We would have to narrow our advocacy focus to the point where we are solely reacting to franchise-specific legislation as it arises. Meanwhile, other legislation, regulations, and red tape with lasting, negative effects on franchised businesses could be introduced or changed without any scrutiny or challenge from our industry.

We know that many franchises join CFA because CFA is uniquely positioned with many platforms to help them find quality franchisees. **But, what would happen if CFA wasn't there to fight for and protect the franchise business model?** If CFA didn't provide advocacy and government relations on behalf of members, franchising in Canada could see a 'death by a thousand cuts' situation, with new and changing legislation, regulations, court decisions, and bureaucratic red tape creating challenge after challenge for our members. We're already facing the looming threat of franchisor common-employer status in the Ontario government's review of labour and employment laws. The potential cost of these kinds of decisions and changes could be astronomical for franchised businesses.

It would be extremely burdensome for individual systems to take on this kind of thing alone. We're stronger advocating together as an association. Through the membership dues restructure, you can let CFA protect your business so you can focus on building its success. 

*Full details available at
www.cfa.ca/DuesRestructure*

If CFA does not advocate for franchising, **who will?**

Without CFA here to protect your business, would you be able to effectively advocate for franchising on your own? Do you have the time, financial and staff resources required to:

-  Identify and compile contact information for key politicians and get past “gatekeepers” to make contact with them
-  Build relationships with municipal, provincial and federal politicians to establish yourself as a credible authority on franchising
-  Schedule meetings and travel across Canada to meet face-to-face with politicians to educate them about franchising
-  Monitor proposed legislation, bills and government policies, as well as the news, for any potential threats to franchising
-  Where a threat has been identified, research, compile statistics and prepare detailed submissions to legislative committees
-  Appear before legislative committees to argue your position in person
-  Develop a media relations plan to deal with any fallout from advocating against legislation that has strong public support

→ The answer is

NO

you can't do
advocacy alone.

Running your own advocacy program would be cost prohibitive, time consuming and potentially damaging to your brand.

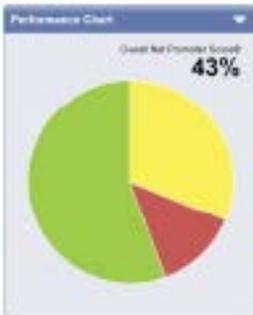
CFA's restructured membership dues will enable CFA to do the work to protect your business and ensure that franchising remains a viable business model in Canada. Without CFA, issues like common-employer status will go unchallenged and could potentially cost you millions of dollars in administrative and operational costs.

In Your Words: CFA Member Feedback

Overall Net Promoter Score (NPS)

(As at March 7, 2016)

43% NPS =
57% Promoters –
14% Detractors



Respondent Breakdown:

Promoters
 (scored 9-10): 121

Passive
 (scored 7-8): 63

Detractors
 (scored 6 or less): 29

CFA members are at the heart of everything the Association does and we know that your needs and expectations can change over the course of a year. To ensure we fully understand your needs, CFA introduced its newest member communication tool in March 2016. This communication tool is in the form of a quick, two-question satisfaction survey: the Net Promoter Score (NPS) survey.

The survey will be delivered every quarter and empowers CFA members to provide ongoing feedback to CFA on their experiences with and expectations of the Association. This will enable CFA to take timely actions to continually improve the CFA member experience with CFA and the value you receive from your membership.

And your feedback has been positive! With a response rate of almost 10%, our first NPS rating is at 43% and an overwhelming number of members had encouraging things to say about CFA.



“I think that any franchise operating in Canada should be a member of the CFA.”

– **Jordan Socran**, uBreakiFix

“Complete range of services and comprehensive data for the Canadian franchise industry... all overseen by knowledgeable and very friendly staff that are clearly willing to help!”

– **Pino Di Iorio**, Beavertails

“The highest standard of professionalism. You really want to help. You have the right products, tools and services needed for franchisors.”

– **Stefan Weisen**, Intrigue Media

“CFA is the voice of franchising in Canada, and its advocacy efforts are critical for the long term stability and growth of the franchising model.”

– **Joseph Adler**, Hoffer Adler LLP

“The CFA offers excellent educational opportunities such as webinars; does good advocacy work for the franchise sector; and provides effective marketing opportunities for franchise recruitment.”

