



Canadian Franchise Association™

Growing Together

# FRANCHISE LAW DAY



## Franchising Beyond 2020: Trends & Transformation



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## Welcome to the 2019 CFA Franchise Law Day Franchising Beyond 2020: Trends & Transformation



**Helen Fotinos**  
Partner, Dentons Canada LLP  
CFA Franchise Law Day Co-Chair

Thank you for joining us for the 2019 CFA Franchise Law Day – **Franchising Beyond 2020: Trends and Transformation**. Today's program will focus on equipping you and your franchise system with the best practices needed to tackle new and recurring legal issues.

The legal landscape for Canadian franchisors continues to change. To address these changes, we have assembled Canada's foremost franchise law practitioners and franchise business leaders to host plenaries, workshops and roundtable discussions. Our program will look at the latest industry trends and legal developments this past year and explore effective strategies and business-focused solutions that can be easily adopted by your business.

We will begin this year's program with our Legal and Legislative Update. Dina Awad of Dentons Canada LLP and Ben Hanuka of Law Works PC will get you up to speed on judicial decisions and other highlights in Canadian franchise law from the past year.

Today's concurrent workshops will tackle the myriad of emerging trends and corresponding legal concerns in franchise case law and legislation. Robust and comprehensive, our workshops were designed to focus on practical

business matters including protecting your brand and insuring your business against cyber-security breaches, the rise and integration of virtual kitchens and third-party delivery vendors, the role of franchise advisory boards, compliance in the franchise sales process and the implications of franchisee terminations.

You will also have the opportunity to participate in roundtable discussions where you will learn and share ideas with your peers on the most salient topics being discussed in the industry today.

We will conclude our program with an engaging panel discussion titled, "Culture: How to Thrive in Times of Constant Disruption." Our guest speaker, Jessica Pelchat, the National Director of Kin & Co Canada, will be leading an interactive panel discussion on how to use culture to your advantage whether that's in attracting and retaining the best talent or mitigating your liabilities and thriving in an age of constant disruption. This is sure to be an exciting discussion you don't want to miss.

Thank you for joining us and we hope you enjoy your day!

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TIME	AGENDA
8:00 AM – 8:45 AM GUILDHALL ROOM	<b>REGISTRATION &amp; OPENING BREAKFAST RECEPTION</b>
8:45 AM – 8:55 AM GUILDHALL ROOM	<b>WELCOME AND INTRODUCTORY REMARKS BY CO-CHAIRS</b>  Helen Fotinos, <i>Dentons Canada LLP</i> Andrae Marrocco, <i>McMillan LLP</i>
8:55 AM – 9:35 AM GUILDHALL ROOM	<b>FIRST PLENARY SESSION</b>  Legal & Legislative Update Dina Awad, <i>Dentons Canada LLP</i> Ben Hanuka, <i>Law Works P.C.</i>
9:45 AM – 10:45 AM KINGSBROOK ROOM	<b>CONCURRENT WORKSHOPS</b>  I Have Been Hacked, Now What? Vivek Gupta, <i>BDO Canada LLP</i> Jennifer Tyrwhitt Gory, <i>Insurance Portfolio Inc.</i>
WESTMINSTER ROOM	<b>Business &amp; Legal Issues Posed by Virtual Kitchens</b>  MODERATORS Clark Harrop, <i>Dale &amp; Lessmann LLP</i> Idan Erez, <i>Hoffer Adler LLP</i>  PANELIST Rebecca Valo, <i>KFC Canada &amp; Pizza Hut Canada</i>  GUEST PANELISTS Howard Migdal, <i>SkipTheDishes</i> Oren Borovitch, <i>Kitchen Hub Inc.</i>
BALMORAL ROOM	<b>Franchisee Associations &amp; Franchisee Advisory Boards: Enhancers or Disrupters? How, When &amp; Why</b>  MODERATOR Frank Zaid, <i>FRANlegal Support Services</i>  PANELISTS Allan Dick, <i>Sotos LLP</i> Brian Leon, <i>Choice Hotels Canada Inc.</i>
10:45 AM – 11:00 AM	<b>NETWORKING &amp; REFRESHMENT BREAK</b>
11:00 AM – 12:05 PM	<b>ROUNDTABLES GROUP A</b> <i>30 minutes each (Attendees can attend 2 different roundtables)</i>
WESTMINSTER ROOM	1. Implementing System Changes in the 21st Century: New Software & Technologies  Noah Leszcz, <i>Cassels Brock &amp; Blackwell LLP</i>
WESTMINSTER ROOM	2. Risks & Benefits of Franchisors Investing in their Franchisee's Locations  Amy Delisle & Joanne Gilbert-Wiens, <i>Keyser Mason Ball, LLP</i>
WESTMINSTER ROOM	3. "Material Facts" Disclosure – Determining what is Really Material  Debi Sutin, <i>Gowling WLG</i>
WESTMINSTER ROOM	4. The Times Are A- Changin': An Update on Labour and Employment Law Impacting the Franchising Industry  Michael Sherrard, <i>Sherrard Kuzz LLP</i>
WESTMINSTER ROOM	5. Protecting Knowledge Assets In Franchising  Jonathan Mesiano-Crookston, <i>Goldman Hine LLP</i>

