

EDUCATION



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EXCELLENCE



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2017

Convention  
Opportunity  
Success

# 2017 CFA NATIONAL CONVENTION

NIAGARA FALLS, ONTARIO • SHERATON ON THE FALLS • APRIL 2-4, 2017



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# CELEBRATING 50 YEARS

## AS THE AUTHORITATIVE VOICE OF FRANCHISING IN CANADA

When the Canadian Franchise Association (CFA) was formed in 1967, its founders had a clear goal in mind: to enhance the franchise business model in Canada.

As part of that mandate, CFA held its first National Convention in 1990, a three-day conference that brought together franchise professionals from across the country to learn, share best practices, and celebrate each other's successes.

Just as CFA has grown over the years, so has its National Convention. Every year, our flagship event gets bigger and better, with more educational sessions, more networking events, and more CFA members honoured for their outstanding achievements.

This year, as CFA celebrates its 50th anniversary, I invite you to join us for the 2017 CFA National Convention from April 2 to 4 in Niagara Falls to experience firsthand CFA's commitment to providing you with the best professional development and networking opportunities for franchisors in Canada.

Over three days, you'll attend informative sessions on topics that are most critical to your business. You'll connect with your industry peers in an interactive, collaborative setting. You'll celebrate the best of Canadian franchising during a prestigious awards gala. And you'll come away with the knowledge, contacts, and inspiration to take your business to the next level in 2017.

CFA staff have worked with the Convention Program Committee to put together a dynamic program full of diverse topics and expert speakers, including three renowned keynote speakers who will share their insights on leadership, engagement, and branding.

Whether you're a new or established franchisor or an industry supplier, CFA National Convention is a must-attend event. As we celebrate CFA's 50 years as the authoritative voice of franchising in Canada, there's never been a better time to come together with your industry peers to achieve what our founders strived for – excellence in franchising.

We look forward to seeing you in Niagara Falls!

**Lafleche Francoeur**  
Vice President, Business Development  
Pacini

## 2017 CONVENTION PROGRAM COMMITTEE

### CONVENTION CHAIR:

**Lafleche Francoeur**  
*Vice President, Business Development, Pacini*

### CONVENTION VICE-CHAIR:

**Bobbi Sullivan**  
*Franchise Consultant, Dwyer Group – Mr. Rooter*

### COMMITTEE MEMBERS:

**Brian Bazely**  
*President, Driverseat*

**Aubrey Huber**  
*Chief Operating Officer, Postcard  
Portables Canada Ltd.*

**Steve Buors**  
*Co-Founder & CEO, Reshift Media Inc.*

**Marina Leos**  
*Director, Special Projects, Pita Pit*

**Jeremy Demont**  
*Logistics Manager, PropertyGuys.com*

**Bruce Miller**  
*CEO, The WORKS  
Gourmet Burger Bistro*

**Chris Falle**  
*Director - Franchise Development,  
IDQ Companies*

**Karen Mandryk**  
*Regional Sales and Client Care  
Manager, Vin Bon*

**Tracy Frazer**  
*Director of Marketing & Creative  
Services, Fatburger Canada*

**Dawn Mucci**  
*CEO, Lice Squad.com*

**Joel Friedman**  
*Area Developer, Eastern Canada,  
Tilted Kilt Pub & Eatery*

**Blair Rebane**  
*Partner, Borden Ladner Gervais LLP*

**Dixie Ho**  
*Senior Corporate Associate,  
Sotos LLP*

**Rod Roberts**  
*Business Performance Director,  
Home Instead Senior Care*

**Eric Mayzel**  
*Lawyer, Cassels Brock &  
Blackwell LLP*

**Marietta Snetsinger**  
*Chief Solutions Officer, Ascend  
Franchise Solutions*

### CFA STAFF:

**Lorraine McLachlan**  
*President & Chief Executive Officer*

**Suzy Jones**  
*Vice President,  
Membership & Operations*

**Meredith Lowry**  
*Manager,  
Membership & Operations*

**Lou Gervasi**  
*Senior Manager, Events & Education*

**Lindsey Victor**  
*Coordinator, Events & Education*

# AGENDA OVERVIEW

● Education Sessions ■ Plenary Sessions ▲ Networking ★ Meals/Breaks

## DAY 1: SUNDAY, APRIL 2, 2017

|                      |  |
|----------------------|--|
| 9:00 AM - 8:00 PM    | REGISTRATION DESK OPEN   |
| ● 1:30 PM - 3:30 PM  | POWER SESSIONS   |
| ▲ 3:30 PM - 4:30 PM  | NEW MEMBER MEET & GREET COCKTAIL RECEPTION                     |
| ■ 4:45 PM - 6:00 PM  | CONVENTION CHAIR OPENING REMARKS & MEMBERSHIP MILESTONE AWARDS |
| ■ 5:00 PM - 6:00 PM  | KEYNOTE PRESENTATION   |
| ▲★ 6:00 PM - 7:30 PM | MARKETPLACE OPENING RECEPTION                                  |