– **Nan Eskenazi**, Good Earth Cafe

“We value the knowledge of the CFA and its members. It is important to both franchisees and franchisors that there is a strong and united voice for our industry. By joining the CFA we were able to learn in hyper mode what would have taken years of trial and error. I have personally grown through the mentorship program as it allowed me to have face time with some of the top minds in the franchise world. If you are franchising in Canada but are not a member of the CFA you may want to rethink whether you are really committed to your business and franchisees.”

– **Greg Lawrie**, Pro Fleet Care Franchising

“The CFA’s commitment to the franchising community is the draw for our company. They advocate, educate and support franchising, which enables many to fulfill their dreams as business owners.”

– **Bobbi Sullivan**, Mr. Rooter

“Useful information, both for franchisors as well as franchisees. Great efforts in government relations and bringing forth the issues faced by the franchise system in Canada. Great recognition and appreciation of franchisors. Overall, a boon for franchise systems in Canada.”

– **Anand Karia**, UCMAS Mental Math

“First and foremost CFA provides credibility to the franchisor. If you’re a franchisor it should be a no-brainer decision to be a part of CFA. There are other benefits such as Educational Webinars, Lead Generation, Mentoring, Networking Events, Annual Convention, and much more.”

– **Benny Presman**, Metropolitan Movers

“It is a place where we can gain insights on the issues specific to Canadian franchising, and network with suppliers who understand our needs. I have also greatly enjoyed meeting other nearby franchisors. It’s a wonderful association.”

– **Aubrey Huber**, Postcard Portables Canada

Why is it Important to be a CFA Member?

As a not-for-profit association, CFA has worked tirelessly for nearly half a century to help our members raise their odds for success. Whether you want to grow your system, protect your business, or become the best franchisor you can be, CFA's programs and services help you grow, succeed, and overcome challenges you face today and in the future.



It is important to be a CFA member because without membership, you would lose your access to the following core benefits:



ADVOCACY

As a CFA member, you gain the unique ability to influence policies and legislation that may impact your business through our advocacy and government relations program. You will also be the first to know about emerging threats to your business through our Member Bulletins, Advocacy Alerts, and monthly e-newsletter.



LEAD GENERATION

You are automatically included in our premier and award-winning lead generation products: Canada's most comprehensive and utilized franchise directories online and in print. All CFA members can receive free editorial about their franchise offerings in *FranchiseCanada* magazine and FranchiseE-news.



EDUCATIONAL RESOURCES

Access CFA's free online resources and best practice articles, which are exclusive to CFA members. Receive tremendous discounts on registration rates to CFA events including CFA National Convention, Canada's only national franchise educational and networking conference.



MENTORSHIP & NETWORKING

You and your staff can save thousands of dollars and avoid costly mistakes by participating in CFA's Zor-to-Zor: Franchise Coach in Your Corner program, a customized mentorship that pairs you with one of Canada's top franchise leaders to help you through your unique challenges.



EXCLUSIVE SAVINGS AND OFFERS

You, your franchisees, and your staff have immediate access to exclusive savings and offers through CFA's Member Savings Program, which can save you thousands of dollars on essential business and personal expenses.



PROFILE-BUILDING AWARDS PROGRAMS

Participating in CFA's Awards of Excellence in Franchising, CFA Recognition Awards, and Franchisees' Choice Designation programs is exclusive and free to CFA members. These programs give you the opportunity to be showcased as a leading franchise in Canada.



OMBUDSMAN PROGRAM

You can access our Ombudsman Program, a free third-party and neutral mediator service, who can facilitate the resolution of franchisee disputes and help keep them out of court.

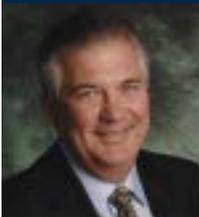


CREDIBILITY

As a CFA member, you are automatically elevated alongside almost 600 leading franchise brands who have publically pledged their commitment to excellence in franchising.

If you know a franchisor who is not a member, please encourage them to join and let the CFA membership team know (membership@cfa.ca) so we can follow up.

CFA Board of Directors 2016/2017

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*Anticipated Board of Directors as nominated for election at the CFA Annual General Meeting, April 19, 2016.

CFA Staff Resources

CFA staff are committed to providing excellence in member services. We are always available to provide assistance and answer any questions you may have. Call us at 416-695-2896 or toll-free at 1-800-665-4232 and enter one of the following extensions:

Executive & Administration

The Executive and Administrative team is responsible for the overall management of the Association, including governance, finance, human resources, and the development and implementation of the strategic vision. All members are encouraged to contact Lorraine McLachlan directly if there is anything CFA can do for you.

