



Special Focus: Celebrating Franchising Excellence

Since 1992, the Canadian Franchise Association (CFA) Awards of Excellence celebrate the best of Growing Together™ and the symbiotic partnership between franchisors and franchisees. Regardless of the size or concept, a strong relationship between the franchisor and franchisee is vital to a franchise system's success. The 2019 CFA Awards of Excellence in Franchising, Franchisees' Choice Designation, CFA Recognition Awards Membership Milestones, and Franchisee of the Year awards recognize the brands that have earned top marks from the franchising community. They recognize their success in not only exceeding the expectations of their franchisees, but also for finding innovative ways to reach their customers.

Featuring the winners of the 2019 CFA Awards of Excellence, this special section highlights the extraordinary franchises that have excelled in the delivery of exceptional service to their customers and support for their franchisees, as voted by their peers.

Read on to learn more about these exceptional, award-winning brands and their franchising accolades!



Driverseat is experiencing explosive growth.

Now over 30% sold out!

Driverseat is experiencing explosive growth, both at the franchise revenue level and in the number of franchise units open. The fast growing franchise brand was recognized with three distinctive awards during the 2019 CFA franchisor conference. With Canada now over 30% sold out of franchise sites, Driverseat has set its sights on U.S. expansion. The growth is being fueled with new franchisees opening in their markets and with existing franchisees securing additional markets.





“You can't go wrong with the leadership, branding, and technology Driverseat offers their franchisees.”

- Amaree Watkis | Brampton, ON

Award Winning Brand

Driverseat had the distinguished honour of being presented with three awards at the 2019 Canadian Franchise Association conference.

2019 Franchisees' Choice

Voted on by the franchise partners, Driverseat has received this designation three years in a row. It represents a high level of franchisee satisfaction with support and the business growth.

Gold – Awards of Excellence

Awarded to the top performing franchise based on the number of units open, Driverseat received Gold in this category.

Grand Prize—Awards of Excellence

This award is the highest honour, and is the top award for a non-traditional franchise system in Canada. To receive this award, the franchisor must have an outstanding relationship with their franchisees, have strong leadership and have solid business growth performance.

Strategy + Support = Success

Driverseat's strategy involves development of technology, the focus on out-caring the competition and a marketing approach that is second to none. When you combine that strategy with support, success follows. Driverseat's unique and comprehensive support systems include on-line training, a comprehensive New Franchisee Training week at the corporate office, live coaching, regular webinars, Driverseat University (on-line courses) and an annual 4-day conference.

Support and training are critical to the continued success of Driverseat franchisees.

Investment Information

Franchise Fee - \$21,000
Royalty - \$419 Flat Fee
Total Investment - \$35k to \$38k

**Contact Driverseat today
to discuss your market!**

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franchise@driverseatinc.com



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*Jackie Raymond & Donna Bilodeau
FASTSIGNS of Windsor, ON*



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2019 Franchisees' Choice

The Canadian Franchise Association Announces the 2019 Franchisees' Choice Designees

What do the franchise systems featured on the following pages have in common? While they are all unique concepts and operate in a variety of business sectors and industries, these franchises have the distinction of being named as Franchisees' Choice designees, receiving high rankings from their franchisees.

The Franchisees' Choice designees are CFA member franchise systems who voluntarily took part in an independently-administered survey. Their franchisees were asked to rate the franchisor in key areas of the franchise business model, including leadership; business planning and marketing; training and support; ongoing operations; and the relationship between the franchisor and franchisee.

"The true strength of a franchise system lies in the mutually-rewarding relationship between a franchisor and its franchisees," says John DeHart, Chair of the CFA Board of Directors. "Being a Franchisees' Choice designee is a high honour because the high rankings in franchisee satisfaction come directly from the franchisees themselves."