TIME	AGENDA
11:00 AM – 12:05 PM <i>CONTINUED</i>	<b>ROUNDTABLES GROUP B</b> <i>30 minutes each (Attendees can attend 2 different roundtables)</i>
BALMORAL ROOM	6. The Suitability of Summary Judgment in Rescission Claims  Lara Di Genova, <i>Teplitsky Colson LLP</i>
BALMORAL ROOM	7. Diversity & Inclusion in Franchising  Todd Greenbloom, <i>Blaney McMurtry LLP</i>
BALMORAL ROOM	8. Legal & Financial Aspects of Damage Claims in Franchise Disputes  Ephraim Stulberg, <i>MDD Forensic Accountants</i>
BALMORAL ROOM	9. Leasing Considerations in the Franchising Context  Mervyn Allen, <i>McMillan LLP</i>
BALMORAL ROOM	10. Earnings Projections & Estimates of Operating Costs  Michael Melvin, <i>McInnes Cooper LLP</i>
12:05 PM – 12:55 PM	<b>NETWORKING LUNCH</b>  Advocacy Update Larry Weinberg, <i>Cassels Brock &amp; Blackwell LLP</i> David Black, <i>Canadian Franchise Association</i>
1:00 PM – 2:05 PM <i>SEE ROUNDTABLE SESSIONS AT 11:00 AM FOR DETAILS</i>	<b>ROUNDTABLE SESSIONS</b> <i>30 minutes each (Attendees can attend 2 different roundtables)</i>
2:05 PM – 2:15 PM	<b>NETWORKING &amp; REFRESHMENT BREAK</b>
2:15 PM – 3:15 PM	<b>CONCURRENT WORKSHOPS</b>
WESTMINSTER ROOM	Keeping your Sales People in Line: Ensuring Legal Compliance in The Franchise Sales Process  Jordan Druxerman, <i>Garfinkle Biderman LLP</i> Shawn Saraga, <i>The Franchise Academy</i>
BALMORAL ROOM	"Conscious Uncoupling" – Managing The Franchise Relationship From Beginning To End  Carly Cohen, <i>Cassels Brock &amp; Blackwell LLP</i> Stephanie Sugar, <i>McCarthy Tetrault LLP</i>
3:20 PM – 4:20 PM	<b>PLENARY SESSION</b>
GUILDHALL ROOM	Culture: How to Thrive in Times of Constant Disruption  GUEST SPEAKER Jessica Pelchat, <i>Kin&amp;Co</i>  PANELISTS Aaron Abrams, <i>MOLLY MAID</i> Steve Collette, <i>3rd Degree Training   Actual Nutrition</i> Lenka Whitehead, <i>Oxford Learning Centres</i>
4:20 PM – 4:30 PM	<b>Closing Remarks by Co-Chairs</b>
GUILDHALL ROOM	Helen Fotinos, <i>Dentons Canada LLP</i> Andrae Marrocco, <i>McMillan LLP</i>

