



**Canadian  
Franchise**  
Association™

Growing together

**Annual Accomplishments**  
Report **2018**





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## Canadian Franchise Association Accomplishments Report 2018

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## Message from the 2017/2018 Chair of the CFA Board of Directors

This year has been a turning point for the Canadian Franchise Association (CFA). So many major issues have come to the table, and have been addressed through the hard work of the CFA Board of Directors, committees, volunteers, and staff.

We have directly protected the franchise model in Ontario and Alberta from a joint-employer designation, and have made inroads for protecting it in a number of other provinces, as well as federally. This is all due to the hard work of previous and present Boards in following a continuous strategic viewpoint of what the CFA members want and need.

We have also taken a stand on some litigation matters that would have affected the franchise model in a negative way, and have been successful in informing the Judiciary of the ramifications of their decisions. Through proactive government meetings, we have effectively communicated the key message that franchisees are small business owners who play a critical role in their communities.

To help in conveying the importance of franchising in Canada, we partnered with the Canadian Centre for Economic Analysis (CANCEA) to produce an Economic Impact Report outlining the specific impact that franchising has on provincial economies, as well as in Canada overall. We also published an annual forecasting report for the Canadian franchise industry, which contains valuable data our members can use to make informed strategy decisions.

We are aware that these advocacy initiatives are costly, and we are pleased to see that a vast majority of our members are willing to pay that cost, rather than see the franchise model be attacked and weakened. I would like to thank you on behalf of the Association and the Board for trusting us to be both courageous in our advocacy efforts, and financially astute with your money.

It has been a privilege to serve as the Chair of the CFA Board of Directors for the past two years. The Association is in a good position to become an even better advocate, and to be more fiscally sound. I am proud of our accomplishments, and I am confident that those who come after me over the next few years will help lead the CFA toward even bigger and better things.

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

**John Wissent**

*2017/2018 Chair, CFA Board of Directors*



## Message from the 2018/2019 Chair of the CFA Board of Directors

During the past year, in a CFA board meeting, a seemingly simple question was raised: Why are we in franchising, and what makes us remain franchisors? We went around the room and gave our answers. “Because I love helping my franchisees through thick and thin” and “Because my favourite thing is to see my franchisees succeed” were examples of what I heard. What struck me was that every single answer led back to helping the franchisee.

But what really caught my attention was the deep-rooted passion that came with the answers. I was inspired by the love of franchising, and the love of the franchisee in the room that day. This wasn't just a “job” that anyone had; it was a passionate calling.

The conversation then turned to the CFA. What is our true purpose? And it was so clear to us that it has to be about the franchisee. Whether it's helping franchisors become better franchisors so that their franchisees can flourish, helping people become future franchisees, or protecting franchising in this country so our franchisees can keep on building their businesses, it has to be about that franchisee.

And so the purpose of the CFA was born.

So why do we do what we do?

**We help everyday Canadians realize the dream of building their own business through the power of franchising.**

That's it. That is our calling; that is our purpose. And it's so important, because franchising has the ability to help ordinary people: everyday Canadians who may never have gone into business in the first place go into business for themselves, but not by themselves. At the CFA, we help make that dream possible.

This is at the heart of franchising. This is what we all, as franchisors, aspire to do. And this is what we, as franchisors, put the blood, sweat, and tears into our brands to fulfil.

So why am I talking about this now?

You see, when you get to the real “why” behind what you do, it allows you to be crystal clear on what you need to focus on; it helps you fight for what you believe in, and it helps give you the fortitude to stand up and do what you need to do.

Entering into 2018, our very own “purpose” is under attack. We are now facing some of the toughest times in franchising we ever have faced, and living our why is possibly more important than ever before. We need to tell the story of franchising at the federal, provincial, and local level of government, because it's now clear to us that most politicians don't understand what franchising is.

And this is why the purpose of the CFA is so important. We need to rise up and protect the model, we need to ensure that the integrity of what franchising stands for is upheld, and we need to protect, at all costs, the dream of everyday Canadians.

Franchising will continue to be the vehicle to help everyday Canadians make their dreams of business ownership happen. That is a promise.

And there you have it. In 2018, it's clear to me that we need to be the evangelist for the franchise business model and the everyday Canadian who takes the entrepreneurial risk to build their own business. And as your incoming Chair for 2018, I'm proud to be one of those evangelists, on behalf of franchising in this country.

A handwritten signature in black ink, appearing to read 'John DeHart'. The signature is stylized and fluid, with a long horizontal line extending to the right.

**John DeHart**  
*2018/2019 Chair, CFA Board of Directors*



## Message from the CFA President & Chief Executive Officer

2017 marked the 50th anniversary of the Canadian Franchise Association (CFA), and we celebrated this milestone in a big way. We introduced a whole host of new initiatives, programs, and services designed to not only better serve our members, but to also make it easier for prospective franchisees across the country to make their dreams of business ownership become reality.

With three provinces – British Columbia, Alberta, and Ontario – making changes to their labour and employment legislation, the CFA was busy providing proactive government education to ensure these updated laws wouldn't negatively affect Canadian franchising, and to communicate that franchisees are small business owners who are integral to their communities.

For the first time, we executed three Franchise Awareness Days throughout the year, engaging more than 150 provincial representatives. For more details about how the CFA spread #FranchiseAwareness, turn to page 18. You can also learn more about the CFA's efforts regarding labour laws, including successfully defending against a joint-employer designation, on page 15, and other key advocacy accomplishments, starting on page 19.

As outlined on page 11, the CFA executed a complete rebrand, with a renewed focus on franchisees. This rebrand is designed to make it easier for our members to connect with the resources you need, so you can help set your franchisees up for ongoing success. The new brand pillars, which shape the way you interact with the CFA, are outlined on page 12.

With this goal of helping business owners in mind, we aligned all of our lead generation properties under the Franchise Canada brand, starting with a rebranding of The Franchise Show to the Franchise Canada Show in October.

We also introduced a new content website for *Franchise Canada* magazine, FranchiseCanada.Online, which provides another avenue for prospective franchisees to learn more about franchising, along with a valuable opportunity for our members to connect with the right prospects, through new advertising initiatives such as native advertising, videos, corner peelers, and more. You can find additional details on page 28.

To help reach more prospective franchisees, we shifted our public relations focus to sharing franchise success stories, and this allowed us to create more than 67,970,194 media impressions, and reach more than 34,000 prospective franchisees across the country. Meanwhile, our 50 Years of Canadian Franchising Campaign grew our social media audience by 83 per cent. You can learn more about how we raised the profile of franchising on page 24.

On the education front, the CFA partnered with a leading economic agency to produce an Economic Impact Report and 2018 Franchise Forecast, the first of their kind in Canada. The Economic Impact Report outlines the contributions that franchising made to the Canadian economy, while the Franchise Forecast provides insight into what's next for franchising in 2018. You can find highlights and key projections from these reports on page 38.

Looking at these highlights from our busy 2017 year, it's clear that a focus on the franchisee is key to the future success of franchising, and we will continue to emphasize the need for Growing together with our franchise community throughout 2018.

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

**Lorraine R. McLachlan**  
*President & CEO, Canadian Franchise Association*

## About the CFA



**Canadian  
Franchise  
Association™**

**Growing together**

### **Our Purpose:**

We help everyday Canadians realize the dream of building their own businesses.

### **Our Mission:**

To amplify the understanding and power of franchising in Canada by:

- Advocating on the issues that impact this dream
- Connecting people with opportunity and
- Delivering learning opportunities that make franchising stronger

The Canadian Franchise Association (CFA) is a national, not-for-profit association of more than 700 corporate members representing more than 40,000 franchised business owners. We are the voice of the franchise community and the recognized authority on franchising in Canada. We speak for a business sector that represents every industry and touches the lives of every Canadian, in every community across the country.

Canadian franchises contribute over \$96 billion per year to the Canadian economy and create jobs for over 1.8 million Canadians. Canadian franchises enable 75,000 hardworking Canadians to be their own boss as the owner of their own small business franchise location – the new “mom and pop” – serving their neighbours in communities from coast to coast to coast.

We believe that franchising is ultimately about people. It’s about everyday Canadians working in partnership, sharing success, and Growing together. At the CFA, we serve people in the Canadian franchise community by providing support, learning resources, and growth opportunities.

## Recent Accomplishments

2017 was a big year for the CFA: not only did we celebrate 50 years as the Authoritative Voice of Franchising in Canada, but we also celebrated a lot of firsts, as we rolled out new initiatives and developed new programs to help amplify the understanding and power of franchising in Canada.

We accomplished this by advocating on the issues that impact the dream of business ownership, connecting people with opportunity, and delivering learning opportunities that make franchising stronger.

### Advocated on Issues That Impact the Dream of Business Ownership

- Successfully defended against joint-employer status in Ontario and Alberta.** As a result of the CFA and member efforts, a joint-employer designation, which would have deemed franchisors to be the co-employers of their franchisees' employees, was not included in Ontario's Bill 148: *Fair Workplaces, Better Jobs Act 2017*, or in Alberta's Bill 17: *The Fair and Family-Friendly Workplaces Act*. The CFA would like to thank all members who participated in meetings with government, and who contributed to, and encouraged their franchisees to contribute to, the CFA's letter-writing campaign.
- Engaged with more than 200 government officials across Canada** to raise the profile of franchising in Canada, and to provide valuable education about the franchise business model to help inform future policy decisions. These efforts included more than 50 proactive government meetings, as well as three Franchise Awareness Day events – at Queen's Park in Toronto on March 28, at the Legislative Assembly of Alberta in Edmonton on May 16, and at the Legislative Assembly of British Columbia in Victoria on November 7. Through these events, the CFA met with more than 150 provincial representatives to increase awareness about the importance of franchising in Canada.
- Successfully advocated for the need to update the *Uniform Franchises Act*.** The CFA made a presentation to the Uniform Law Conference of Canada (ULCC) in August of 2017 to gain formal approval to update the *Uniform Franchises Act* to create consistency in franchise legislation across all jurisdictions in Canada. The ULCC unanimously voted to move forward with the *Uniform Franchises Act* project, as an official ULCC internal project, and will continue to work with the CFA throughout this process.
- Successfully advocated for changes to proposed small business tax legislation to ensure franchised businesses were minimally impacted.** Through consultation responses, an in-person deputation to the Senate Standing Committee on National Finance, and more than 300 letters sent to Members of Parliament across the country as part of our "Email Your MP" campaign, the CFA was able to effectively amplify the concerns of franchising.
- Engaged government regarding *Arthur Wishart Act* amendments.** Ontario's Bill 154: *Cutting Unnecessary Red Tape Act, 2017* received Royal Assent in November 2017, making amendments to the *Arthur Wishart Act (Franchise Legislation) 2000* (AWA). The CFA was actively engaged throughout the development of these amendments, and Bill 154 closely reflects the recommendations the CFA submitted to the Ontario Business Law Council in 2017. The amendments include important clarifications regarding certain exemptions, and also remove some outdated language.
- Successfully ensured minimum wage increases in British Columbia will be brought in over a reasonable time frame.** The CFA actively participated in the minimum wage consultation in British Columbia, where the government sought input from stakeholders on the implementation time frame to reach \$15. Through meeting with government officials, an in-person deputation to the BC Fair Wage Commission, and a detailed written submission, CFA was able to ensure that minimum wage would reach \$15/hour no sooner than 2021, a reasonable and fair implementation time frame.