## DAY 2: MONDAY, APRIL 3, 2017

|                       |                                     |
|-----------------------|-------------------------------------|
| 7:15 AM - 6:30 PM     | REGISTRATION DESK OPEN              |
| ★ 7:30 AM - 8:30 AM   | MARKETPLACE BREAKFAST               |
| ■ 8:30 AM - 9:30 AM   | KEYNOTE PRESENTATION                |
| ■ 9:30 AM - 10:30 AM  | CHAIR & PRESIDENT'S ADDRESS         |
| ★ 10:30 AM - 11:00 AM | REFRESHMENT BREAK                   |
| ● 11:00 AM - 12:30 PM | ROUNDTABLE DISCUSSIONS              |
| ★ 12:30 PM - 2:00 PM  | MARKETPLACE LUNCH                   |
| ● 2:00 PM - 3:00 PM   | CONCURRENT SESSIONS (4 TOPICS)      |
| ● 2:00 PM - 4:30 PM   | CLOSED-DOOR CEO SESSION & BREAKOUTS |
| ★ 3:00 PM - 3:30 PM   | REFRESHMENT BREAK                   |
| ● 3:30 PM - 4:30 PM   | Concurrent Sessions (4 topics)      |
| ● 3:45 PM - 4:45 PM   | FSS SUPPLIER FORUM                  |
| ▲ 5:30 PM - 6:30 PM   | GALA AWARDS COCKTAIL RECEPTION      |
| ▲★ 6:30 PM - 10:00 PM | GALA AWARDS PRESENTATION DINNER     |
| ▲ 10:00 PM - 1:00 AM  | THE AFTER-PARTY                     |

## DAY 3: TUESDAY, APRIL 4, 2017

|                       |                                    |
|-----------------------|------------------------------------|
| 8:00 AM - 12:00 PM    | REGISTRATION DESK OPEN             |
| ★ 7:30 AM - 8:30 AM   | GOOD MORNING BUFFET BREAKFAST      |
| 7:45 AM - 8:15 AM     | ANNUAL GENERAL MEETING             |
| ● 8:30 AM - 10:00 AM  | ROUNDTABLE DISCUSSIONS             |
| ★ 10:00 AM - 10:30 AM | REFRESHMENT BREAK                  |
| ● 10:30 AM - 11:30 AM | CONCURRENT SESSIONS (4 TOPICS)     |
| ● 10:30 AM - 11:30 AM | CLOSED-DOOR CEO SESSION            |
| ■ 11:30 AM - 12:30 PM | KEYNOTE PRESENTATION               |
| ■ 12:30 PM - 12:40 PM | PRIZE DRAW                         |
| ★ 12:40 PM - 1:30 PM  | CLOSING LUNCHEON & CLOSING REMARKS |



# POWER SESSIONS

Sunday, April 2, 2017, 1:30 PM – 3:30 PM

Get Your Convention off to a powerful start by going in-depth on the topic of your choice. Whether it's closing more franchise sales, improving your franchisee support, leading your team to success, or getting involved in government advocacy, these sessions will empower you to get results! Pre-registration is required. Power sessions are included in the cost of your Full Convention registration.

## ★ SALES



BOB GAPPA

### Closing the Franchise Sale: Learn How to Do it Right

PRESENTED BY: **Bob Gappa**,  
*Founder & CEO, Management 2000*

You shouldn't allow just anyone to "own" and operate your business. Beyond having the money or the desire to do something different with their lives, a potential franchisee's objectives, and overall vision must align with yours.

This seminar is designed to help you grant franchises to qualified individuals and groups who believe they can achieve their personal and business goals. Over the years, we have repeatedly shown that having a proven system, and then consistently adhering to it, is the most important factor of all in "sales force" productivity. Is it time to streamline your "Franchise Sales Process"? If so, this seminar is important for you.

#### Learning Takeaways:

- Discover a proven system for recruiting the best franchisees for your brand
- Tips and tricks for marketing your franchise to the right prospects
- A process for handling candidates from initial inquiry to the signing of agreements

## MARKETING/BUSINESS DEVELOPMENT



JOHN DEHART

### Building a Hyper Growth Brand the Right Way

PRESENTED BY: **John DeHart**, *Co-Founder & CEO*,  
*Nurse Next Door Healthcare Services*

John DeHart, Co-Founder of Nurse Next Door and Vice Chair of the Canadian Franchise Association Board of Directors, has built one of Canada's most successful franchise systems. With over 150 locations across Canada and the United States, Nurse Next Door is poised to double its footprint over the next three years.

Throughout this rapid growth, Nurse Next Door was able to build a brand that garnered numerous awards for their passionate culture, including being named the Top Culture in Canada, one of the Top 10 employers in Canada by the Globe and Mail, the Smartest Company in Canada by Profit Magazine, and one of the Top 10 medium sized franchise systems in North America.

Join this session to find out how Nurse Next Door was able to build such a powerful system by building a brand "from the inside out." John's talk will be a rapid fire of best practices for building a franchise brand with highly engaged franchisees and employees who live and breathe the brand.

#### Learning Takeaways:

- How to generate the right leads
- How to reward and recognize franchisees
- How to maximize franchisee performance

# Are you a NEW/EMERGING Franchisor?

Keep an eye out for this symbol!  
Sessions marked with a **YELLOW STAR** are especially recommended for Your Success.