In the due diligence process of investigating a franchise opportunity, speaking with existing franchisees about the opportunity being explored is essential. For prospective franchisees, the Franchisees' Choice designation identifies that a franchise brand has received solid endorsement and ratings from its franchisees in areas such as:

- Franchisee selection process
- Franchise information package
- Leadership
- Training and support
- Operations and improvements
- Franchisor-franchisee relations

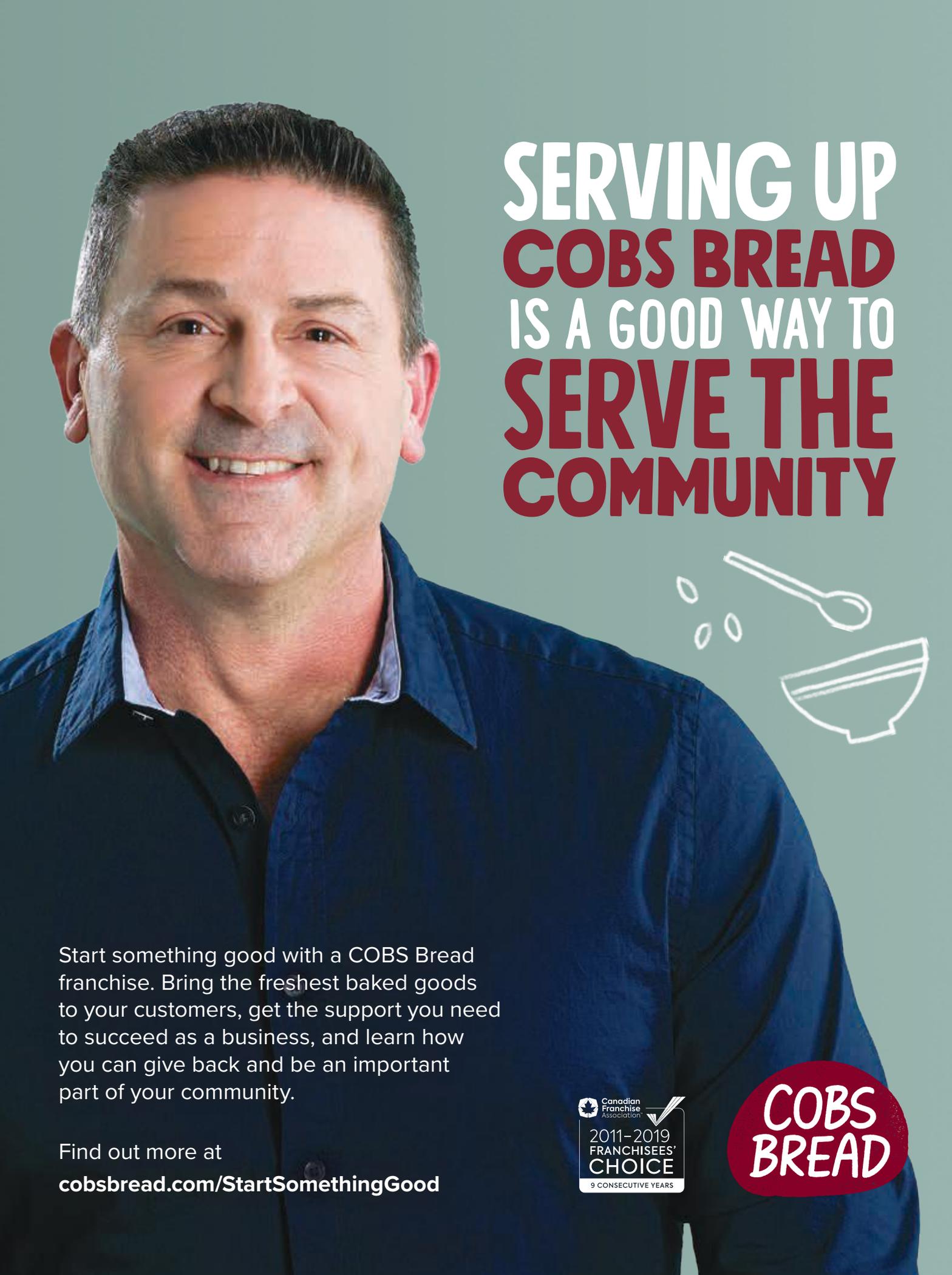
Regardless of any awards or recognitions a franchise system may receive, CFA and *Franchise Canada* strongly recommend that prospective franchisees conduct thorough due diligence to help ensure that a franchise is the right fit for them.