- **Responded to the minimum wage increase in Ontario through several fronts.** While joint-employer status was not a component of Bill 148, the Ontario government implemented a minimum wage increase to \$15 by 2019, with the first phase of the increase taking place on January 1 of this year, with an increase to \$14 per hour. There has been considerable coverage of the response of Ontario businesses to this substantial increase, and the CFA has responded to this debate by consulting with government, collaborating with other industries, participating in media coverage, and developing resource materials for members.
- **Actively participated in pre-budget consultations** federally and in every province in Canada through detailed written submissions.
- **Conducted an Advocacy Survey of our members** in June, receiving 104 member responses that have helped guide and inform our advocacy initiatives, and will continue to do so going forward.
- **Grew our audience of prospective franchisees by more than 66%** by increasing our reach on social media, revamping our marketing to focus on franchisee success stories, and developing campaigns to promote e-mail signups. Our e-mail list now includes more than 15,000 prospective franchisees from across Canada.
- **Raised awareness about the opportunities in franchising through the 50 Years of Canadian Franchising campaign.** To celebrate our 50th anniversary, we shined a spotlight on the people who are at the heart of the CFA – our members. Throughout 2017, we celebrated your innovative business concepts and achievements by sharing member success stories and videos every week for 50 weeks. This provided a valuable chance for those considering franchising to learn more about the opportunities available in franchising, and what it takes to find long-term franchising success.
- **Launched a new content website for *Franchise Canada Magazine*,** which not only provides valuable articles, news, expert advice, and exclusive content, but also allows members to extend their reach and exposure to a wider *Franchise Canada* audience. All display advertisers in the print edition receive a complimentary web ad.

### Connected People with Opportunity

When it came to lead generation in 2017, the CFA developed new properties and adapted existing ones, in order to help connect prospective franchisees with the right opportunities in new ways.

- **Developed the CFA's new brand and mission.** In late 2016, the CFA embarked on a strategic rebranding to develop a brand that is authentic, aspirational, relevant, powerful, and resonant with the public, media, franchisors, and government. In collaboration with the CFA Board of Directors, the CFA Branding Committee, and branding agency Pigeon Brands, we developed new purpose and mission statements, as well as a new logo and tagline. Turn to page 11 to learn more!
- **Promoted our members to more than 340,000 prospective franchisees** in 2017 through our magazine, websites, e-mail communications, social media, and tradeshows.
- **Generated nearly 68 million media impressions and 258 positive news stories about franchising.** Working with National Sponsor PUNCH Canada, we developed a year-long public relations campaign focused on sharing franchise success stories. We were featured in media outlets like CBC, City TV, CTV, Global News, *Globe & Mail*, *Toronto Sun*, and more!



- **Added new online advertising opportunities to help members hone in on their target audience**, including background ads, video commercials, corner peelers, sponsored content, and native advertising.
- **Aligned all prospective franchisee focused products and services under the Franchise Canada master brand.** This brand restructuring helps prospective franchisees find all of our resources in one convenient location: [www.FranchiseCanada.Online](http://www.FranchiseCanada.Online). Not only does this provide a cohesive brand experience to prospective franchisees across all of our products and services, but it also makes it simpler for them to associate the Franchise Canada brand with the Canadian Franchise Association.

The first lead generation product to be aligned under the Franchise Canada brand was our tradeshow, which was rebranded as the Franchise Canada Show in October 2017. An updating and redesign of [LookforaFranchise.ca](http://LookforaFranchise.ca) is currently underway, with the aim of launching in May 2018 under the Franchise Canada brand, as the online version of the *Franchise Canada* Directory.

### Delivered Learning Opportunities That Make Franchising Stronger

- **Partnered with the Canadian Centre for Economic Analysis (CANCEA) to execute an Economic Impact Study of franchising in Canada**, to gather data on the contribution of franchising to the Canadian economy. The statistics and information gleaned will be a major asset in our continued advocacy work and our education meetings with government.
- **Published the 2018 Franchise Forecast**, an annual forecasting report for the franchise industry, in collaboration with CANCEA. The 2018 Franchise Forecast, the first of its kind in Canada, presents an outlook of franchising in the Canadian economy in 2018, and is now available for download.



- **Launched a new seminar series at the Franchise Canada Show.** In February, we expanded our seminar series at the Franchise Canada Show to bring attendees more of the topics that matter most to them. Throughout the weekend, we ran back-to-back legal and financial seminars, and introduced a new franchisee centre stage so attendees could learn tips for success directly from the people on the frontlines of franchising.



- **Developed a Franchise Your Business webinar.** For the first time, we made our popular Franchise Your Business seminar available as an on-demand webinar series so that more aspiring franchisors could benefit from the invaluable content.
- **Engaged the next generation of franchisors** by co-sponsoring the IFA's NextGen in Franchising Global Competition, and sent three CFA members, Robert Bruski, Co-Founder of Ctrl V, and Aiden and Wyatt Booth, Co-Founders of Hopscotch, to the IFA Convention to learn, network, and pitch their concepts to a panel of judges.



(Left) Robert Bruski, Co-Founder of Ctrl V  
(Right) Aiden and Wyatt Booth, Co-Founders of Hopscotch

- **Shared knowledge from more than 175 expert speakers with more than 1,357 CFA members** through our events and webinars.

## Introducing the New CFA Brand!



**Canadian  
Franchise  
Association™**

**Growing together**

As the CFA embarks on the next 50 years of its evolution, it's vital that our brand is consistent, connects with our target audiences, and reflects our credibility as Canada's only national franchise association.

To that end, the CFA embarked on a strategic rebranding in late 2016 to develop a brand that is authentic, aspirational, relevant, powerful, and resonant with the public, media, franchisors, and government. By increasing awareness of the CFA brand, our goal is to support membership acquisition and retention, lead generation, and government relations.

The rebranding has been a member-driven initiative led by the CFA Board of Directors, the CFA Branding Committee, Staff, and the CFA member branding agency Pigeon Brands. Together, we developed new purpose and mission statements, as well as a new logo and tagline.

### **Our Purpose:**

We help everyday Canadians realize the dream of building their own businesses.

### **Our Mission:**

To amplify the understanding and power of franchising in Canada by:

- Advocating on the issues that impact this dream
- Connecting people with opportunity and
- Delivering learning opportunities that make franchising stronger

### **Logo**

Our new logo is made up of bright colours to create energy, vibrancy, and modernity. The design embodies our four brand pillars – leadership, trust, credibility, and opportunity – creating a unified force that represents different elements coming together to create and grow as a multifaceted whole.

This is representative of the Association, our membership, the franchise business model, and the franchise community in Canada.

### **Tagline**

Our new tagline is “Growing together” and expresses the concept of growing your business with the support of the franchise community through CFA membership. It also expresses the concept of franchising – that franchisee and franchisor grow their businesses through partnership. Together, we all grow our businesses, our expertise, and our ability to advocate for a thriving future.

## Brand Pillars

Each colour family in our new logo represents a brand pillar, and all of our programs and services are organized under these pillars. In doing this, we help members and the public understand and recognize the meaning of the colours that make up our brand mark, reinforce the CFA brand, and create a better structure that connects our programs, services, and sub-brands to our master brand. Members and the public will recognize the meaning of the colours in our brand mark.

Our 2018 Accomplishments Report has been organized under the new brand pillars. Read on to discover the CFA's latest accomplishments in Advocacy, Lead Generation, Education & Information, and Corporate Offerings for our membership.



### Advocacy

Government Relations  
 Advocacy Alerts  
 Advocacy HQ in the Member Portal  
 #FranchiseAwareness



### Lead Generation

Franchise Canada:  
 - Print Magazine & Directory  
 - Franchise Canada Show  
 - Online Franchise Directory  
 - Franchise Canada E-News  
 - Franchise E-Blasts  
 - Live-Chat Webinars  
 - Franchise Opportunity Week  
 Awards of Excellence  
 Franchisees' Choice Designation  
 Military Veterans Program  
 International Expansion  
 Golf Tournaments



### Education & Information

CFA National Convention  
 Franchise Law Day  
 Zor-2-Zor: Franchise Coach in Your Corner  
 Peer-to-Peer Program  
 Webinars on Wednesdays  
 Franchise Your Business  
*The Franchise Voice*  
 Research & Stats  
 Regional Economic Development Directory



### Corporate Offerings

Membership  
 - Members Only Area  
 Recognition Awards  
 Ombudsman Program  
 Member Savings Program  
 Member Bulletins  
 CFA Updater  
 Opportunity Knocks  
 Media Relations

## **Advocacy & Government Relations**

As the Authoritative Voice of Franchising in Canada, the Canadian Franchise Association (CFA) is focused on issues where government regulations and policies impact our members' businesses. We're committed to working with federal, provincial, and municipal government representatives across Canada to enhance and protect the environment in which franchises do business today and in the future.

## Providing Proactive Franchise Education

### What is Proactive Advocacy and Government Relations?

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

As part of the CFA's government relations work, we meet with government officials to dispel any misconceptions and misunderstandings about franchising. We do this by providing education about the franchise business model, particularly the foundational franchisor-franchisee relationship, and the contributions that franchising makes to the Canadian economy. We also emphasize that franchisees are small business owners who play a vital role in their communities.