## MANAGEMENT



MARY THOMPSON

### Leading on Purpose with Purpose

PRESENTED BY: **Mary Thompson**,  
*Chief Operating Officer, The Dwyer Group*

If you want your franchise partners and employees to perform at their best, you need to instill in them a sense of vision and purpose. This session is designed to teach franchise executives real world solutions and techniques for effectively leading a franchise brand. Discover what the strongest franchise leaders in the industry do to inspire and engage their teams, and learn how to develop your own leadership plan for building leaders within your organization, both at the franchisee level, and with key team members.

#### Learning Takeaways:

- 8 keys to franchisee success
- 11 leadership principles to create growth and improve compliance within your system
- The everyday actions of the strongest franchise leaders in the industry

## SPECIAL SESSION

### The Fight Against Joint-Employer: Your Role in the Battle to Protect Franchising



LARRY WEINBERG



MICHAEL SHERRARD



JOHN WISSENT



LORRAINE MCLACHLAN

PRESENTED BY: **Larry Weinberg**, *Partner, Cassels Brock & Blackwell LLP*, **Michael Sherrard**, *Partner, Sherrard Kuzz LLP*, **John Wissent**, *Chair, CFA Board of Directors*, **Lorraine McLachlan**, *President and CEO, CFA*

If you're one of the 90% of CFA members with franchised locations in Ontario, potential changes to provincial labour laws could make you a joint-employer of – and therefore liable for – your Ontario franchisees' employees. This is the largest threat facing franchising today, as it could destroy the independent nature of the franchisor-franchisee relationship and make franchising an unattractive business model for both potential franchisors and franchisees.

CFA is battling this issue on your behalf but we can't do it alone. Grassroots lobbying is one of our key strategies to protect the franchise business model from threats like joint-employer. We want to engage you and your franchisees to share CFA's key messages about franchising with your government representatives. Through your personal experience and involvement in your communities, you are in a powerful position to educate government about the reality of franchising, and to demonstrate why it's an important business model that must be protected. We must act together – now!

Most people think lobbying is an elite and highly specialized process. It doesn't have to be. Attend this interactive panel discussion for an up-to-the minute update on joint-employer developments and to learn how you and your franchisees can get involved in this critical initiative.

#### Learning takeaways:

- Get educated about the joint-employer issue and learn why it's the largest threat facing the franchise business model today
- Learn about grassroots lobbying – what it is and how to do it effectively
- Strategies and key messages you and your franchisees can use to educate your government representatives about the importance of franchising in Canada



# KEYNOTE SPEAKERS

Sunday, April 2 – Tuesday, April 4, 2017

Look at the most successful franchise systems and you're bound to find a few things in common. Engaged franchisees. A powerful brand. A strong leadership team with a clear vision for the company's future. This year's Keynote Presentations address each of these pillars of franchise success – building engagement, developing your brand in the digital age, and leading your franchise system to the next level of success.



CATHERINE MONSON

**FASTSIGNS**<sup>®</sup>

More than fast. More than signs.<sup>®</sup>

**SUNDAY, APRIL 2, 2017 • 5:00 PM – 6:00 PM**

## Transformational Leadership: The Key to FASTSIGNS Franchising Success

PRESENTED BY: **Catherine Monson, CEO, FASTSIGNS**

Catherine Monson, CEO of FASTSIGNS since January 2009, took a mature brand during one of the worst recessions in the U.S. history, and revitalized it and restored it to market leadership, both in the sign industry and franchising.

Join Catherine to learn the process she undertook to reposition the FASTSIGNS brand, grow franchisee unit level sales and profitability, improve franchisee support services, and increase the number of FASTSIGNS locations through targeted franchise development – all resulting in record EBITDA growth for the company.

She will share the specific metrics she uses to manage the business and drive results. Based upon the results under her leadership, in July 2014, on behalf of its shareholders, Catherine successfully led the sale of FASTSIGNS from one private equity firm to another.

In addition to her duties as CEO of FASTSIGNS International, Catherine is on the Board of Directors of the early childhood development franchisor, The Learning Experience, is secretary of the IFA, and is on the Board of Trustees of Pi Sigma Epsilon, a sales and marketing fraternity for college students. Catherine was featured on Undercover Boss in 2012.



DAVE MESLIN

Political Entrepreneur and Engagement Specialist

**MONDAY, APRIL 3, 2017 • 8:45 AM – 9:45 AM**

## More Than a Feeling: Building a Culture of Engagement

PRESENTED BY: **Dave Meslin** PRESENTING SPONSOR: **TRISHIELD INSURANCE**

A successful franchise system can't exist without engaged franchisees who not only buy in to your brand, but actively contribute to its success. In a world where people are becoming increasingly disengaged, how can you inspire your franchisees to get involved?

Dave Meslin is an expert in engagement. With anecdotes from the non-profit sector, the electoral scene and the vibrant world of grassroots community organizing, Dave paints an optimistic and inspiring picture of the possibilities that lie within all of us. Discover how to build a new culture of engagement across your franchise system and tap into the collective creativity, passion, and knowledge of your franchisees.

Using non-traditional methods and creative tactics, Dave Meslin spent twenty years as a social and political entrepreneur leaving a trail of non-profit start-ups, campaign victories, viral videos, new magazines, and public space interventions in his path.

An urbanist, community organizer, author and trainer, Meslin will inspire you to invert the traditional pyramid of hierarchy by creating meaningful opportunities to engage your franchisees. His thesis is simple: We're stronger and smarter when we're all involved. Transforming top-down leadership into bottom-up collaboration is the true challenge of the 21st century.