Find out more about the Franchisees' Choice designation and this year's recipients at www.FranchiseesChoice.ca.



THE FRANCHISEES' CHOICE LOGO

Franchisees' Choice winners receive a special logo to identify them as having achieved high rankings in franchisee satisfaction. As you explore franchise opportunities as part of your due diligence process, be on the lookout for this logo to discover the franchise systems that have been recognized for placing an emphasis on building first-class relationships with their franchisees.

A smiling man with short dark hair, wearing a dark blue button-down shirt, is the central focus of the advertisement. He is looking directly at the camera with a friendly expression.

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The 2019 Franchisees' Choice Designees Are:

(in alphabetical order)



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Celebrating an Ongoing Commitment to Franchise Excellence

A number of franchises have earned the Franchisees' Choice Designation multiple years in a row, demonstrating an ongoing commitment to franchise excellence and strong franchisor-franchisee relations. In recognition of their achievement, CFA has created special logos that these franchise systems can use to display their consistently high scores from their franchisees.

The 2019 Franchisees' Choice Nine-Year Designees Are:



The 2019 Franchisees' Choice Eight-Year Designees Are:



The 2019 Franchisees' Choice Seven-Year Designees Are:



The 2019 Franchisees' Choice Six-Year Designees Are:



The 2019 Franchisees' Choice Five-Year Designees Are:





Canadian Franchise Association



2019
FRANCHISEES'
CHOICE

Over 1,600 licenses awarded
Over 1,200 open world wide!
Zero locations closed
Over 150 licenses sold in Canada

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Awards of Excellence

The highest standard of excellence in Canada, the CFA Awards of Excellence recognized franchise brands that have demonstrated superior franchise relations, leadership, business planning, marketing, training and support, ongoing operations, and communications in the Traditional Franchises and Non-Traditional Franchises categories.



**GRAND PRIZE WINNER
TRADITIONAL FRANCHISE**
Inspiration Learning Center

**GRAND PRIZE WINNER
NON-TRADITIONAL FRANCHISE**
Driverseat Inc.



Angel Kuang, Inspiration Learning Center - Tutoring and Private School



Luke Bazely and Brian Bazely, Driverseat



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Franchisees**

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success.



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Goodlife Fitness,
Oxygen Yoga Investor



JEN HAMILTON,
CEO of Oxygen Yoga

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SPECIAL FRANCHISE FOCUS

TRADITIONAL FRANCHISES 6-15 FRANCHISEES

- GOLD** Inspiration Learning Center
- SILVER** LiceSquad.com
- BRONZE** Sweet Jesus



Galium Ko and Angel Kuang, Inspiration Learning Center - Tutoring and Private School

TRADITIONAL FRANCHISES 16-29 FRANCHISEES

- GOLD** Symposium Cafe
- SILVER** White Spot Restaurants
- BRONZE** THE TEN SPOT



Al Davis and Jalal Saeed, Symposium Cafe

TRADITIONAL FRANCHISES 30-99 FRANCHISEES

- GOLD** Triple O's
- SILVER** White Spot
- BRONZE** UCMAS Mental Math Schools



Paul Volk, Triple O's

TRADITIONAL FRANCHISES 100+ FRANCHISEES

- GOLD** Pizza Nova
- SILVER** A&W Food Services of Canada
- BRONZE** Oxford Learning Centres



The team from Pizza Nova

NON-TRADITIONAL FRANCHISES 6-15 FRANCHISEES

- GOLD** Driverseat Inc.
- SILVER** Pop-A-Lock
- BRONZE** Metropolitan Movers



Luke Bazely and Brian Bazely, Driverseat

NON-TRADITIONAL FRANCHISES 16-29 FRANCHISEES

- GOLD** Restoration 1 Canada
- SILVER** TWO MEN AND A TRUCK
- BRONZE** Right at Home Canada