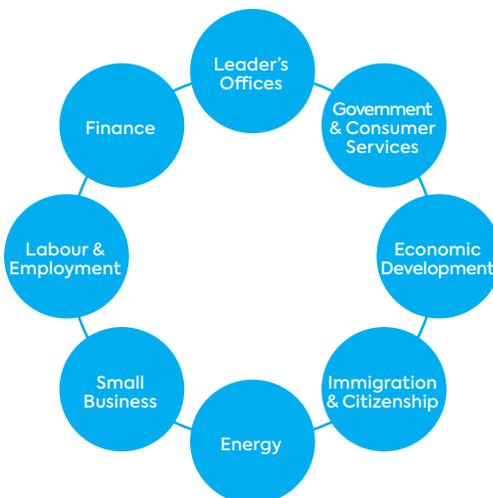
While government relations work is time consuming and requires ongoing resources, it's extremely important to the future of franchising. This work helps to engage elected officials at the ground level, so areas of concern don't grow into critical issues.

### National Proactive Government Education Program

The CFA's government relations mandate includes proactive education meetings with key government officials. These officials include representatives from a range of government departments, from the Ministry of Labour to the Ministry of Economic Development and the Ministry of Small Business (see diagram).

The purpose of these meetings is to provide education about the franchise business model and the role that franchising plays in Canadian communities. The CFA also looks to build relationships that will lead to more engagement, consultation, and partnership opportunities regarding franchising and small business issues going forward.

More than 150 government officials from across the country have been identified as part of the CFA's ongoing education efforts.



# Labour Legislation

Throughout the past year, the CFA played a pivotal role in promoting and protecting the franchise business model. Three provinces (Ontario, Alberta, and British Columbia) reviewed (or are currently reviewing) their employment and labour legislation, and the CFA was there every step of the way. We provided essential education to government to ensure that changes weren't made that would negatively impact the franchise business model, particularly the foundational relationship between franchisors and franchisees. Most importantly, the CFA successfully defended the franchise industry from a joint-employer designation in Ontario and Alberta.

## **CFA's Advocacy Approach**

To ensure the voice of the franchise sector was heard in both Alberta and Ontario, the CFA launched a robust, multi-pronged advocacy approach, which targeted both political and bureaucratic decision makers who may be able to influence the outcome of both reviews. The CFA also sought to amplify the voice of the franchise sector and leverage our 'strength in numbers' competitive advantage. Our advocacy efforts consisted of the following activities:

### **1. Creation of the CFA's 'Changing Workplaces Task Force'**

Consisting of key CFA franchisor and legal members, the Changing Workplaces Task Force met weekly to triage the ongoing threat of joint employer, develop strategic action plans and tactics, and help guide media relations. While originally formed to combat the threat of joint employer in Ontario, the work of the group proved valuable in supporting the CFA's engagement in Alberta, as well.

### **2. Formation of Strategic Coalitions**

The CFA was actively involved in advocating for the business community with the Keep Ontario Working ("KOW") employer coalition. The KOW Coalition, co-founded by the CFA, is a group of Ontario's leading employers and business industry associations that serves as a coordinated and strategic voice for business. The KOW provided a forum for business groups to discuss the review in totality, share resources, and speak with a unified voice to the media and government. In Alberta, the CFA was also plugged in with the Keep Alberta Working Coalition.

### **3. Creation of 'Changing Workplaces Tool Kit'**

With the help of our Changing Workplaces Task Force, the CFA created tool kits that provided members with information about the risk of joint employer, key messages to share with their franchisees, and templates to communicate with government. These tool kits

were widely distributed and available 'on demand' for franchisors and franchisees on the CFA website.

### **4. Member 'Email Your Member of Provincial Parliament (MPP) Campaign'**

A critical component of the tool kit was an automated "email your MPP" campaign, which allowed CFA members the ability to enter their postal code and several pieces of information pertaining to their business (company name, number of employees, etc), and automatically populate a letter that would then be sent to their local elected official. The campaign produced hundreds of letters focusing on the negative impact joint employer would have on the economy, and reached every Member of Provincial Parliament in Ontario.

### **5. Meetings with the Changing Workplaces Review Special Advisors**

CFA representatives met with the Special Advisors on several occasions, expressing our concerns with the Changing Workplaces Review, particularly with the potential for a joint-employer designation of franchisees and franchisors.

### **6. Active Participation in Government Consultations**

Throughout the process in both Alberta and Ontario, the CFA was also an active participant in the formal consultation process, making detailed submissions and contributing to working group sessions held by Ministry staff.

### **7. Meetings with Key Government Officials**

Throughout the consultation, the CFA maintained close ties with the Alberta and Ontario Ministries of Labour, including participating in a roundtable business group that met regularly with senior political and bureaucratic officials. The meetings allowed for additional face-to-face dialogue, and perhaps most importantly, the prioritizing of issues for each industry group; for franchising, joint employer was communicated as far and above the most critical threat.

## 8. Franchise Awareness Days at the Legislative Assembly of Ontario and Legislative Assembly of Alberta

On March 28, 2017, the CFA held a Franchise Awareness Day at the Legislative Assembly of Ontario, where members were able to meet and interact with nearly 65 Members of Provincial Parliament, be recognized in the House during Question Period, and speak with additional staff and elected officials during our reception.

On May 16, 2017, the CFA also held a Franchise Awareness Day at the Legislative Assembly of Alberta. Although smaller in size than Ontario, the interaction with nearly 50 Members of the Legislative Assembly and recognition by the Minister of Labour during Question Period represented an important step in building strong relationships.

## 9. Meeting with the Premier of Ontario's Office

Perhaps as the capstone to the CFA's efforts, a meeting was held with the Premier of Ontario's office, where CFA staff, Board of Directors, and members provided a clear line in the sand for the government to consider; if the government opted to bring forward a joint-employer designation, it would indicate an attack on the franchise model.

## The 'Final Report': Joint Employer Not Recommended by Special Advisors, but Legislation

On May 23, 2017, the Ontario Government's Special Advisors released their Final Report in the Changing Workplaces Review, in which they outlined 173 recommendations to amend the *Employment Standards Act, 2000* (ESA) and *Labour Relations Act, 1995* (LRA). Notably, although the Report did put forward recommendations designed to make it easier to unionize franchisors and franchisees, it did not recommend automatic or deemed joint-employer status between a franchisor and franchisee.

Following the release of the 'Final Report,' the CFA reactivated its email your MPP campaign, where hundreds of additional letters poured in to the Premier, Ministers, and Members of Provincial Parliament (MPP) to urge the government to reject joint employer, as well as the Special Advisors' recommendations around unionization in their final legislation. The CFA also actively met with the Offices of the Premier and Minister of Labour to ensure the voice of franchising was well understood.

## The Legislation: Joint Employer Not Included in Alberta or Ontario Legislation

On May 24, 2017, less than one day following the release of the Final Report in Ontario, Alberta tabled its own legislation making changes to the *Labour Relations Code* (LRA) and *Employment Standards Code* (ESC); the Government of Alberta had made it quite clear to the CFA that they would likely take their cues from Ontario's Final Report and/or legislation. Notably, **Alberta's legislation did not include a joint-employer designation.**

In Ontario, a mere seven days following the release of the Final Report, the Government of Ontario announced significant proposed changes to the *Employment Standards Act* (ESA) and *Labour Relations Act* (LRA) on May 30, 2017. The proposed legislation also **did not include joint employer or provisions that specifically target the franchise industry or franchise business model.**

The collective voice of our membership had clearly been heard through our Franchise Awareness Days, letter-writing campaigns, and face-to-face meetings with government officials. The CFA was pleased to see the Governments of Alberta and Ontario recognize the independent business relationship between franchisor and franchisee, as well as the significant contribution the franchising sector makes to jobs and their economies.

## The Joint-Employer Threat Continues

Although the joint-employer threat has been quelled for the time being in Alberta and Ontario, other provinces across the country are currently, or planning to, conduct full-scale reviews of their labour relations and employment standards acts. Notably, the Province of British Columbia is actively engaged in consultation on the matter, and has been closely following the outcomes of changes in Alberta and Ontario.

Using similar tactics, the CFA's approach has been to pre-empt discussion about joint employer in British Columbia by building strong relationships with the newly-elected government. Through holding a Franchise Awareness Day on November 7, 2017, ongoing meetings with key government officials, and active participation in government consultations, the CFA is confident in our ability to continue to protect the franchise business model in Canada.

## Employment Standards and Minimum Wage

Provincial governments across Canada have made minimum wage increases a top priority over the past year, and the CFA was heavily involved in ensuring the voice of franchising was heard. Read on for more details about the minimum wage increases, and how the CFA has responded.

### British Columbia:

In February of 2018, the British Columbia government announced its intention to raise the provincial minimum wage to \$15.20 by 2021, increasing incrementally each year, starting with an increase to \$12.65 per hour on June 1, 2018.

This commitment is the result of the BC Ministry of Labour's Fair Wages Commission, a consultation launched this past fall that was tasked with putting forward a plan to raise the minimum wage to \$15 an hour, and make recommendations to government on implementation strategies.

The CFA participated in this consultation via an in-person presentation in November 2017, and also provided a written submission. We urged the BC government to develop a fair, predictable, and staggered implementation time frame, reaching \$15 an hour no sooner than 2021, and were pleased to see that they had understood and listened to the concerns of our industry.

The CFA will continue to work with the BC government to determine ways to help franchisors and franchisees cope with a minimum wage increase, and to ensure the government fosters an environment that allows small business owners to succeed.

### Ontario:

There has been considerable coverage of the response of Ontario businesses to the substantial increase to a \$15 per hour minimum wage by 2019 as part of Bill 148.

The CFA has responded in the following ways:

**Collaboration with other industries:** Together with other representatives of the business community, the CFA has made it clear to the Premier and Ministers of Labour, Economic Development, and Small Business that in order to accommodate an increase in minimum wage of over 30 per cent, many businesses would have no option but to consider a number of steps in response, including: raising prices, reducing operating and staff hours, freezing hiring, and cutting back on mandatory employee perks, etc.

**Consultation with Government:** First and foremost, the speed of the planned increases to minimum wage has created a challenging, and in some cases insurmountable hurdle for many small business owners. This concern was raised with the government on many occasions in 2017, both before and after the legislation was introduced.

We continue to push for legislative protection for franchisors, to allow them to provide additional education support to their franchisees when necessary. We will also continue to meet with politicians and civil servants to provide education about the importance of franchising as a job creator and significant economic force.

**Positive Profile in the Media/Educate the Public:** The CFA has sought to ensure the perspective of the franchise community is fairly and accurately represented in the media. When asked to comment on the impact of the increases to minimum wage, we've focused on how these increased costs strain small business owners disproportionately greater than larger businesses, and that it's small businesses that make up the majority of employers in the province.



**Resource Materials for CFA Members:** The CFA continues to develop resources to help you learn about and manage the significant amendments to employment and labour laws, including archived webinars, articles, and best practices information that are available in the Members Only Area of the CFA website.