MITCH JOEL



**TUESDAY, APRIL 4, 2017 • 1:00 PM – 2:00 PM**

## Algorithm: The Pulse of Creativity, Digital and The Future of Brands

PRESENTED BY: **Mitch Joel**, *President*, Mirum

When Google wants to explain innovation and marketing to the top brands in the world, they bring Mitch Joel to the Googleplex.

As President of Mirum, a digital marketing agency operating in 20 countries with more than 2500 employees, and author of the bestselling book *Six Pixels of Separation*, Mitch is one of the most sought-after digital marketing experts in the world. He's been called the "Rock Star of Digital Marketing" and "one of North America's leading digital visionaries" by *Marketing Magazine*, and he's here to share his secrets for digital marketing success with you.

We live in a culture of change. Most franchises are overwhelmed by the massive shifts they have to make to their business models. Disruption is everywhere. Digital transformation is imperative. We live in the Uber-ization of everything. There are several new (and dramatic) realities that will force businesses to rethink many of their commonly held beliefs about what works in business today, and what the future may look like.

Interestingly, this is less about the evolution of technology and much more about how consumers have become that much more efficient in this very different landscape. Bring an open mind, because the world continues to change and challenge brands like never before. The new leadership is being a digital leader. Algorithm is your compass.

**FOR FRANCHISE SYSTEM CEOS & PRESIDENTS ONLY!**



## CLOSED-DOOR CEO SESSIONS AND BREAKOUTS

**MONDAY, APRIL 3, 2017 • 2:00 PM – 4:30 PM**

PRESENTED BY: **Catherine Monson**, *CEO*, FASTSIGNS

**TUESDAY, APRIL 4, 2017 • 10:30 AM – 11:30 AM**

PRESENTED BY: **Lorraine McLachlan**, *President and CEO*, CFA and **John Wissent**, *Chair*, CFA Board of Directors and *Senior Advisor*, Development, Gestion Dagwoods Inc.

Go behind closed doors for candid discussions with other franchise executives. This is your chance to ask questions and discuss your biggest business challenges with other franchise executives.

Following Monday's session, attendees will have the opportunity to break into smaller groups of similar-sized franchise systems for facilitated conversations on the topics you bring to the table.

Contact **Janet Donnelly** at [jdonnelly@cfa.ca](mailto:jdonnelly@cfa.ca) or 1-800-665-4232 ext. 226 to pre-register, or use the form on page 21.

**NOTE: Pre-registration is required for these sessions.**

**FOR FSS / SUPPLIERS ONLY!**



## FRANCHISE SUPPORT SERVICES AND SUPPLIER FORUM

**MONDAY, APRIL 3, 2017 • 3:45 PM – 4:45 PM**

Meet the Chair and Vice Chair of CFA's Franchise Support Services/Supplier (FSS) Committee, network with other FSS members, and share ideas on how to leverage your CFA membership to build your profile in the franchise industry.

**NOTE: Pre-registration is required.**

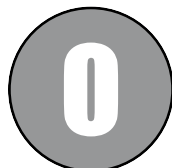
**REGISTER NOW!** See page 21 or visit [www.cfa.ca/convention](http://www.cfa.ca/convention)



# CONCURRENT SESSIONS

Monday, April 3 – Tuesday, April 4, 2017

Whether you recently started franchising or are an established system with hundreds of locations, there's always room for improvement – get expert tips to take your franchise to the next level of success during concurrent sessions. The 12 concurrent sessions have been divided into four tracks so you can easily identify which sessions will best meet your needs:



## OPERATIONS

Learn how a little resourcefulness and a lot of awareness can build effective and cost-efficient ways to improve your operations.



## BUSINESS DEVELOPMENT

Master the latest strategies and techniques that will help you expand your brand.



## LEGAL

Hear from legal eagles and see the big picture of how legal matters can affect many aspects of your business.



## MANAGEMENT

How do you stay current and consistent when trends move at a rapid-fire pace? Find out at these fresh sessions for franchisors.