NON-TRADITIONAL FRANCHISES 30+ FRANCHISEES

- GOLD** Paul Davis Restoration Inc.
- SILVER** PuroClean
- BRONZE** WP Creations



The team from Paul Davis Restoration

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Franchisee of the Year

The inaugural Franchise of the Year Award was presented to franchisees who have demonstrated an overall star quality within their franchise. Two awards were presented, one to a franchisee in the Traditional category (brick and mortar locations) and one in the Non-Traditional category (mobile or home-based franchises), who has been franchising with the brand for at least two years.



Kelly-Anne Pelley, Subway Restaurants

TRADITIONAL FRANCHISES

GOLD

Kelly-Anne Pelley, Subway Restaurants

SILVER

Mark Mebs, BeaverTails

BRONZE

John Lockyer, Dairy Queen



Paul Bimm and Lyne Vincent, TWO MEN AND A TRUCK

NON-TRADITIONAL FRANCHISES

GOLD

Paul Bimm & Lyne Vincent, TWO MEN AND A TRUCK

SILVER

Kelsi Ashley & Erin Levesque, Molly Maid

BRONZE

Spencer Janke, Elite Trade Painting

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As the 2019 Canadian Franchise Association's Bronze Award Recipient for franchise systems with more than 100 locations, Oxford Learning is proud to be Canada's top-ranked education-based franchise system!

Founded in 1984, Oxford Learning's innovative system is a pioneer in after-school education, offering programs for students from preschool to university. At Oxford Learning, students improve their academic skills, strengthen their cognition, and ultimately develop higher self-confidence and self-esteem.

With more than 100 locations across Canada, a successful Oxford Learning centre does not require you to have a background in education; our comprehensive training, instruction model, proprietary curriculum and ongoing support from Head Office combined with your drive to succeed is the only requirement!

Join a team of recognized leaders making an impact in the supplemental education industry.



2019 BRONZE WINNER
FOR FRANCHISE SYSTEMS
WITH 100+ LOCATIONS



Membership Milestones

Every time a franchise joins and renews their CFA membership, they amplify the voice of the collective. They commit to excellence in franchising. And they help the CFA represent more than 700 brands from coast to coast as the authoritative voice of franchising. Membership milestone achievements honour members for their ongoing commitment to the CFA's pursuit of strengthening franchising in Canada. Congratulations and thank you to the following members, who are celebrating membership milestones in 2019.



30 YEAR MILESTONES

- Dentons Canada LLP
- Dunkin' Brands
- M&M Food Market
- Sotos LLP
- TD Canada Trust
- Witten LLP



25 YEAR MILESTONES

- Borden Ladner Gervais LLP
- Deloitte LLP
- Fasken
- FASTSIGNS International, Inc.
- Harris & Partners LLP
- Threecaf Brands Canada Inc.



20 YEAR MILESTONES

- Academy for Mathematics & English
- Alepin Gauthier Avocats Inc.
- Blake, Cassels & Graydon LLP
- Crestcom International Ltd.
- Gowling WLG
- Medicine Shoppe Canada
- Mr. Lube Canada

- Pak Mail Centers (Canada) Ltd.
- Print Three Franchising Corporation
- Ricky's All Day Grill
- Sandler Training
- Shields Harney
- Shoeless Joe's Limited Restaurants



15 YEAR MILESTONES

- Canadian School of Natural Nutrition
- Comfort Keepers Canada
- Foot Solutions Inc.
- Jones & Co
- Marble Slab Creamery
- McKenzie Lake Lawyers LLP
- Neighbourly
- Panago Pizza Inc.
- Tortoise Restaurant Group Inc.