## CFA Raises #FranchiseAwareness Across Canada

In 2017, the CFA held three Franchise Awareness Days throughout Canada to provide provincial government representatives with essential franchise education. Through these events, CFA-member franchisors and franchisees connected with more than 150 provincial representatives through Caucus meetings, one-on-one meetings, and receptions.

These events were especially critical over the past year, as three provinces – Ontario, Alberta, and British Columbia – looked to update their employment and labour legislation to reflect the modern workplace.

By connecting with Members of Provincial Parliament (MPPs) in Ontario on March 28, and Members of the Legislative Assembly (MLAs) in Alberta and British Columbia on May 16 and November 7, respectively, the CFA was able to ensure that detrimental changes to franchising were not implemented in the latest legislation in these provinces.

The CFA would like to thank all members who participated in these vital Franchise Awareness Days in 2017.



Hon. Dave Levac, Speaker of the Legislative Assembly and Lorraine McLachlan, President & CEO, CFA at Franchise Awareness Day in Ontario.



Kim Schreiner, MLA (Red Deer-North); Kim Guay, The Lunch Lady; Lorraine McLachlan, CFA; and Bruce Hinkley, MLA (Wetaskiwin-Camrose) at Franchise Awareness Day in Alberta.



Peter Snell, Gowling WLG (Canada); Lorraine McLachlan, CFA; Bruce Ralston, MLA (Surrey-Whalley); John DeHart, Nurse Next Door; John Wissent, Chair, CFA Board of Directors; and Bob Tipple, Expedia CruiseShipCenters at Franchise Awareness Day in BC.

## Key Advocacy Accomplishments

### Released Economic Impact Report on the Canadian Franchise Industry

The CFA has released an Economic Impact Report on the Canadian franchise industry, the first data of its kind in Canada.

The report outlines details of the franchise industry, including the number of jobs and the contribution to Canada's Gross Domestic Product (GDP). The report also includes detailed breakdowns of the impact franchising has on each province, including information on GDP contribution, employment figures, household wages, Gross Operating Surplus (GOS), and provincial and federal tax contributions.

Commissioned by the CFA, the report was produced by the Canadian Centre for Economic Analysis (CANCEA), a socioeconomic research and data firm.

For more details about the Economic Impact Report, turn to page 37.

### Published 2018 Franchise Forecast

For the first time in Canada, the CFA partnered with a leading economic research organization to publish an annual forecasting report for the franchise industry.

The much-anticipated 2018 Franchise Forecast is now available for download, and presents an outlook of franchising in the Canadian economy in 2018.

For franchisors operating in Canada, this is vital information that can be used when planning expansion efforts and modelling system-wide performance.

Turn to page 38 to learn more about the key findings of the 2018 Franchise Forecast.

### Successfully Advocated for Changes to Proposed Small Business Tax Legislation to Ensure Franchised Businesses were Minimally Impacted.

To ensure the voice of the franchise sector was heard, the CFA joined the Coalition for Small Business Tax Fairness, a group of 75 like-minded business organizations that collectively shared their concerns with Minister Morneau. Through consultation responses, an in-person deputation to the Senate Standing Committee on National Finance, and more than 300 letters sent to Members of Parliament across the country as part of our "Email Your MP" campaign, the CFA was able to effectively amplify the concerns of franchising.

As a result, Budget 2018 includes a revised approach to passive investments, increasing the threshold of \$50,000 from the government's original plan to \$150,000. This builds on the previously announced reduction of the Small Business Tax Rate to 10 per cent in January 2018 and nine per cent in January 2019, abandonment of proposals focusing on 'converting a private corporation's regular income into capital gains,' and changes to the proposals focusing on 'income sprinkling in private corporations.'



Access these reports at [CFA.ca/research](http://CFA.ca/research)

### **Successfully Advocated for the Need to Update the *Uniform Franchises Act***

The CFA made a presentation to the Uniform Law Conference of Canada (ULCC) in August 2017, to gain formal approval from the ULCC regarding the need to update the *Uniform Franchises Act* so it can be positioned as a best practice example for all jurisdictions across Canada to follow.

The ULCC unanimously voted to move forward with the Uniform Franchises Act project, as an official ULCC internal project. This means that while the CFA will no longer “lead” the project, we will remain a key part of both working groups to ensure the objectivity of the final recommendations.

The CFA will keep members updated as this process continues.

### **Engaged Government Regarding *Arthur Wishart Act* Amendments**

Bill 154: *Cutting Unnecessary Red Tape Act, 2017* received Royal Assent in November 2017, making amendments to the *Arthur Wishart Act (Franchise Legislation), 2000* (AWA). The CFA was actively engaged throughout the development of these amendments, and Bill 154 closely reflects the recommendations the CFA submitted to the Ontario Business Law Council (BLAC) in 2017.

The amendments include important clarifications regarding certain exemptions, and remove some outdated language. Some of the highlights of the changes to the AWA are as follows:

- Amending the definition of “franchise” to include relationships where the franchisor has the right to exercise control, rather than the actual exercise of control, over the franchisee’s method of operation;
- Allowing franchisors to accept fully refundable deposits that do not exceed a prescribed amount without triggering the disclosure document obligation; and
- Allowing franchisors to enter into non-disclosure and location agreements with prospective franchisees without triggering the disclosure document obligation.

### **Participated in 2018 Pre-Budget Consultations**

Annually, the CFA participates in pre-budget consultations across Canada through detailed written submissions. The CFA’s submissions for the 2018-19 budget year focus on the following four priorities that we believe will contribute to the overall economic growth and sustainability of franchising in each province:

1. **Supporting entrepreneurs** by pursuing franchise-specific entrepreneur growth, targeting certain employment groups, and maintaining low corporate income tax rates for businesses;
2. **Ensuring the independent nature of the franchisor-franchisee relationship is recognized** and understood by enshrining the relationship in legislation;
3. **Maintaining a reasonable, predictable, and fair minimum wage** by ensuring policies balance the realities of what constitutes a fair wage with the responsibility of keeping the business environment healthy; and
4. **Reducing red tape and regulatory burden for small businesses** by making commitments to establish a comprehensive measure of the regulatory burden, and reducing and restricting the growth of unnecessary regulations.

Submissions can be found in the Advocacy Headquarters of the CFA website.

### Met with Government to Discuss Product Stewardship Legislation

Canada has several jurisdictions in which “product stewardship” programs are used to manage products at their end of life. Along with the end-of-life process comes environmental fees for companies who produce a certain amount of Packaging and Printed Paper Materials (PPP).

The CFA discovered that product stewardship legislation specifically calls out the franchising sector, treating it differently than other non-franchised small businesses. This puts franchised business owners on an uneven playing field, making it more difficult for them to compete with their non-franchised counterparts, and increasing their annual costs by thousands of dollars.

The CFA met with, and will continue to proactively meet with, relevant stakeholders to ensure they understand the intricacies of product stewardship and how it relates to the franchise business model, as well as to ensure that franchised businesses are not being unfairly targeted when implementing or revising stewardship legislation.

### Coalitions and the CFA

Coalitions are invaluable to the CFA's advocacy efforts because they help create structures for like-minded organizations and stakeholders to share the ownership of common goals and action plans. They provide a greater network of connections and support, strength in numbers, an exchange of information and materials, and enhance the credibility and influence of an advocacy campaign.

The CFA has been able to work with the following coalitions to advance our advocacy efforts over the past few years:

- [Keep Alberta Working Coalition](#)
- [Coalition of BC Businesses](#)
- [Keep Ontario Working Coalition](#)
- [The Coalition for Small Business Tax Fairness](#)

### STAY INFORMED

**Advocacy Alerts:** The CFA sends out regular Advocacy Alerts to provide you with the latest advocacy news, including policy and/or legislation developments, CFA meetings with government officials, and advocacy accomplishments.

Access Advocacy Alert archives at [www.cfa.ca/AdvocacyHQ](http://www.cfa.ca/AdvocacyHQ)

**Advocacy Headquarters:** The Advocacy Headquarters section of the Members Only Area is your go-to resource for advocacy information. This site is regularly updated with the latest details surrounding policy and legislation, along with details about events in which you can participate to help raise the profile of franchising in Canada.

Access online at [www.cfa.ca/AdvocacyHQ](http://www.cfa.ca/AdvocacyHQ)

**Bill 148 Section:** The CFA has developed resources to help members navigate the amendments introduced in Ontario's Bill 148. These resources, including links to past webinars, articles, and best practices resources, are available in the Bill 148 section of the CFA website's Members Only Area.

Access the Bill 148 section at [www.cfa.ca/bill-148-resources](http://www.cfa.ca/bill-148-resources)

# Educating Government Through Engaging Meeting Sessions

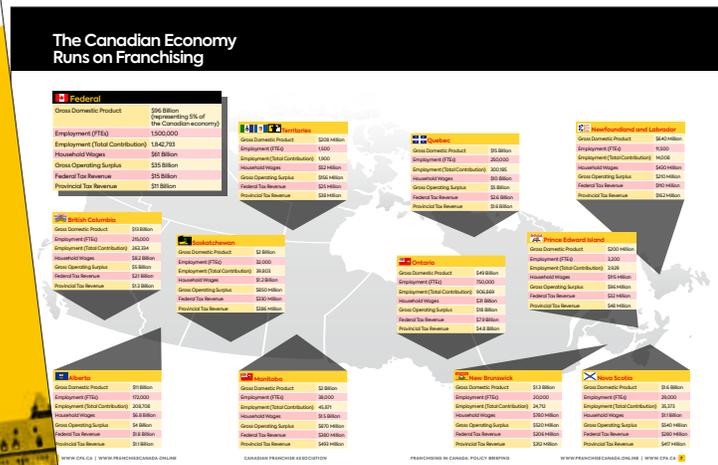
Throughout the past year, the CFA engaged with more than 200 policy and legislative decision makers, government officials, and government representatives to raise the profile of franchising, and to provide education about the franchise business model and the foundational franchisor-franchisee relationship.

The CFA met with a total number of 42 government representatives in all regions across Canada, including 4 federal meetings and meetings with 38 MPPs/MLAs. Franchise Awareness Days provided a key avenue for meeting with provincial representatives in British Columbia, Alberta, and Ontario.

## Policy Briefings

During proactive government meetings, the CFA uses our Policy Briefing document as a primary leave-behind document, which provides detailed information about the CFA, the franchise industry, the economic impact of Canadian franchising, and our policy positions.