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## Delegate Listing 2019

DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
<b>#</b>		
3rd Degree Training/Actual Nutrition	Steve Collette, <i>Founder/CEO</i>	
<b>A</b>		
Alepin Gauthier Avocates Inc.	Maxine Gauthier	
Alepin Gauthier Avocates Inc.	Camilia Minville	
American Express	Elisa Simurda, <i>Director, Client Management</i>	
Axis Integrated Inc.	Adriana Bullock, <i>Account Manager</i>	
Axis Integrated Inc.	Corey Nicholson, <i>Vice President</i>	
<b>B</b>		
BD APD Inc	Alexandra Grudkin, <i>Director, Franchise Development</i>	
BD APD Inc.	Pascale Closson - Duquette, <i>Chief Administrative Officer</i>	
BDO Canada LLP	Lyn Little, <i>Partner</i>	
BDO Canada LLP	Vivek Gupta, <i>Cyber Security Leader</i>	
Blake, Cassels, & Graydon LLP	Megan Shaw, <i>Partner</i>	
Blaney McMurtry LLP	Todd Greenbloom, <i>Partner</i>	
BMO Bank of Montreal	Adam Vollering, <i>Regional Market Leader - Franchise Finance</i>	
Booster Juice	Princess Flores, <i>Paralegal</i>	
Booster Juice	Gwenlyn Mandaliya, <i>Franchise Coordinator</i>	
<b>C</b>		
Caldarone Law	Dan Caldarone, <i>Lawyer</i>	
Cassels Brock & Blackwell LLP	Carly Cohen, <i>Lawyer</i>	
Cassels Brock & Blackwell LLP	Christopher Horkins, <i>Partner</i>	
Cassels Brock & Blackwell LLP	Noah Leszcz, <i>Associate</i>	
Cassels Brock & Blackwell LLP	Frank Robinson, <i>Partner</i>	
Cassels Brock & Blackwell LLP	Brittany Schaefer, <i>Associate</i>	
Cassels Brock & Blackwell LLP	Larry Weinberg, <i>Partner</i>	
Cassels Brock & Blackwell LLP	Sam Sokoloff, <i>Associate</i>	
Ceridian	Elisa Arnold, <i>National Channel Partner Manager</i>	
Choice Hotels Canada Inc.	Gary Davidson, <i>Contract Administration</i>	
Choice Hotels Canada Inc.	Brian Leon, <i>President</i>	
Cora Franchise Group	Benoit Morel, <i>General Counsel</i>	
Cora Franchise Group	Marvin Shahin, <i>Executive Director</i>	
<b>D</b>		
Dale & Lessmann LLP	Jennifer Harden, <i>Lawyer</i>	

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Dale & Lessmann LLP	Clark Harrop, <i>Partner</i>	
Dale & Lessmann LLP	David Shaw, <i>Partner</i>	
Dentons Canada LLP	Dina Awad, <i>Senior Associate</i>	
Dentons Canada LLP	Christina Emberley, <i>Student - at - Law</i>	
Dentons Canada LLP	Helen Fotinos, <i>Partner</i>	
<b>E</b>		
Extreme Retail Canada Inc	Peter Neubauer, <i>Corporate Counsel</i>	
<b>F</b>		
Fix Automotive Network	Jeff Lieberman, <i>VP, Legal Affairs &amp; General Counsel</i>	
Fix Automotive Network	Anastasia Mantini, <i>Law Clerk</i>	
FRANlegal Support Services	Frank Zaid, <i>President</i>	
Fuzz Wax Bar	Catherine Larouche, <i>Launch Director</i>	
Fuzz Wax Bar	Diana Rodriguez, <i>Franchise Field Consultant</i>	

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## Holiday Luncheon

'Tis the season to celebrate  
with the franchise community!