Lorraine McLachlan ext. 222
President & Chief Executive Officer

Janet Donnelly ext. 226
Executive Assistant to the President & CEO

Gary Martini-Wong ext. 227
Director, Finance & Administration

Peter Lam ext. 233
Coordinator, Accounting and IT

Events & Education

The Events & Education team oversees the development and management of all CFA events, such as The Franchise Show, CFA National Convention, Webinars, Franchise Law Day, and other seminar events. Contact this team to register for an event, speaker proposals, or sponsorship information.

Lou Gervasi ext. 243
Senior Manager, Events & Education

Jill Todd ext. 223
Manager, Tradeshow & Web Sales (The Franchise Show)

Angela Clarino ext. 242
Coordinator, Trade Shows & Events

Joanne Capano ext. 228
Coordinator, Events & Education

Marjie Holmes mholmes@cfa.ca
Coordinator, Events (Western Canada)

Kim Bryant 705-797-8480
Manager, Advertising (Media Buy)

Government Relations

The Government Relations team is responsible for advocacy on behalf of CFA members and the ongoing development of mutually-beneficial relationships with government, policy makers, and other stakeholders. Contact this team to understand and bring forward advocacy issues that are impacting your business.

Erica Kelsey ext. 297
Director, Government Relations

Samantha Sheppard ext. 230
Government Relations Specialist

Marketing & Communications

The Communications team is responsible for the marketing, creative services, and communications products for the Association. Contact this team for information and assistance with CFA publications, websites, and e-communications.

Kenny Chan ext. 232
Vice President, Marketing & Communications

Gwen Dunant 877-254-0097
Advertising Sales, CFA Publications

Christine Rosal ext. 251
Manager, Marketing & Communications

Karen Stevens ext. 238
Managing Editor, CFA Publications

Jennifer Joseph ext. 241
Graphic Design (Events & Marketing)

Andrea Lee ext. 229
Graphic Design (CFA Publications)

Janet Sangalang-Zabala ext. 292
Webmaster

Alicia Saunders ext. 224
Assistant, Marketing & Communications

Membership & Operations

The Membership and Operations team is responsible for membership development, including membership services and programs, member recruitment, member relations, and strategic partnerships. Contact this team for information about core benefits like the Member Savings Program, the Zor-2-Zor mentoring program, and CFA Awards Programs such as the Awards of Excellence in Franchising, Franchisees' Choice Designation, and CFA Recognition Awards.

Suzy Jones ext. 225
Vice President, Membership & Operations

Meredith Lowry ext. 295
Manager, Membership & Operations

Rose Ficco ext. 245
Assistant Manager, Membership

Alexandra Mann ext. 290
Coordinator, Operations

Jennifer Higgs ext. 235
Assistant, Membership & Operations

Ruth Stuart Moore ext. 247
Membership Sales

Patricia Drab ext. 296
Sales Coordinator, Membership & Advertising

CFA Committees

Volunteers are vital to the excellence of CFA's work and we are fortunate to have over 100 individuals volunteer their time, energy, and expertise in a number of ways to help CFA fulfill its mission and vision.

CFA committees typically represent a cross-section of CFA members and are responsible for strengthening the programming and services provided by CFA. These committees allow CFA members to provide valuable input, feedback, and perspectives that help CFA programs and services succeed and meet the needs of the franchise community. Thank you to all of our volunteers!*

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*From April 2015 to March 2016

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From April 2015 to March 2016

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**THE AUTHORITATIVE VOICE
OF FRANCHISING IN CANADA**

CANADIAN FRANCHISE ASSOCIATION

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Email: info@cfa.ca

Web:

www.CFA.ca

CFA's corporate website. Features information about the CFA, franchise advocacy, member programs and services, events, resources and more.

www.LookforaFranchise.ca

CFA's lead generation website that connects prospective franchisees with CFA members.

www.TheFranchiseShow.ca

The official website of The Franchise Show. Features information about upcoming shows for attendees and exhibitors.

www.FranchiseAwareness.ca

Educational website for the general public, media and government to raise awareness about franchising and its positive impact on communities and individuals across Canada.
#FranchiseAwareness

Social Media:



@CFAFranchise



www.facebook.com/canadianfranchiseassociation



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