The CFA has tailored Policy Briefings to each province, along with a federal version. All Policy Briefings can be downloaded at [www.cfa.ca/advocacy-backgrounders](http://www.cfa.ca/advocacy-backgrounders)



## Lead Generation

The CFA creates the foundation for franchise opportunity through multiple channels – in print, online, and in person. In 2017, we grew our audiences and revamped our lead generation products to deliver even more quality leads to our members. A central theme in our marketing and public outreach was highlighting real franchise success stories. By putting a face to franchising, we reached nearly 68 million Canadians and more than 340,000 prospective franchisees in 2017.

## Raising the Profile of Franchising

In 2017, we reached more Canadians than ever through our public relations, social media, and marketing campaigns, which focused on the hard-working Canadians who are at the heart of the franchise business model.

### Public Relations

Working with PUNCH Canada, we developed a proactive media relations campaign focused on sharing success stories. **Overall, these efforts generated 67,970,194 media impressions and 258 news stories in 2017!**

Many of these stories were about our members and their franchisees, helping us put a face to franchising. Booster Juice, La Diperie, Lice Squad.com, Pacini, Par-T-Perfect, Spray-Net, Tan on the Run, and The Lunch Lady are just a few of our members who ended up in the spotlight through our media relations efforts!

### Marketing

Building on our new people-focused strategy, we launched a new radio ad to promote the Franchise Canada Show. Instead of hiring a voice actor, we featured a real franchisor and franchisee, who shared their success stories and invited listeners to attend the show.

The new commercials led to a 579% increase in conversions from our radio campaign. Inspirational stories from real people clearly resonate with our target audience!

With these additional conversions, we were able to grow our database of prospective franchisees by more than 66%. Our prospect list now includes more than 15,000 Canadians who are eager to buy a franchise!

### Coverage Highlights



Lunch Lady Founder Ruthie Burd was one of several CFA-member 'mompreneurs' featured on Women of Influence Magazine's website.



Awards of Excellence Grand Prize winner Par-T-Perfect was featured in a Toronto Sun article about franchise opportunities for millennials.



The CFA was featured in a Canadian Press article about how to open a successful franchise.



Booster Juice franchisee Jose Miguel Aguila speaks to CBC News at the Franchise Canada Show in Toronto.



Pacini's Lafleche Francoeur promotes the Franchise Canada Show on CTV Calgary.



The CFA's President and CEO Lorraine McLachlan talks about trends in franchising on Bloomberg North.



Tan on the Run founder Nicole Hyatt being interviewed on What She Said radio.

## Year in Review

67,970,194

media impressions

258

news stories

66%

more prospective franchisees in our database

579%

increase in radio commercial conversions

83%

audience growth on social media

138,476

impressions on #CFA50 posts



# Snapshot of a Prospective Franchisee

CFA reached more than 340,000 prospects in 2018!

Male **69%** Female **31%**

### How old are they?

18-24 **5%**  
 25-34 **23%**  
 35-44 **31%**  
 45-54 **16%**  
 55+ **25%**



### How educated are they?

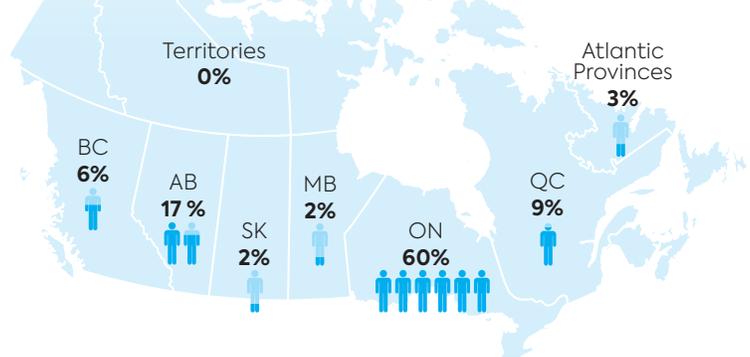
High School **18%**  
 College/University **61%**  
 Graduate Degree **21%**



### How much money do they have?

Under \$10,000 **6%**  
 \$10,000-\$50,000 **17%**  
 \$50,000-\$100,000 **23%**  
 \$100,000-\$300,000 **29%**  
 \$300,000-\$500,000 **15%**  
 \$500,000+ **9%**

### Where do they live?

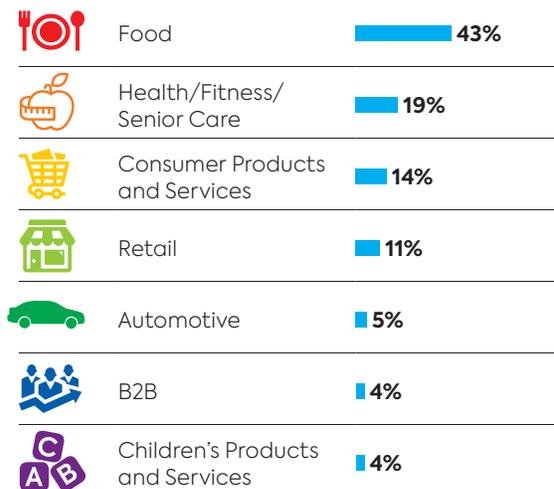


### When are they looking to invest?

Now **35%**  
 Within 1 year **40%**  
 1-2 years **19%**  
 3-4 years **5%**  
 5 years + **1%**



### What kind of franchise are they looking for?



## Strengthening the Franchise Canada Brand

To build stronger brand recognition, all of the CFA's products and services for prospective franchisees have rebranded under one master brand – Franchise Canada. By aligning all of our lead generation products with our award-winning magazine, we're making it easier for aspiring franchisees to recognize our magazine, tradeshows, e-newsletters, and websites as belonging to the same trusted brand.

In addition to the rebrand, we've also revamped our lead generation products to make them more appealing and accessible to prospects across Canada. Here are just some of the exciting changes we've launched, or will be launching soon:

# FRANCHISE CANADA SHOW

### The Franchise Show Becomes the Franchise Canada Show

Since 1996, the CFA has produced Canada's best franchise-only tradeshow, connecting thousands of prospective franchisees with CFA-member franchisors in a face-to-face setting. Originally named The Franchise Show, the show rebranded in October 2017 as the Franchise Canada Show, and unveiled a brand new logo and website.

Further changes were made to our February 2018 Toronto show, where we introduced back-to-back financial and legal seminars, and a franchisee centre stage.

In 2017, our shows drew more than 8,500 attendees and 306 exhibitors.



“Being featured in articles and having a platform to advertise my brand has resulted in the sale of several franchises and helped my business grow.”

– Dawn Mucci,  
[Lice Squad.com](http://LiceSquad.com)



### Introducing *Franchise Canada* Online

The CFA's newsstand magazine, *Franchise Canada*, continues to connect our members 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 2017, we profiled more than 350 brands in more than 130 stories!

In July, we launched a new content website for *Franchise Canada*, enabling readers to access our award-winning content in multiple formats. To give our advertisers maximum exposure, every print advertiser receives a complimentary web ad in the online magazine, which we promote through social media and our e-newsletters. We've also developed new advertising opportunities on the *Franchise Canada* website, including native advertising, videos, corner peelers, background ads, and more. Learn more at [FranchiseCanada.Online](http://FranchiseCanada.Online).

Since officially launching in September 2017, *Franchise Canada* Online has generated over

**3,800**

ad clicks and

**365,000**

impressions for 45 advertisers and receives an average of

**1,500**

unique visitors per week.



### Franchise Canada Online Directory

Our online franchise directory, [lookforafranchise.ca](http://lookforafranchise.ca), delivered more than 14,000 qualified leads to CFA members in 2017. A brand new version of the site, designed by Reshift Media, is scheduled to launch in May 2018. The new website will feature improved search functionality, updated branding, and new advertising opportunities.

# Celebrating Excellence in Franchising

Participation in our free awards program is an exclusive benefit of CFA membership and gives winners a powerful marketing tool to recruit franchisees. The awards program includes the Awards of Excellence, Franchisees' Choice Designation, and Recognition Awards.

## CFA Awards of Excellence in Franchising

These awards are presented annually to franchise systems that have demonstrated the strongest relationships with their franchisees. Franchise brands compete each year through an independent survey that evaluates them in the areas of training, teamwork, support, communication, and more.

In 2017, we split the awards program into Traditional Franchises (those with brick and mortar locations) and Non-Traditional Franchises (those that are mobile or home based) to reflect the range of franchise opportunities on the market. With seven categories and two Grand Prizes, this was our biggest awards ceremony ever!



Non-Traditional Franchises			
	 <p>2017 Awards of Excellence in Franchising Non-Traditional Franchises Grand Prize Winner</p> 		
	6-15 Franchisees	16-29 Franchisees	30+ Franchisees
			
GOLD	Par-T-Perfect  	TWO MEN AND A TRUCK  	Alair Homes  
SILVER	Lice Squad.com  	Little Kickers  	Home Instead Senior Care  
BRONZE	Driverseat  	CertaPro Painters  	PropertyGuys.com  



### Franchisees' Choice Designation

The Franchisees' Choice Designation honours franchises with exceptional rankings in franchisee satisfaction, as demonstrated by solid scores in the awards survey. Special honours are bestowed upon companies that receive the designation for five or more consecutive years. Last year marked the seventh year of the Franchisees' Choice Designation, and 20 of the recipients achieved it for five or more years in a row.

### Traditional Franchises



2017 Awards of Excellence in Franchising  
Traditional Franchises Grand Prize Winner



6-15 Franchisees	16-29 Franchisees	30-99 Franchisees	100+ Franchisees
Scholars Education Centre 	Symposium Cafe 	Triple O's 	A&W Food Services of Canada 
Bento Sushi 	White Spot Restaurants 	Edo Japan 	Pizza Nova 
THE TEN SPOT 	FASTSIGNS International 	UCMAS Mental Math Schools 	Pizza Pizza 

## Celebrating Excellence in Franchising

### **Recognition Awards**

#### CFA Recognition Awards

The CFA Recognition Awards pay tribute to CFA-member franchise systems and individual franchise professionals for their outstanding achievements and contributions to franchising.



#### Hall of Fame Award

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

2017 Winner: Cara Operations Limited



#### Outstanding Corporate Citizen Award

for philanthropic innovation, support, and impact to the community.

2017 Winner: Dairy Queen Canada



#### Volunteer Leadership Excellence Award

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

2017 Winner: Michael Sherrard, Sherrard Kuzz LLP



#### Lifetime Achievement Award

for exceptional achievement and contribution to franchising.