 **DATE:** THURSDAY, DECEMBER 5, 2019

**VENUE:** LIONHEAD GOLF CLUB

**TIME:** 11:00AM - 2:00PM

**REGISTER NOW**

[WWW.CFA.CA/HOLIDAY-LUNCH](http://WWW.CFA.CA/HOLIDAY-LUNCH)



**For more information contact:**  
Melody Lau at [mlau@cfa.ca](mailto:mlau@cfa.ca) or  
1-800-665-4532 ext. 235



Back again by popular demand, mark your calendars for the CFA's annual Holiday Luncheon!



Mix n' mingle with leading franchise executives & spread the holiday cheer with the entire franchise community.



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DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
<b>G</b>		
Garfinkle Biderman LLP	Jordan Druxerman, <i>Partner</i>	
Goldman Hine LLP	Jonathan Mesiano-Crookston, <i>Partner</i>	
Gowling WLG LLP	Debi Sutin, <i>Partner</i>	
Gowling WLG LLP	Pam Vermeersch, <i>Partner</i>	
Grinners Food Systems Limited	Guy Gallant, <i>VP, Franchising &amp; Development</i>	
<b>H</b>		
Hodgson Russ LLP	George Eydt, <i>Partner</i>	
Hoffer Adler LLP	Idan Erez, <i>Senior Associate</i>	
Hoffer Adler LLP	Joseph Adler, <i>Partner</i>	
Hoffer Adler LLP	Lloyd Hoffer, <i>Partner</i>	
Hoffer Adler LLP	Maryam Shahidi, <i>Associate</i>	
<b>I</b>		
Insurance Portfolio Inc.	Jennifer Tyrwhitt Gory, <i>President</i>	
<b>J</b>		
Jones & Co.	Yulia Vasilyeva, <i>Lawyer</i>	
<b>K</b>		
Keyser Mason Ball LLP	Amy Delisle, <i>Manager Partner</i>	
Keyser Mason Ball LLP	Joanne Gilbert-Weins, <i>Associate</i>	
Keyser Mason Ball LLP	Sukhdeep Sidhu, <i>Lawyer</i>	
Keyser Mason Ball LLP	Shaun Singh, <i>Lawyer</i>	
KFC Canada and Pizza Hut Canada	Rebecca Valo, <i>Director of Legal</i>	
Kin&Co	Emily Antoniadi	
Kin&Co	Rudolf Du Toit	
Kin&Co	Jessica Pelchat, <i>National Director</i>	
King of Donair	Polina Lussier, <i>Legal Counsel</i>	
Kitchen Hub	Oren Borovitch, <i>Co-Founder</i>	
<b>L</b>		
Law Works	Ben Hanuka, <i>Lawyer</i>	
Lawrence Lawrence Stevenson LLP	Louis Vouloukos, <i>Lawyer</i>	
Lenczner Slaughter	Elisa Lederman	
Little Caesar of Canada ULC	Sally Rampersad, <i>Development Manager</i>	
Little Caesar of Canada ULC	Marianne Schuts, <i>Development Manager</i>	
<b>M</b>		
M&M Food Market	Debbie Etherton, <i>Law Clerk</i>	

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DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
Macdonald Sager Manis, LLP	David Kornhauser, <i>Partner &amp; Lawyer</i>	
Mary Brown's Chicken & Taters	Jocelyn Attwood, <i>Director of Franchise Development</i>	
Mary Brown's Chicken & Taters	Joanne Fisher, <i>Legal Coordinator</i>	
Mary Brown's Chicken & Taters	Safiah Arooz, <i>VP of Franchise Development</i>	
Mary Brown's Chicken & Taters	Lauren McNeil, <i>Manager of Franchise Development</i>	
Massage Addict Inc.	Murtaza Chevel, <i>CFO</i>	
McCarthy Tetrault LLP	Adam Ship, <i>Partner</i>	
McCarthy Tetrault LLP	Stephanie Sugar, <i>Associate</i>	
McDonald's Restaurants of Canada Ltd	Edith Dover, <i>Senior Legal Counsel</i>	
McInnes Cooper	Michael Melvin, <i>Partner</i>	
Mckenzie Lake Lawyers LLP	Daniel So, <i>Partner</i>	
Mckenzie Lake Lawyers LLP	Melissa Won, <i>Partner</i>	
McMillan LLP	Mervyn Allen, <i>Partner</i>	
McMillan LLP	Robert Glass, <i>Counsel</i>	

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## PLEASE JOIN US FOR THE CFA's Meet & Greet Reception!