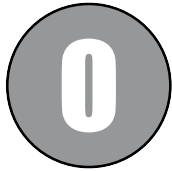
| TIME   | OPERATIONS   | BUSINESS DEVELOPMENT  | LEGAL   | MANAGEMENT   |
|--|--|---|---|--|
| <b>MONDAY</b><br>2:00 PM<br>TO<br>3:00 PM    | <b>DRIVING UNIT PERFORMANCE AND SYSTEM PROFITABILITY WITH TECHNOLOGY</b><br>Mike Stranz and Matt Sturges,<br><i>BDO Canada</i> | <b>HOW AN ENTERTAINMENT BRAND CREATED ITS OWN INDUSTRY</b><br>Ryan Smolkin, <i>Smoke's Poutinerie</i> | <b>COMPLIANCE ISSUES UNDER THE NEW BC FRANCHISES ACT AND REGULATIONS</b><br>Blair Rebane, <i>Borden Ladner Gervais</i> ;<br>Tony Wilson, <i>Boughton Law &amp; Peter Snell, Gowling WLG</i>   | <b>HOW TO GET THE MOST OUT OF YOUR DIGITAL PROPERTIES AND IMPROVE INTERNAL COLLABORATION</b><br>Steve Buors, <i>Reshift Media Inc.</i> |
| <b>MONDAY</b><br>3:30 PM<br>TO<br>4:30 PM    | <b>HOW TO GET YOUR FRANCHISEES TO BUY INTO YOUR SYSTEM</b><br>Jason Helfenbaum, <i>ClickKnowledge</i>                          | <b>DRIVING IN-STORE TRAFFIC THROUGH ONLINE SEARCH</b><br>Michael Mire, <i>SweetIQ Analytics Corp.</i> | <b>IT IS INEVITABLE – YOUR CRISIS IS COMING! WHAT CAN YOU DO TO PREPARE, SURVIVE AND POSSIBLY THRIVE IN A CRISIS?</b><br>Allan Dick, <i>Sotos LLP</i> ; Don Wray, <i>Little Caesar of Canada ULC</i> ; and Jeff Lake, <i>PUNCH Canada</i> | <b>UNDERSTANDING HOW LOCAL DEMOGRAPHICS AFFECT YOUR LOCATION AND YOUR FRANCHISEES' PERFORMANCE</b><br>Shawn Saraga, <i>SRS Canada</i>  |
| <b>TUESDAY</b><br>10:30 AM<br>TO<br>11:30 AM | <b>BEST PRACTICES FOR DRIVING FRANCHISE GROWTH</b><br>Scott Morgenroth and Richard Thomas, <i>Listen360</i>                    | <b>MILLENNIALS IN FRANCHISING</b><br>Carmelo Marsala, <i>Spray-Net</i>                                | <b>BEST PRACTICES FOR HIRING &amp; FIRING: WHAT FRANCHISORS AND FRANCHISEES CAN DO TO AVOID LEGAL PITFALLS</b><br>Brian Wasyliw and Matthew Badrov, <i>Sherrard Kuzz LLP</i>  | <b>EVOLVING YOUR FRANCHISEE PERFORMANCE MANAGEMENT PROGRAM</b><br>Marietta Snetsinger, <i>Ascend Franchise Solutions</i>               |



# CONCURRENT SESSIONS

Monday, April 3, 2017 – 2:00 PM to 3:00 PM

Are you a NEW/EMERGING Franchisor?  
Keep an eye out for this symbol! Sessions marked with a  
**YELLOW STAR** are especially recommended for Your Success.



## Driving Unit Performance and System Profitability with Technology

PRESENTED BY: **Mike Stranz and Matt Sturges, BDO Canada**

The proliferation of cost-effective cloud technology has vastly improved franchisors' ability to gain insight into unit level performance. In this session, we will review best practices for implementing new cloud solutions to help drive unit performance with benchmarking and performance groups, thereby increasing system-wide revenue and making you more money.

### Learning takeaways:

- How to access cloud solutions effectively and efficiently
- Why cloud technology will help increase your unit performance and system profitability
- The best solutions available for your franchise



## How an Entertainment Brand Created its Own Industry

PRESENTED BY: **Ryan Smolkin, Smoke's Poutinerie**

Too many brands forget that their product or service offers a pathway to a lifestyle. Portraying your products' lifestyle can transform a brand from participating in an industry to redefining it. Don't just stop at creating your own brand, create your whole industry! If you believe in your product and it truly is unique, set it apart through strong differentiation and consumer perception. When you do this, you create a new line of products, culture, and way of thinking.

### Learning Takeaways:

- New marketing methods that will help transform your business model
- A new outlook on business growth
- Why thinking outside the box is the only way to think



## Compliance Issues under the New BC Franchises Act and Regulations

PRESENTED BY: **Blair Rebane, Borden Ladner Gervais; Tony Wilson, Boughton Law, & Peter Snell, Gowling WLG**

The *BC Franchises Act* came into force February 1, when British Columbia became the sixth Canadian province to adopt franchise specific legislation. This session will compare and contrast the BC franchise laws with the franchise legislation of the other provinces. Additionally, we will provide franchisors and their lawyers with an understanding of the issues relating to disclosure in British Columbia, and how they might adapt their franchise disclosure documents to comply with BC franchise legislation.

### Learning Takeaways:

- Learn about the difference between the *BC Franchises Act* and Regulations and other provinces' regulations
- What you have to do to comply with the BC statute
- Best practices when using a national franchise disclosure document



## How to Get the Most out of Your Digital Properties and Improve Internal Collaboration

PRESENTED BY: **Steve Buors, Reshift Media Inc.**

As a franchise network, your local franchisees can be an incredible source of strength, ingenuity and energy. However, it is often difficult to coordinate your network to work towards common goals, particularly when it comes to digital efforts. Join this session to learn how your franchise organization can employ smart, simple strategies and technology to better coordinate your franchise network from a digital operations perspective, including your websites, search and social media.

### Learning Takeaways:

- Where many franchise companies experience digital pain points
- How to use technology as a means to ensure consistency while still enabling local creativity
- Specific strategies to improve digital operational efficiency and enable local/national collaboration

# CONCURRENT SESSIONS

Monday, April 3, 2017 – 3:30 PM to 4:30 PM



## How to Get your Franchisees to Buy into Your System

PRESENTED BY:

**Jason Helfenbaum,**  
*ClickKnowledge*

One of the top challenges franchisors face today is not so much perfecting their system as it is getting their franchisees to follow the system. Many operational issues begin with “If only the franchisees would...” In this highly interactive session, you will gain insight as to why franchisees are often reluctant to comply, tools you can use to bring everyone to the same side, and how you can use training to foster deeper relationships, commitment, and buy-in.