2017 Winner: George A. Cohon, McDonald's Restaurants of Canada



#### New for 2018

In addition to a new look, we've added a Diversity & Inclusion Champion Award to recognize a company or individual for improving and promoting diversity and inclusion within their workplace and the franchise community in Canada.

## Education & Information

With our first-class educational events and resources, and our newly launched franchise forecast and economic impact report, we are trusted by our members, the media, government, and the broader franchise community to share the latest franchise information and best practices.

## Education & Events

The CFA is made up of a community of franchise leaders who are committed to sharing best practices through our many events, publications, and resources. In 2017, more than 220 CFA members contributed their knowledge to our events and publications, offering solutions to some of the most common challenges faced by franchisors and franchisees. Here are some of the highlights from the past year:

### New Seminar Series at the Franchise Canada Show

In February, we expanded our seminar series at the Franchise Canada Show to bring attendees more of the topics that matter most to them. Throughout the weekend, we ran back-to-back legal and financial seminars, giving attendees ample opportunity to hear from a variety of experts on these two critical topics.

We also introduced a new franchisee centre stage so attendees could learn tips for success directly from the people on the frontlines of franchising. With packed attendance at every seminar, the new series was clearly a hit with the thousands of aspiring entrepreneurs who attended the show!



### Bringing Education to You – New Webinars in 2017

In 2017, more than 860 CFA members signed up to attend educational webinars on topics like franchise disclosure, franchisee recruitment, digital marketing, and more.

In addition to our regular Webinars on Wednesdays, which are free for all CFA members, we introduced a special four-part webinar series presented by Jason Gehrke, franchise educator and deputy chairman of the Franchise Council of Australia. Each 90-minute webinar went in-depth on a specific challenge commonly faced by franchisors, offering tips and insights from Jason's more than 25 years of experience in Australia's dynamic franchise sector.

Also new this year, we made our popular Franchise Your Business seminar available as an on-demand webinar series so that more aspiring franchisors could benefit from the invaluable content. Since launching in May, more than 40 future franchisors have accessed the Franchise Your Business webinars.

### Year in Review

**1,357**  
Attendees at CFA  
educational events

**8,567**  
Prospective  
franchisees at the  
Franchise Canada  
Show

**100+**  
Educational Webinars  
Online (and growing!)

**175+**  
Speakers

**220+**  
CFA Member  
Companies

**52**  
Article Contributors

### CFA Franchise Law Day

More than 90 CFA members attended the 2017 Franchise Law Day to learn about critical changes to provincial labour laws and franchise disclosure regulations. Throughout the full-day event, 25 of Canada's leading franchise law experts shared their knowledge through plenary, concurrent, and roundtable sessions. To give attendees more opportunities to discuss these issues and ask questions, we added more roundtable sessions throughout the day.



“By joining the CFA, we were able to learn in hyper-mode what would have taken years of trial and error.”

– Greg Lawrie, Pro Fleet Care Franchising

### The Franchise Voice

Our quarterly member magazine offers expert articles, best practices, and information on industry trends to help you run your business more effectively. In 2017, more than 50 contributors wrote on a range of topics like: How to Avoid the Most Common Franchising Mistakes, Developing an Effective Franchise Recruitment Marketing Campaign, Strengthening Your Franchise Brand After a Crisis, Navigating the Uncertain Waters of Franchise Renewal Agreements, and more.

We also made all of our past issues available online in the CFA Members Only Area, giving you full access to years' worth of cutting-edge educational content.

### Engaging the Next Generation of Franchisors

In 2017, we once again co-sponsored the International Franchise Association's (IFA) NextGen in Franchising Global Competition. Open to entrepreneurs aged 21-35, NextGen engages young entrepreneurs from around the world who are seeking careers and business opportunities in the franchise industry.

Canada's Robert Bruski, co-founder of Ctrl V, and Aiden and Wyatt Booth, co-founders of Hopscotch, were two of 20 finalists selected from nearly 900 young entrepreneurs to be recognized at the IFA Convention in Phoenix. CFA sponsored their trip to the Convention, where they and other finalists pitched their business concepts to a panel of judges and participated in educational and mentoring sessions. Read their success stories by visiting our Franchise Youth Initiative resource centre at [cfa.ca/fyi](http://cfa.ca/fyi).



### 2017 CFA National Convention

In 2017, the CFA National Convention returned to Niagara Falls in celebratory fashion. More than 500 delegates, expert speakers, and emerging and established franchisors attended Canada’s largest franchise education and networking event, helping the CFA celebrate its 50th anniversary in style.

Throughout the three-day event, attendees participated in educational sessions, enlightening roundtable discussions, and engaging keynote presentations led by FASTSIGNS CEO Catherine Monson, engagement expert Dave Meslin, and world-renowned marketing guru Mitch Joel.

The Convention kicked off with Monson’s riveting presentation on what it means to be a transformational leader in today’s franchise industry, followed by an inspiring speech by Dave Meslin on how we can implement a culture of engagement within our communities. Finally, Mitch Joel closed out Convention by detailing the changing face of business in today’s digital age.



Catherine Monson



Dave Meslin



Mitch Joel



The highlight of the event was the annual Awards Gala, where co-hosts Clark Harrop (McDonald’s Canada) and Ryan Smolkin (Smoke’s Poutinerie) entertained delegates and celebrated the 2017 award winners. A full list of winners can be found on pages 30-32.

With various franchise systems celebrated and countless networking and learning opportunities at every corner, the 26th CFA National Convention was a huge success, and a great way to begin our next 50 years of amplifying the power of franchising in Canada.

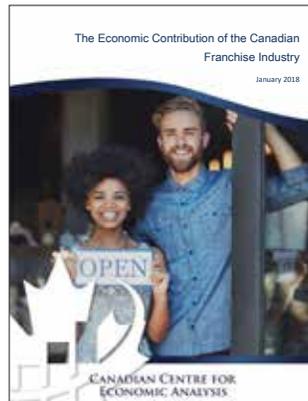
“The Convention was fantastic! We learned a lot and are ready to move forward with our franchise. I think every new franchisor should attend this conference before they do anything with their franchise.”

- Eveline Charles, CEO,  
EvelineCharles  
Salons & Spas

### Who attended the 2017 CFA National Convention?



# Franchising in Canada: Economic Impact and Forecast



As part of our commitment to being the premier source for franchise information in Canada, the CFA has partnered with the Canadian Centre for Economic Analysis (CANCEA), a leading economic research firm, to publish two reports on franchising.

Released in February 2018, the CFA's first-ever Franchise Forecast provides an annual outlook of franchising in the Canadian economy. More than 250 CFA members have downloaded the Franchise Forecast since its release, and over 400 hard copies have been distributed. It even made headlines with a feature story on CBC.

The first Economic Impact Report will be released at the 2018 CFA National Convention, and will offer a detailed look at the franchise sector's contribution to Gross Domestic Product (GDP), tax revenue, job creation, and more. In both reports, the data is broken out by industry, and by province and territory.

This information not only helps our members with their expansion plans, it also gives us the data we need to position franchising as a critical economic driver across the country when we speak to media and government.

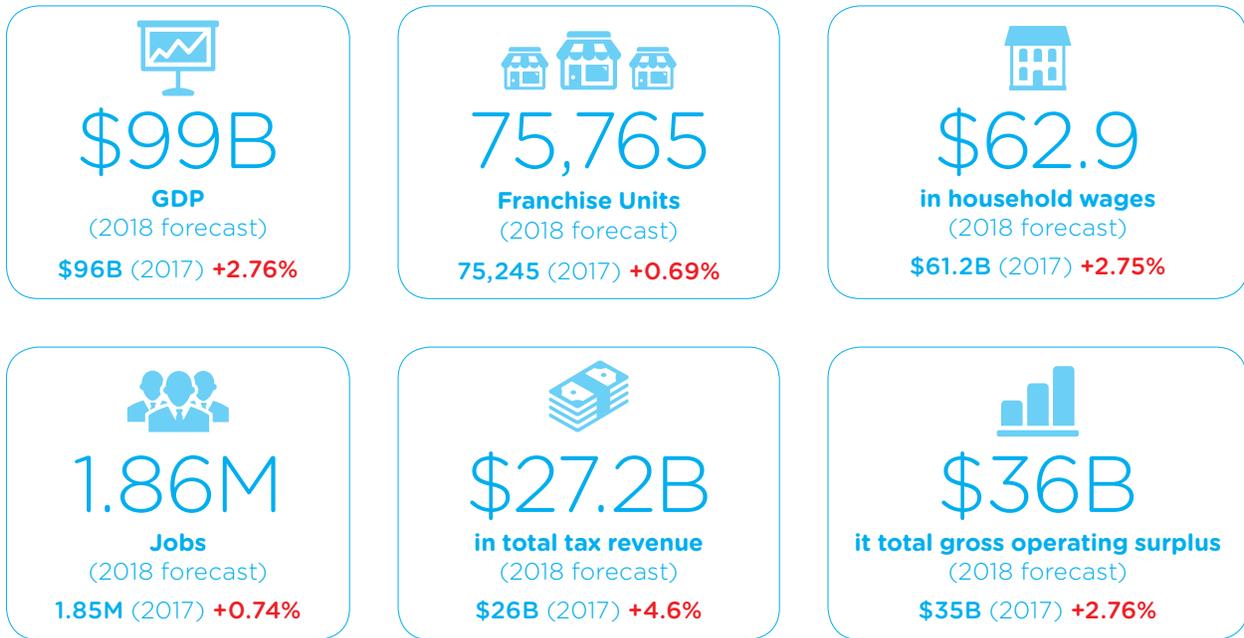
To download both reports, visit [cfa.ca/research](http://cfa.ca/research).