We invite you to join the CFA Board, CFA President, Sherry McNeil & CFA Staff at our upcoming CFA Meet & Greet to connect with the franchise community.

We'd love to see you there!

### Upcoming Dates:

October 3, 2019 | Toronto

November 1, 2019 | Vancouver

January 16, 2020 | Calgary

### RSVP Now:

[www.cfa.ca/events/meet-and-greet](http://www.cfa.ca/events/meet-and-greet)



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DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
McMillan LLP	Andrae Marrocco, <i>Partner</i>	
MDD Forensic Accounting	Ephraim Stulberg, <i>Partner/Senior VP</i>	
Metal Supermarkets Service Company	David Akande, <i>Director, Legal Administration</i>	
Metropolitan Movers	Alexander Kochas, <i>CFO</i>	
MNP LLP	Matthew Bennett, <i>Manager, Consulting</i>	
MNP LLP	Rick Chittley-Young, <i>Partner</i>	
MNP LLP	Angela Lyrantzis, <i>Senior Manager, Assurance</i>	
MOLLY MAID	Aaron Abrams, <i>President &amp; CEO</i>	
MOLLY MAID	Fiona Styant, <i>Director of Franchise Development</i>	
Mr. Greek	Vicki Raios-Tranos, <i>VP, Corporate Affairs</i>	
Mr. Greek	Peter Rakovalis, <i>VP, Franchise Development and Operations</i>	
<b>N</b>		
NHance Canada	Ahmad El Hamad, <i>President</i>	
Northern Lights Consultants Corp.	J. Perry Maisonneuve, <i>Principal</i>	
<b>O</b>		
Oskee1 Consulting	Nick Javor, <i>Principal</i>	
Osmows Inc.	Carol M., <i>In-House Counsel</i>	
Oxford Learning Centres	Melissa Mann, <i>Franchise Sales Administrator</i>	
Oxford Learning Centres	Martin Robertson, <i>Director of Operations</i>	
Oxford Learning Centres	Lenka Whitehead, <i>President</i>	
<b>P</b>		
Padgett Business Services Canada	Brian Austin, <i>President</i>	
Padgett Business Services Canada	Hal Canaan, <i>Executive Vice President</i>	
Palmerston Moving	Evgeny Gozenpud, <i>CEO</i>	
Paul Davis Restoration	Dan Hopkins, <i>Director of Franchise Development</i>	
Pet Valu	Lisa Bourcier, <i>Manager, Franchising</i>	
Pet Valu	Gurmeen Jhutti, <i>Franchise Legal Coordinator</i>	
Pita Pit	Debbie Bergmanis, <i>Franchise Business Document Leader</i>	
Pita Pit	Ashley Van Ry, <i>Franchise Contract and Document Assistant</i>	
Pizzaville	Gaetano Barrila	
Pizzaville	Angelo Contardi, <i>President &amp; CEO</i>	
Pizzaville	Stephanie Contardi	
Pizzaville	Lori Mazzaro	
<b>Q</b>		
Quesada Franchising of Canada Corp.	Steve Gill, <i>Founder/CEO</i>	

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DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
Quesada Franchising of Canada Corp.	Kat Horne, <i>Director of Franchising</i>	
Quesada Franchising of Canada Corp.	Tony Ruberto, <i>Area Developer</i>	
<b>R</b>		
RE/MAX Integra	Paul Kotschorek, <i>Senior Corporate Counsel</i>	
Recipe Unlimited Corporation	Jayne Edmonds, <i>Legal Counsel</i>	
Reshift Media	Kirk Allen, <i>Co-Founder</i>	
Right at Home Canada	Dani DePetrillo, <i>COO</i>	
Royal LePage Real Estate Services	Penny Egan, <i>Director, Contract Admin.</i>	
<b>S</b>		
ServiceMaster of Canada Ltd	Joel DeGroat, <i>Managing Director</i>	
Seth Commercial Corp	Nevein Gamal, <i>BD Manager</i>	
Sherrard Kuzz LLP	Matthew Badrov, <i>Lawyer</i>	
Sherrard Kuzz LLP	Michael Sherrard, <i>Managing Partner/Lawyer</i>	