### Learning Takeaways:

- Gain insight as to why franchisees are reluctant to follow your system
- Learn tools that increase franchisee buy-in
- Leverage your training to improve efficiency, reduce costs, and increase growth



## Driving In-Store Traffic through Online Search

PRESENTED BY: **Michael Mire,**  
*SweetIQ Analytics Corp.*

In today’s local-mobile world, 60% of all internet searches are made on a mobile device. More than ever your brand needs to be found online when and where shoppers search. Learn how to get found in online searches and drive online-to-offline customers directly to you.

### Learning Takeaways:

- How to attract customers to your locations using the power of local marketing
- What factors are affecting the future of local marketing that your franchise needs to know
- How to measure online-to-offline attribution and drive results



## It Is Inevitable – Your Crisis is coming! What Can You Do to Prepare, Survive and Possibly Thrive in a Crisis?

PRESENTED BY: **Allan Dick,**  
*Sotos LLP; Don Wray,*  
*Little Caesar of Canada ULC & Jeff Lake, PUNCH Canada*

Every organization is vulnerable to crisis. Data breaches, food-borne illness, workplace violence, defective products, environmental accidents, and social media blunders pepper the daily news. In this session, we explore how to: build crisis management into your business plan; take action before crisis strikes; identify potential vulnerabilities; manage and communicate in a crisis; and survive with your business and your brand’s goodwill intact.

### Learning takeaways:

- What you can do before crisis strikes – a good offence is the best defense
- What are the key steps to managing a crisis
- Who is responsible, who is liable, and who needs to do the “right thing” during a crisis



## Understanding How Local Demographics Affect Your Location and Your Franchisees’ Performance

PRESENTED BY: **Shawn Saraga,**  
*SRS Canada*

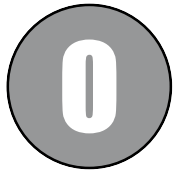
Utilizing demographic research, site selection strategies, chain wide sales, competitors, and numerous other data points can lead to brand new opportunities in recruitment. Discover how to devise strategic plans that will attract franchisees, area developers, and national masters. By aligning recruitment, real estate, and financing under one unified objective of creating happy, profitable franchisees, these plans can show you a new way to expand your brand today.

### Learning takeaways:

- Better understand your locations and the impact location makes on your franchisees’ revenue
- Learn how to use demographics to determine pre- and post-opening marketing strategies
- What is cannibalization, how does it work, and how do you use it to help grow your system faster?

# CONCURRENT SESSIONS

Tuesday, April 4, 2017 – 10:30 AM to 11:30 AM



## Best Practices for Driving Franchise Growth

PRESENTED BY:

**Scott Morgenroth & Richard Thomas, Listen360**

Net Promoter Score (NPS) is arguably the most reliable gauge of customer loyalty. But beyond discerning who your happy and unhappy customers are is a wealth of detailed insights that can improve operations. This session will offer best practices based on Scott Morgenroth's decade-long tenure with i9 Sports, a top ranked children's fitness franchise in the U.S. Scott will discuss how i9 Sports used NPS and customer feedback as a franchise coaching tool, as a means of improving the customer experience, and as a brand-wide KPI to benchmark future developments.

### Learning takeaways:

- Tips and best practices to improve franchise operations
- How to use Net Promoter Score as a KPI
- Tools and methods for collecting customer feedback and other actionable insight to make better decisions



## Millennials in Franchising

PRESENTED BY:

**Carmelo Marsala, Spray-Net, John Evans, EverLine Coatings and Services & Jennifer Turliuk, MakerKids**

Speaking to millennials seems to pose a challenge for many people, not just in the franchise industry. Are these future leaders that complicated to speak to or are we simply not speaking the same language? As award-winning young franchisors, Carmelo Marsala and John Evans have unique insight into what makes millennials tick. Find out how to tap into the passion and energy of the next generation of franchisees to build your brand.

### Learning Takeaways

- How to market your franchise to millennials
- What millennials are looking for in a franchise – is your brand millennial-friendly?
- Common myths about millennials – are they really all lazy?



## Best Practices for Hiring & Firing: What Franchisors and Franchisees Can Do to Avoid Legal Pitfalls

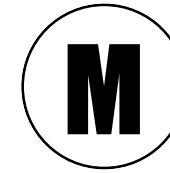
PRESENTED BY:

**Brian Wasyliw & Matthew Badrov, Sherrard Kuzz LLP**

Recruitment and hiring presents both opportunities and challenges. Great employees make for a great workplace, but hiring the wrong person can be costly. However, if managed well, there are ways to minimize risk. This session highlights cross-Canada tips when hiring and when employment has come to an end.

### Learning takeaways:

- How to select the candidate who will add the most value to your franchise
- Hiring dos and don'ts
- Who to consult after terminating employment



## Evolving Your Franchisee Performance Management Program

PRESENTED BY:

**Marietta Snetsinger, Ascend Franchise Solutions**

Franchisors often struggle with establishing an effective operational support program for their franchisees. A solid performance management program is critical to the ongoing sustainability of any successful and sustainable franchise system; it can also be one of the most effective recruitment tools a franchisor can utilize. Discover how to develop your own performance management program, including the basic steps in establishing a support program focused on measuring and monitoring your franchisees' performance.