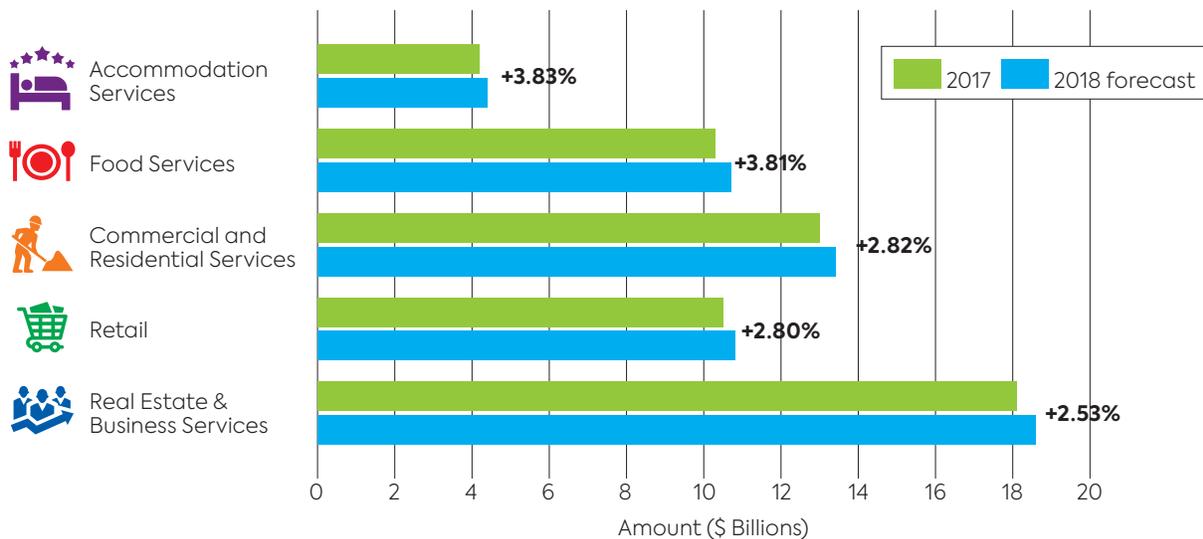
# The Canadian Economy Runs on Franchising

An overview of the key findings from the report and the forecast.

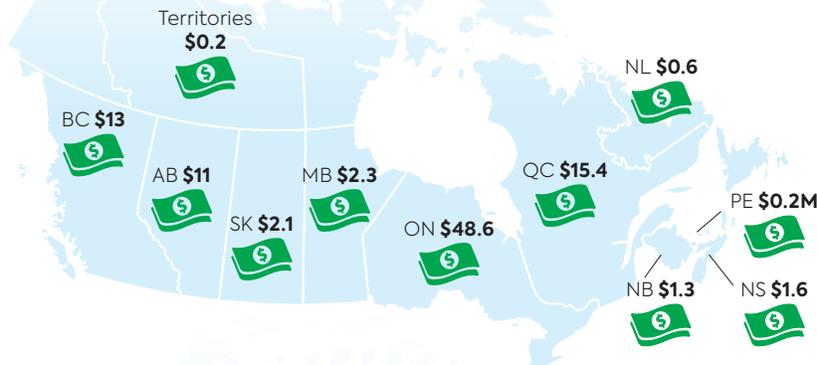
## Canada's franchise industry is expected to grow across the country in 2018



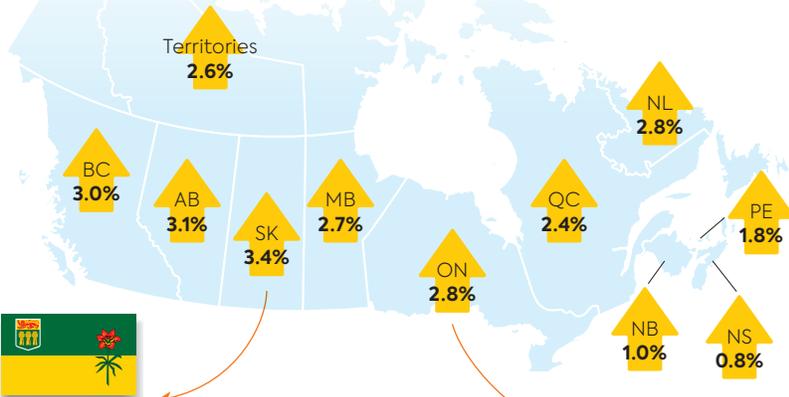
## Top Sectors by Total Forecasted Growth in Franchise-Related GDP Growth



**GDP Contribution by Province 2017 (\$B)**



**Total Forecasted Franchise-Related GDP Growth by Province**



**Destination Prairies**

**Saskatchewan** is projected to have the largest percentage growth in franchises and franchise-related GDP and employment

**87.9%** of franchise brands operate in Ontario

Canadian franchises represent almost

**5%**

of the Canadian economy

Generate

**6.4%**

of federal taxes collected

Generate

**4.2%**

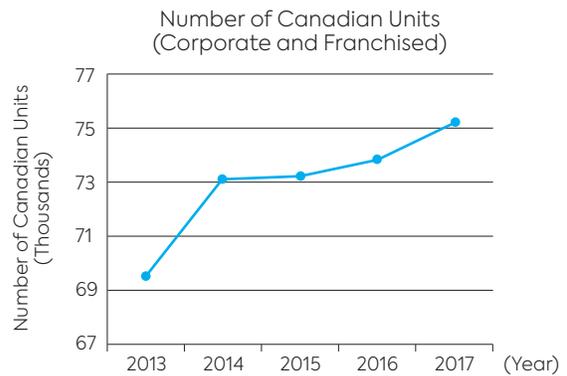
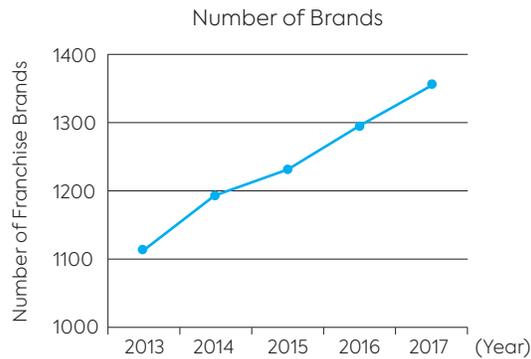
of total provincial taxation revenue

The Canadian franchise industry ranks

**12th**

among the largest industry sectors in Canada

**Canada's franchise industry has seen steady growth over the past five years!**



Source: Canadian Franchise Association, 2017

## Franchising Fast Facts

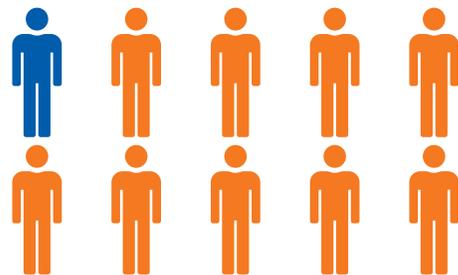
THE CANADIAN  
FRANCHISE  
INDUSTRY  
GENERATES

**\$96**  
**BILLION**  
EVERY YEAR



**OVER 1.8 MILLION  
CANADIANS**

approximately 1 out of every 10 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

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

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

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**



Direct and indirect **economic benefits** to all communities



There are over **75,000** franchise units across Canada

FRANCHISE BUSINESS MODEL IS VALUABLE TO NEW CANADIANS

Individual investments can range from under

**\$10,000** to over **\$1,000,000**



Franchising is small business

## Membership

CFA members represent a diverse cross-section of business and more than 50 industries in Canada. Our members range from very large, established franchise systems to smaller or emerging franchise brands.

We provide our members with a full range of programs and services to help them grow through the support of the franchise community. Our programs and services include advocacy, education and training, industry information and best practices, networking, and lead generation.

# Membership: Year in Review

The CFA welcomed 60 new franchise systems, 16 additional brands, and 41 new suppliers to its growing membership in 2017.

## Member Satisfaction

Member satisfaction is of paramount importance to the CFA. That's why we offer opportunities for members to provide ongoing feedback. From check-in calls from staff, to online survey requests, your feedback ensures we fully understand your needs.

In 2017, we continued to offer the Net Promoter Score (NPS) survey as a member communication tool. This quick, two-question survey is sent out quarterly, and empowers CFA members to provide ongoing feedback. This enables us to take timely action to continually improve your membership experience.

And your feedback has been positive! When we launched the survey in 2016, our first quarterly Net Promoter Score was 42. By the end of our second year, our quarterly rating was 71, representing a 69% increase in member satisfaction since we first launched.

With a Net Promoter Score of 71, we're performing 184% higher than the average NPS score of B2B organizations comparable in size to the CFA (average B2B company overall NPS is between 20-25).

### 2017

Q1 (March 2017)	Q2 (June 2017)	Q3 (October 2017)	Q4 (January 2018)
Overall Net Promoter Score® <b>63%</b>	Overall Net Promoter Score® <b>68%</b>	Overall Net Promoter Score® <b>66%</b>	Overall Net Promoter Score® <b>71%</b>
<b>Promoters: 141</b> <b>Passives: 30</b> <b>Detractors: 20</b>	<b>Promoters: 125</b> <b>Passives: 33</b> <b>Detractors: 10</b>	<b>Promoters: 134</b> <b>Passives: 24</b> <b>Detractors: 18</b>	<b>Promoters: 114</b> <b>Passives: 15</b> <b>Detractors: 13</b>

### 2016

Q1	Q2	Q3	*Q4
Overall Net Promoter Score® <b>42%</b>	Overall Net Promoter Score® <b>47%</b>	Overall Net Promoter Score® <b>57%</b>	Overall Net Promoter Score® <b>66%</b>
<b>Promoters: 123</b> <b>Passives: 70</b> <b>Detractors: 29</b>	<b>Promoters: 124</b> <b>Passives: 54</b> <b>Detractors: 27</b>	<b>Promoters: 115</b> <b>Passives: 33</b> <b>Detractors: 20</b>	<b>Promoters: 134</b> <b>Passives: 26</b> <b>Detractors: 16</b>

## Total Member Brands

2016

734

2017

803

9.4%

Growth in Membership

Here are the top three benefits CFA members value in membership:

Education

37%

Advocacy

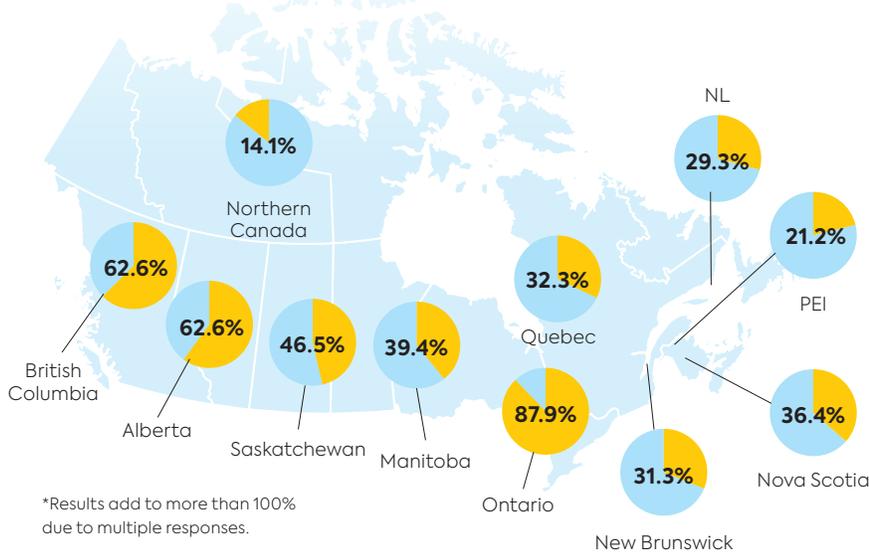
23%

Lead Gen

17%

## Our Members: A Snapshot

Where Canadian Franchise Association (CFA) member franchise systems operate



### CFA Membership by Sector

Automotive & Truck Services / Products / Rentals	4%
Commercial / Residential Services	11%
Educational Products & Services	5%
Food – Restaurants / Dining Rooms	15%
Food – Quick Service Restaurants	23%
Hair & Nail Salons / Spas / Tanning	3%
Health / Fitness / Nutrition / Weight Loss	5%
Home Based Businesses	2%
Home – Improvement / Reno / Restoration / Inspection	7%
Hotels / Motels / Campgrounds	1%
Retail	7%
Seniors Services / Home Care / Transition	4%
Other	13%