10 YEAR MILESTONES

- Beyond Digital Imaging
- Box Concepts Food Group
- Brightstar Care
- Burnet, Duckworth & Palmer LLP
- Crepe Delicious
- Fire-Alert Franchising Ltd.
- Heart To Home Meals

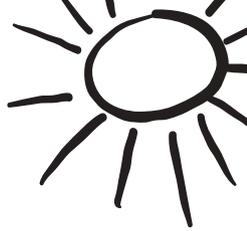
- Little Kickers Canada Franchising
- Living Assistance Services
- McInnes Cooper
- Pitblado Law
- Premier Printing Ltd.
- Robins Appleby LLP
- Smoke's Poutinerie Inc.
- Telpay Inc.
- UCMAS Canada Inc



5 YEAR MILESTONES

- 9Round
- All Star Wings & Ribs
- Aloha Mind Math
- b Espresso Bar
- Bloomtools Canada
- Cheese Curds Gourmet Burgers + Poutinerie
- Econolease Financial Services Inc
- Intuit Inc
- Junk Works
- Lavery, de Billy LLP
- Oxygen Yoga & Fitness
- Prep 'n Sell
- Restoration 1 Canada
- Smoker's Corner
- Sunny Morning Breakfast & Lunch
- Tenenbaum & Solomon

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Recognition Awards

The CFA's Recognition Awards celebrate individuals and franchise systems for their outstanding achievements, contributions, and philanthropic endeavours to the franchise community. New this year, the CFA introduced the Distinguished Franchise Support Service/Supplier Award.



This award recognizes a person or a company for their efforts and contributions in supporting the franchise industry and the Canadian Franchise Association at large. Elements taken into consideration include:

- Participation in and support of the CFA, its Purpose and Mission Demonstrated benefit to the community
- Involvement throughout the franchise community



Presented in recognition of outstanding performance by a franchise company over a significant period of time. Winners typically will have high brand recognition (on either a regional or

national scope) and will be generally recognized for their solid business performance. They will exhibit leadership in the franchise community in many ways including helping to encourage excellence through sharing best practices, speaking engagements, willingness to mentor new franchisors, and raising the profile of the franchise business model.



Given to a franchise system that has demonstrated genuine and ongoing concern and support for a community or social service group(s). Award recipients are selected based on their

philanthropic innovation, support and impact to the community whether on a local, regional, national or global scale. Elements taken into consideration include involvement throughout the franchise system and integration into the corporate culture, profile given to the support recipient organization(s), sustainability, innovation in how funds are raised, demonstrated benefit to the community, and amount of funds raised.



This award recognizes a company or individual for extraordinary leadership and contribution towards improving and promoting diversity and inclusion within their workplace and the franchise

community in Canada. For clarity, within the concept of this award, the following definition of diversity is used:

- Diversity: Respect for and appreciation of differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion.
- Inclusion: The concept and practice of diversity in action by creating an environment and culture where all people feel valued, supported, and respected, without bias or preconceptions, and have equal access to opportunities without the need to conform.

Elements taken into consideration include demonstrated championship and advocacy for diversity and inclusion; identifying and eliminating discrimination and barriers to create welcome and inclusive workplaces and communities; uniqueness and/or innovation of programs and initiatives; and evidence of leadership as a role model for accelerating progress in diversity and inclusion in Canada.



This award recognizes exceptional achievement and contribution to Canadian franchising and the community at large through demonstrated excellence throughout one's lifetime and

career in franchising. This award typically honours an individual who may be a franchisor, franchisee, or a support services provider. Hallmarks of excellence include a significant level of profile and leadership recognition within the franchise community, speaking engagements, published articles, mentorship, and being an ambassador for franchising.



The Volunteer Leadership Excellence Award is presented to an individual who embodies the spirit of this award through their passion and leadership in their volunteer activities with the CFA.