### Learning takeaways:

- How to identify deficiencies in current franchisee performance management programs
- How to create and manage performance based relationships with franchisees
- How to establish a benchmarking program



# ROUNDTABLE DISCUSSIONS

Join your choice of four roundtable discussions where you can share your challenges with your peers and discover innovative solutions. Moderated by an industry expert who can answer your questions, sessions are 40 minutes each and will run twice on Monday and twice on Tuesday.



## Are you a NEW/EMERGING Franchisor?

Keep an eye out for this symbol! Sessions marked with a **YELLOW STAR** are especially recommended for Your Success.



1

### Risk Control 101: Minimizing Slip & Fall Claims and Preventing Employee Theft

**Rick Chittley-Young, BDO Canada LLP** and **Rob Vosseler, Mitchell Abbott Group Insurance**

How can you make your retail and hospitality locations safer for both staff and patrons? Are you prepared to avoid or defend both frivolous and legitimate slip and fall lawsuits? Do you understand how to spot potential employee theft and prevent it from happening in the first place? This session will arm you with the knowledge you need to minimize risk across your franchise locations.

2

### Franchise Financing

**Brian Pereira, CIBC**

If you need funding for your franchise expansion plans, it helps to have an understanding of the bank's approach to franchise financing. How do banks screen applicants? What documentation is required? How do you establish a franchisor relationship with banking partners? Attend this roundtable to discover best practices related to building a franchise finance program.

3

### Growing Your Brand with the Right Franchisees

**Jania Bailey, FranNet**

Franchise expansion should never be undertaken without a clear picture of where you're going and the people who can help you get there. What does the ideal franchisee for your system look like? Are you prepared to face the various stages of growth and overcome the challenges you're likely to experience at each stage? You'll leave this roundtable better prepared to grow your brand with the right franchisees.

4

### How to Make Your Franchise Stand Out on Social Media

**Lisa Raffaele, PUNCH Canada**

Everyone knows you need to be on social media to compete in today's marketplace, but do you understand why? Do you know how to use social media as a sales tool for your franchise? How can you create social media messaging that will resonate with consumers? What are some effective ways to build relationships on social media on a budget? Join in on this roundtable session and get ideas to take your social media marketing to the next level!

5

### How to Achieve Digital Domination for your Franchise Network

Steve Buors, *Reshift Media*

How can you use the power of your franchise network to win at search engine marketing? What can social media tell you about your customers and how can you use that information to increase sales? How can you use data and targeting to enable pinpoint digital ad delivery for maximum effectiveness? Get the latest digital marketing tips and tricks during this informative roundtable.

6

### Expanding Within Your Existing Franchisee Pool

Shawn Saraga, *SRS Canada*

What incentive programs motivate franchisees to expand into new opportunities? When should you present additional opportunities to existing franchisees and how do you move an existing single store operator to an Area Developer or Master Agreement? Get in on the discussion and find out how to expand within your existing franchisee pool.

7

### Support for Performance Improvement: How to Build the Right Corporate Team

Dustin Hansen, *InXpress*

Are you aware of the strengths and weaknesses in your current support structure? Do you have the tools to build the right corporate support that drives the right results? How do the very best franchise organizations focus on and create better franchisee performance? Share your ideas with your peers in this roundtable discussion.

8

### Business Valuation and Re-franchising: How to Make Your Business Irresistible to a Buyer

Saba Tariq, *Deloitte*

Re-franchising is an excellent way to free up cash and grow your brand, but are you selling for the right reasons? We all know wanting to do something and believing the time is right are no guarantees to a successful outcome. You have to work at it. What can you do to make your business irresistible to prospective buyers? How can you communicate a value proposition that they cannot live without? Join us at this roundtable where we'll share seven great tips to get you well positioned to sell your business.

9

### Refranchising: How to Create a Positive Exit Strategy

Joel DeGroat and Terry Hould, *ServiceMaster of Canada Ltd.*

How do you get the conversation started and the deal closed when you have an existing franchise location that you want to re-sell? What are best practices for franchisee valuation and succession planning? How can you assist your franchisee in finding potential buyers of their existing business? Join the conversation for tips on how to create a positive exit strategy.

10

### How to Establish and Maintain a Meaningful Franchisee Advisory Council

Christine Jackson, *Osler, Hoskin, and Harcourt LLP*

What are the benefits of establishing a Franchisee Advisory Council? How should an FAC be structured, organized, and operated? How can FACs be effectively used to encourage franchisees to support, adopt, and implement system changes? This roundtable will provide franchisors with a practical how-to roadmap for establishing and maintaining a meaningful Franchisee Advisory Council.

11

### Watch Your Step in Crossing the Border

Andrae Marrocco, *Dickinson Wright LLP*

With our shared culture and close geographic proximity, many Canadian franchisors look to the United States as a first step in their international expansion plans. But there are a number of factors to consider. How will your franchise agreements and other legal documents need to be updated? How will you market your franchise and recruit franchisees? How will you support your international franchisees? This roundtable will give you valuable knowledge and tools to assist your international expansion plans.