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DELEGATE COMPANIES	NAME, TITLE	As of September 24, 2019
Simply For Life	Bruce Sweeney, <i>CEO</i>	
Siskinds LLP	James Judson, <i>Associate</i>	
Siskinds LLP	Andrew MacIver, <i>Associate</i>	
SkipTheDishes	Howard Migdal, <i>Managing Director</i>	
Sotos LLP	Jason Brisebois, <i>Associate</i>	
Sotos LLP	Allan Dick, <i>Partner</i>	
Sotos LLP	Daniel Hamson, <i>Associate</i>	
Sotos LLP	Marta James, <i>Associate</i>	
Sotos LLP	Anna Thompson-Amadei, <i>Associate</i>	
Sotos LLP	Peter Viitre, <i>Partner</i>	
Suregrant Professional Corporation	Philip Kennedy, <i>Lawyer</i>	

## T

Teplitsky Colson LLP	Lara Di Genova, <i>Associate</i>
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## 2019 Best Franchisee of the World

Celebrate Your Franchisee's Accomplishments



The Canadian Franchise Association (CFA) is partnering with MFV Expositions and Business Exchange to highlight and celebrate extraordinary franchisees through the Best Franchisee of the World competition.

We're looking for the 2019 Best Franchisee of Canada finalist to represent this great nation for the 2019 world competition.



### SUBMIT YOUR FRANCHISEE NOMINATIONS TODAY!

Deadline for nominations: **Nov. 22, 2019**

Cost: \$495 USD per entry (discount provided for additional franchisee nominations)

Enter at [www.bestfranchiseeoftheworld.com/canada/](http://www.bestfranchiseeoftheworld.com/canada/)

This competition will culminate in an international event in Florence, Italy! The franchisee finalist plus a guest, their franchisor, and their judge will all receive an all-expenses paid trip to Florence for the World Event in January.

Recognize your franchisee's successes and nominate them for the 2019 Best Franchisee of the World!

For more information, contact CFA's **Alexandra Mann**,

Senior Coordinator, Membership & Operations, at [amann@cfa.ca](mailto:amann@cfa.ca) or 416-695-2896 x 290.

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The Franchise Academy	Gerry Saraga	
The Franchise Academy	Shawn Saraga, <i>President</i>	
The Franchise Academy	Howard Setnor	
The Lunch Lady Group Inc.	Nancy Criconet, <i>Franchise Development</i>	
The Lunch Lady Group Inc.	James Essex, <i>CFO</i>	
The Tortoise Restaurant Group Inc.	Peter J. Fisher, <i>Vice President of Franchising</i>	
The UPS Store	Ron Boratto, <i>Executive VP &amp; Corporate Counsel</i>	
<b>W</b>		
Wild Wing Hospitality Inc.	Clark McKeown, <i>President</i>	
Wises Professional Corporation	Andriy Holuk, <i>Associate Lawyer</i>	

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**FRANCHISE  
CANADA**   
SHOW

## Upcoming Show Dates:

Toronto	October 5 & 6, 2019
Vancouver	November 2 & 3, 2019
Calgary	January 18 & 19, 2020
Toronto	February 22 & 23, 2020

### Canada's ultimate franchise exhibition is back!!

Meet thousands of quality leads face-to-face at Canada's largest franchise-only exhibition. When you exhibit at the Franchise Canada Shows, you'll be among the most recognized franchise names in Canada. Associate your brand with excellence and attract more potential franchisees by booking a booth today!

**Book today!**

Contact Jill Todd at  
[jtodd@cfa.ca](mailto:jtodd@cfa.ca) or  
416-695-2896 ext. 223 or  
visit [FranchiseCanada.Show](http://FranchiseCanada.Show)

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SEPTEMBER 26, 2019 | OLD MILL INN & SPA | 8:30 AM – 4:30 PM

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