THANK YOU TO OUR FRANCHISEES



**WE APPRECIATE OUR WHITE SPOT &
TRIPLE O'S FRANCHISE COMMUNITY
FOR YOUR CONTINUED SUPPORT IN
BUILDING OUR SUCCESSFUL BRANDS.**

Over 90 Years in the Restaurant Business

A partnership with our iconic White Spot and Triple O's brands means that our franchisees benefit from a system built on the guest first philosophy, culinary expertise, high standards, rigorous training programs, multi-departmental support and more.

Together we take pride in being able to serve guests of all ages great tasting, quality meals for breakfast, lunch and dinner throughout BC and Alberta. We wouldn't be where we are today without our dedicated franchise community. Thank you, we look forward to many more years.

If you're interested in being part of a legend, contact: Karen Dosen
604.326.6701 or karend@whitespot.ca



**WE'RE HONoured TO HAVE RECEIVED
RECOGNITION FOR BOTH OUR BRANDS.**





Reshift Media

The CFA's ability to provide franchisors and franchisees premium educational and lead generation resources and support would not have been possible without Reshift Media's outstanding contributions. For nearly seven years, this Canadian-based digital marketing company has worked closely with the CFA team to search optimize, re-design and market the CFA's websites including CFA.ca, LookforaFranchise.ca and FranchiseCanada.online.

Reshift is also an active member of the franchise community. You will often see the Reshift team at CFA events and they are very open about sharing their learnings and best practices with hundreds of other franchisors, franchisees and suppliers. Through a range of online webinars and in-person training sessions they share their expertise on how best to develop, implement and manage digital content, search optimization, social marketing and website design and development for the franchise industry.

For all these reasons, Reshift Media is recognized with our first-ever Distinguished Franchise Support Services/Supplier Award.

Inspiration Learning Center – Tutoring and Private School

One of the largest and fastest-growing tutoring centers in the Greater Toronto Area, Inspiration Learning Center (ILC), Tutoring and Private School is led by Director and Founder, Angel Kuang. Since opening the first center in 2003, Inspiration Learning Center has expanded to 14 centers across Ontario and Calgary.

A first-generation immigrant, Kuang is a fully-qualified educator who has fused both her Canadian and Chinese teaching experiences to create a winning tutoring formula used at every ILC location. This powerful combination has not only helped hundreds of students in diverse communities reach their full potential, but has helped entrepreneurs of all backgrounds, who are passionate about education, achieve their dreams of career success through franchising.

Though they share a passion for education, ILC are owned and operated by people from diverse backgrounds. 10 out of her 14 franchisees are women, and the majority of them are children of, or newcomers to Canada. With plans to open 10 additional locations, and the newest operation launched this past spring, Kuang has created a formidable business that has improved the lives of both students and small business owners nationwide.

FRANCHISE EXCELLENCE

For The Second Year In A Row!

Thank you to all our dedicated, passionate franchisees for helping Paul Davis live our Core Values everyday and awarding us the 2019 CFA Franchise Choice Designation and winning the 2019 CFA Award of Excellence – Gold Medal in our Non-Traditional Category. We are honoured and privileged to have such great people to work with as we bring our customers' lives back to normal after a disaster.

This accomplishment is earned by achieving the highest ratings in Franchisee satisfaction across all franchise brand concepts in our category throughout Canada, which shows why Paul Davis Restoration is one of the best franchise opportunities in all of Canada.



For Franchise information contact Dan Hopkins
416-299-8890 ext 118
daniel.hopkins@pauldavis.com

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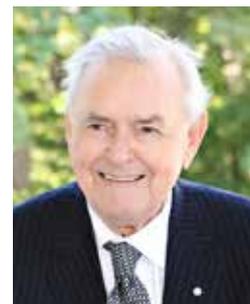


Photo credit: Julie Johnson

Choice Hotels

For 25 years, Choice Hotels Canada has been one of the highest occupied franchised accommodation chains in Canada, with over 5 million guests staying at one of its 325 locations each year.

Located in all provinces and over 80% of Canada's largest communities, Choice Hotels is undoubtedly a valued asset for millions of Canadians, in large part because of its franchisees. 100% franchise owned and operated, guests can expect great service, quality accommodation, and a consistent customer experience at any of the properties in Canada, as well as 6,900 Choice hotels in more than 40 countries and territories.