### CFA Membership Breakdown – Franchise Support Services / Suppliers

Accountants	3%
Advertising / Graphics	4%
Banks / Financial Services	11%
Business Aids & Services	5%
Computer / Software / Internet	9%
Digital Marketing / Website Development	5%
Franchise Consulting Services	10%
Franchise Development	3%
Insurance	5%
Lawyers	32%
Other	7%
Payroll / HR Services	3%
Printers / Publishers / Publications	3%

### What Does the CFA's Membership Look Like?

Over  
**750**  
corporate members

Operating in over  
**50**  
different sectors

**419**  
franchise systems,  
with **592** brands

CFA members represent  
**48,000+**  
franchised outlets  
across Canada



This logo identifies franchise systems and supplier companies as members of the Canadian Franchise Association. Canadians are encouraged to look out for this symbol when researching franchise opportunities or assembling support professionals to assist in their search because CFA members are committed to excellence in franchising and follow the CFA's Code of Ethics.

## The Essentials of Membership: At a Glance

For full details about these programs and services, visit [cfa.ca/services](http://cfa.ca/services).

### ADVOCACY



#### Advocacy Alerts

E-mail alerts and live events to keep you up-to-date on critical advocacy issues that impact your business.



#### Advocacy Headquarters

Your exclusive online portal for the latest advocacy news and resources.



#### Franchise Awareness Day

Regional events that bring franchise leaders together with government for in-person meetings to raise awareness about the importance of franchising.

### LEAD GENERATION



#### Franchise Canada

Our member-exclusive lead generation vehicles include our award-winning magazine, annual print directory, online directory, tradeshow, and e-newsletters.



#### Military Veterans Program

This free program connects participating CFA members with military veterans.



#### Awards Programs

Enter our free awards programs for a chance to win and promote yourself as an award-winning franchise!

## EDUCATION & INFORMATION



### CFA National Convention

Canada's largest franchise conference features three days of educational sessions and networking events.



### Mentorship Programs

Our free mentorship programs partner new and emerging CFA members with established franchisors and franchise experts for one-on-one consulting.



### Webinars on Wednesdays

Our free webinar series lets you and your entire team access educational content from anywhere with an Internet connection. Professional development has never been easier!



### CFA Franchise Law Day

Protect your business by getting up to speed on the latest developments in franchise law during this one-day conference.



### Franchise Your Business

For new and prospective franchisors, this full-day seminar offers a step-by-step guide to launching a successful franchise.



### The Franchise Voice

Our quarterly member magazine features in-depth articles on franchise trends and best practices written by top franchise experts.

## CORPORATE OFFERINGS



### Regional Economic Development Directory

Inform your expansion plans with key demographic and economic information on regions across Canada.



### Member Savings Program

You and your franchisees can access exclusive savings on your everyday business needs, including payment processing, shipping, travel, and more!

### Access these benefits through the CFA Member Portal

Access our member-exclusive programs and services, as well as free educational content, through the CFA Member Portal at [cfa.ca/members-only-area](http://cfa.ca/members-only-area). If you need a member login, contact us at [membership@cfa.ca](mailto:membership@cfa.ca) or 1-800-665-4232 ext. 235.



### Ombudsman Program

Any franchisor or franchisee in Canada can access our free, third-party dispute resolution service.



### E-mail Communications

Stay informed with our free e-newsletters and member bulletins. To opt in, e-mail us at [info@cfa.ca](mailto:info@cfa.ca) and ask to be added to our e-mail list.

## In Your Words: CFA Member Feedback

“The CFA continues to be instrumental in helping Canadian businesses such as ours grow. As members, we undoubtedly owe it an enormous debt of gratitude, and on behalf of McDonald’s, I thank you for your tireless work over the years.”

**George Cohon,**  
*McDonald’s Canada*



“Boston Pizza became a member of the CFA many years ago in order to stay informed about best practices in franchising. It has been an excellent resource in regards to the changing landscape of our industry, and has supported our expansion from Western Canada into a truly national restaurant brand.”

**George Melville,**  
*Boston Pizza International*



“Apart from the credibility being a member affords a franchise, I am so appreciative of the many learning opportunities that have been offered to myself and my peers in the industry and the strong leadership that has kept the CFA relevant and current.”

**Ruthie Burd,**  
*The Lunch Lady*



“The degree of professionalism, thoroughness of research, and communication sophistication all lead to credibility and trustworthiness of the organization.”

**Michael Going,**  
*Good Earth Coffee House*



“The CFA provides a needed service to franchisees, especially in advocacy and legal information.”

**Brian Birnbaum,**  
*Liquid Capital Canada Corp*



“You know that you’re in good company when you look at their roster of members, suppliers and most of all, the knowledgeable team from the CFA. Great networking and learning at all of their events.”

**Kirk Allen,**  
*Reshift Media*



“The CFA is a first-class association that not only listens to its members, but also acts on their behalf while representing for the greater good of franchising.”

**Ken LeBlanc,**  
*PropertyGuys.com*



“Great team of dedicated people who are committed to helping the industry be what it was designed to be in spite of all the governmental intrusions and regulations. The CFA has our back!”

**Lenka Whitehead,**  
*Oxford Learning Centres*



“Excellent educational programs. Timely and informative e-mails. Useful articles in *Franchise Canada* magazine. Great, pro-active lobbying efforts.”

**Frank Zaid,**  
*Frank Zaid FRANlegal Support Services*



“The staff and service is a class act. Being a new franchisor, the service and support you have provided to our start-up have not gone unnoticed. Thanks for everything.”

**Brett Brade,**  
*WeBuyUrRide*



## In Your Words: CFA Member Feedback

“If you’re not a member of the CFA and you’re franchising, you are wasting a lot of time. You have a big pool of resources at the CFA that could accelerate your growth.”

**Randy Moore,**  
*Mister Transmission*



“The CFA does an outstanding job of representing the interests of franchisors, franchisees, and their respective employees across the country in the face of changing rules and regulatory issues that affect us all.”

**Jordan Socran,**  
*uBreakiFix*

**UBREAKIFIX®**

“A great resource of information and best practices for the Canadian franchise community. Proud to be a supplier-member that can contribute to the discussion that builds and strengthens great Canadian businesses.”

**Susan Hurell,**  
*Neovation Learning Solutions*



“By joining the CFA, we were able to learn in hyper-mode what would have taken years of trial and error.”

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



“Good networking opportunities and valuable content.”

**Cassandra Da Re,**  
*Dale & Lessmann LLP*  
**Dale & Lessmann**  
LLP  
Canadian Legal Counsel

“The accreditation offers both business and possible investors a sense of confidence knowing they are associating with a reputable company. The research and industry insights provided via the website and print materials are honest, unbiased, and assist those trying to determine whether franchising is a viable investment option.”

**Wayne Mann,**  
*Franchise Source Brands International*



“All franchisors need a unified voice to communicate to government across the industry regarding the legislative and policy issues that impact franchising, and the CFA does great work in that regard.”

**U. Gary Charwood,**  
*Charwood Pacific Group*



“The CFA team has incredible dedication to effective advocacy on the members’ behalf. They provide solid lead generation opportunities and are focused on the needs of the members.”

**Jeffrey Cooke,**  
*Bark Busters*



“In the short time that we’ve been members, CFA has proven to be an amazing resource. I’ve already had four leads from LookforaFranchise.ca and two look extremely promising. The best decision I’ve made in quite some time was becoming a member.”

**Steve Collette,**  
*3rd Degree Training/  
Actual Nutrition*



“All of our franchisees were excited to hear we’re part of the CFA. It’s good to be part of a reputable organization and to know that they feel the same way about us. CFA gives us credibility and is good for guidance along the way for both myself and my franchisees.”

**Nicole Hyatt,**  
*Tan on the Run*



# CFA Board of Directors 2017/2018

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\*Executive Committee Member

## CFA Committees

Volunteers are key to the excellence of the CFA's work, and many individuals volunteer their time, energy, and expertise in a number of ways to help us fulfill our mission and vision.

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

\*As of March 22, 2018

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From January 2017 to December 2017

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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

Responsible for the overall management of the Association, including governance, finance, human resources, and the development and implementation of the strategic vision.

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*President & Chief Executive Officer*

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

**Marija Thimio** ext. 246  
*Coordinator, Administration*

**Gary Martini-Wong** ext. 227  
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### Events & Education

Oversees the development and management of all CFA events. Contact this team to register for an event, submit a speaker proposal, or for sponsorship information.

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**Jill Todd** ext. 223  
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## Why is it Important to be a CFA Member?



As a not-for-profit association, the CFA has worked tirelessly for more than 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, our programs and services help you grow, succeed, and overcome challenges you face today and in the future.

It's 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 weekly 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 *Franchise Canada* magazine and Franchise Canada E-News.



### Educational Resources

Access the 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 the 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 the CFA's free mentoring programs, which pair 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 the CFA's Member Savings Program, which can save you thousands of dollars on essential business and personal expenses.



### Profile-Building Awards Programs

Participation in the CFA's Awards of Excellence in Franchising, 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, which can facilitate the resolution of franchisee disputes and help keep them out of court.



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### **Canadian Franchise Association**

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Phone: (800) 665-4232 / (416) 695-2896 Email: [info@cfa.ca](mailto:info@cfa.ca)

### **Web:**

#### **CFA.ca**

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

#### **FranchiseCanada.Online**

The CFA's public-facing website geared to help everyday Canadians learn about and connect with the opportunities in franchising.

### **Social Media:**

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