Choice Canada's secret to ensuring all franchisees meet this standard of excellent customer care is a blend of communication and comprehensive franchisee training and support programs offered throughout the year. In a third party survey to its franchisees, 82% of respondents indicated that they were satisfied with the franchise.

Active in the franchise community, they have shared their insights and service innovations at major CFA events including Franchise Law Day and National Convention, and their President Brian Leon is a former Vice-Chair of the CFA. Through the Choice Hotels Canada Foundation, the company also partners with national charities such as Habitat for Humanity Canada, Sleeping Children Around the World, Canadian Feed the Children and the Aga Khan Foundation Canada.

With some of the best known hotel brands in the nation, Choice Hotels Canada has left an indelible mark on the Canadian franchising industry.

Ronald V. Joyce, C.M.

Co-Founder, Tim Hortons, Owner, Fox Harb'r Resort
Owner, Jetport Inc.
Advisor Trustee, The Joyce Family Foundation

Ron Joyce is the iconic Canadian entrepreneur who, in 1964, invested in the first Tim Hortons donut shop in Hamilton, Ontario and then grew the business into one of the most successful food service chains in the world. He sold the business to Wendy's International Inc. in 1996.

Soon after the passing of his business partner, Tim Horton, Ron Joyce founded the Tim Horton Children's Foundation and has worked to support disadvantaged children and youth since. His current philanthropic work centers around The Joyce Family Foundation with a focus on helping to provide bursary funds to students so they may pursue a post-secondary education. With a vision of creating local employment and drawing tourists to his home province of Nova Scotia, Ron Joyce established the now critically-acclaimed Fox Harb'r Golf & Spa Resort. He is also the owner of Jetport Inc, a private jet charter company operating out of Hamilton, Ontario.

Ron Joyce has won numerous awards and honours for his entrepreneurial successes, commitment to strong corporate citizenship and unwavering philanthropic work: The Order of Canada honouring his dedication to underprivileged children and youth, the Canadian Business Hall of Fame, Entrepreneur of the Year for Ontario and Canada, the Gary Wright Humanitarian Award in recognition of his outstanding contributions to the betterment of community life as founder of the Tim Hortons Children's Foundation, the Red Cross Humanitarian of the Year Award, and several awards as Philanthropist of the Year. His achievements have also earned him honorary degrees from eight Canadian universities including Bishop's University, Cape Breton University, McMaster University, Mount Allison University, Saint Mary's University, Queen's University, University of Calgary and University of New Brunswick.



We're on CLOUD 9

Since 9 consecutive years, UCMAS Canada has been honored with prestigious recognitions from **Canadian Franchise Association**.

Proud Recipients of:

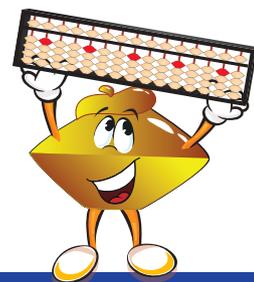
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with less than \$75,000 Investment

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Pacini

Pacini doesn't just serve delectable Italian cuisine. For more than 30 years, this restaurant has served people.

Operating under the belief in the collective power of individuals to make a difference in the community, Pacini developed a program called "Pour l'amour des gens" which means "For the love of the people." Initially it began with selling a cookbook titled "Love the Italian Table" in which 100% of the profits were donated to disadvantaged people living near restaurants. Now, every time a guest orders a specified meal off a Pacini menu, one dollar goes directly to a Pacini franchisee's charity of choice. Today, Pour l'amour des gens supports 25 organizations and has raised nearly \$350,000 to benefit various initiatives. Pacini's generosity has even helped Pacini's Happy President, Nathalie Lehoux keep her husband, who had Multiple Sclerosis for 15 years, at home for the remainder of his life.

Before the "For the love of the people" program, Pacini donated \$1 million dollars to the Foundation of St. Chu Justine, a hospital for children. A new specialized unit building was built, increasing the size of the hospital by 65%.

Through its commitment to prioritizing people, Pacini is doing more than just feeding mouths. Pacini is feeding the hearts, minds and souls of people across the country.

Tony O'Brien

Executive Vice President, TruShield Insurance

Since 2014, Tony O'Brien has been the Executive Vice President of TruShield Insurance, a role that is focused on developing insurance solutions that effectively allow Canadian entrepreneurs and small businesses to be successful and minimize risk. He is also the Chair of the Canadian Franchise Association's Franchise Support Services and Supplier Committee. For years, Tony has dedicated his time and resources to advancing the franchising community. In fact, Tony has played a key role in numerous CFA events, including Franchise Your Business, the Franchise Canada Show, and the Holiday Luncheon. He's also responsible for helping a range of professionals in the franchising industry, offering the best learning and training when possible.

His deep involvement and continuous support of the franchise community has helped shape the CFA, and the franchising community at large, and for that we thank him for his service.



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60+ Years in business

56 Stores nationally

37% Growth in the past 3 years

Thank you to our wonderful franchisees for awarding us the 2019 Franchisees' Choice Designation!



Award-winning franchises are ones that have a rock-solid relationship with their franchisees and deliver exceptional products and services to their customers. Meet the traditional and non-traditional franchises that won the CFA's Grand Prize at the 2019 CFA Awards of Excellence in Franchising in upcoming issues of *Franchise Canada*!

You've read all about the CFA Awards of Excellence winners in this Special Focus. In the November/December issue, the celebration of excellence in franchising continues as we highlight the stories behind some of the strongest brands in the industry. The November/December issue is sure to inspire prospective franchisees to achieve entrepreneurial success as we highlight the accomplishments of the CFA Award of Excellence winners and provide other engaging content that celebrates the pinnacle of achievement within Canadian franchising.

STAY TUNED!

Business is (baby) booming!

There are now more seniors than children in Canada.*

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*Source: Statistics Canada, 2016 Census of Population



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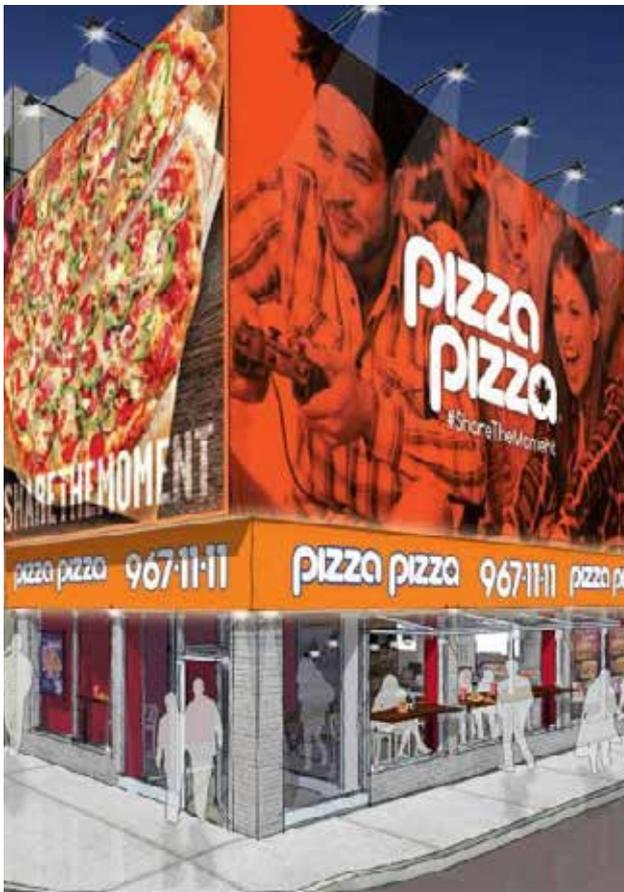


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