12

### Preventative Action from Cyber Threats in the Franchise Industry

Adam Briklyn, *Cornerstone Insurance Brokers*

Are you aware of the cyber-crimes that are being perpetrated daily in Canada, or the success that hackers and bad threat actors are achieving? Do you know the cost of cyber-crime in Canada? Do you have a plan to mitigate and ultimately prevent its impact on your organization? In this session, we'll discuss the latest cyber losses, lessons learned, and, most importantly, the preventative measures to take against cyber-crimes.

13

**One Brand: From National to Local**

Peter Brough, *CO-OP Advertising* and Charlie Rice, *Weed Man Canada*

The larger your franchise system gets, the more challenging it becomes to maintain brand standards across all of your locations. How do you ensure brand consistency in the face of rapid expansion? How do you ensure the customer experience is the same at all of your locations from coast-to-coast? Using Weed Man Canada as an example, this session will give you an understanding of how to maintain brand consistency across the country.

14

**Design Build vs. Tender Process**

Simon Shahin, *BUILD IT By Design*

When building out a new location, should you contract with a single entity or with multiple entities? What are the pros and cons to each process? How do you select the right team for the project? This roundtable will walk you through the complete construction process, offering tips and best practices.

15

**The Essentials of Local Marketing for Franchisees**

Juliette Schmerler, *Sparktank Franchise Marketing*

How can you help your franchisees with their local marketing? What does it take to drive new customer sales? How do you foster customer loyalty and generate repeat business for your franchise locations? This roundtable will offer up the latest trends and best practices in local marketing for your franchisees.

16

**Best Practices in Disclosure**

Jonathan Mesiano-Crookston, *Goldman Hine LLP*

Franchise disclosure is a highly complex area of franchise law, with potentially significant repercussions. What are the most obvious errors in disclosure documents that lead to litigation liability? What are the most common traps in how disclosure documents are provided? Join this discussion to learn and share best practices for preparing and providing disclosure documents to minimize risk.

17

**Key Strategies to Boost Your Online Lead Generation**

Jam Hashmi, *ClickTecs*

The way people access information is continuously changing, from the humble beginnings of the Internet to the current online landscape. Businesses need to recognize the shift from offline to online and make the necessary transitions to capitalize on this trend. Do you want to learn how to get your franchisees found on Local Search? Are you seeking a new source of franchise candidate lead generation? Learn how to make the most of digital marketing for your business in 2017!

18

**Protecting Your Business through Advocacy**

Ryan Eickmeier, *CFA* and John Wissent, *Dagwoods*

The franchise business model is facing an increasing number of legislative and regulatory threats. What advocacy issues are the greatest concern to you as a franchisor? How have recent legislative developments impacted your franchise operations? How can you get involved in CFA's efforts to protect franchising in Canada? Join this roundtable to find out.

19

**New Lead Generation Trends**

Angelee Brown, *Little Caesars*

Remember the days of rolodexes and cold-calling? Lead generation techniques have evolved over the years and this session will offer you the chance to share what is and isn't working. We'll discuss new lead generation techniques that won't break your budget, then dive into a power think-tank session to tackle some out-of-the-box ideas you can take back to your franchise system!

20

**How to Leverage your CFA Membership**

Joanne Capano, *CFA*, and Dawn Mucci, *Lice Squad.com*

There are many reasons leading franchisors became CFA members - what's yours? CFA is YOUR association and every program and service can be tailored to fit your business needs. Do you how to leverage your membership to get more industry exposure and build credibility? Do you want to get more involved with CFA but don't know how? How can you meet other franchisors in your industry? Join us and find out how CFA can help you maximize your membership and grow your business.

21

**Global, Local, Personal: Delivering Your Franchised Brand**

Bruce Miller, *Works Burger*

What are the most common challenges facing the effective delivery of positive customer experiences across brand networks? How do you define your brand within the network so that it can be consistently represented and delivered to end users? How has the advent of rapidly changing technology impacted brands and customer experiences across networks? Get in on the discussion for ideas on how your brand can “think global, act local, and sell personal.”

22

**How to Launch Your Brand Towards Omni-Channel Retail**

Jason Agouris, *iTristan Media Group Inc.*

Brands are going omni-channel whether we like it or not. Embrace it. Giving your customers the same delightful experience online is not only great business, it’s required. What are the first steps your brand should take to deliver a more seamless experience across channels? What are some must-haves for creating a positive online customer experience? This roundtable will offer up practical ideas for launching your brand towards omni-channel retail.

23

**Information Trumps Intuition: Using Predictive Analytics to Identify New Franchisee Locations**

Jim Green, *Environics Analytics*

How can you use predictive analytics to determine the viability – and potential revenue – of any site based on the types of consumers who live and work nearby? How can you calculate a location’s long-term value using analytics? What can analytics tell you about local customers’ media consumption, key motivators, life stage and lifestyle? This session will discuss the value of predictive analytics in selecting optimal sites for franchisees.

24

**Franchisor Support of Franchisees – Best Practices**

John L. Rogers, *Clark Wilson LLP*

Do you understand your duties to your franchisees? This roundtable will focus on statutory duties of “fair dealing in the performance and enforcement of the franchise agreement and the duty to act in good faith in accordance with reasonable commercial standards.” Discussion will focus on the particular duties a franchisor has to its franchisees, when those duties will be deemed to have been fulfilled, and particular types of conduct that may expose you to liability.

25

**Busting Myths of Franchising in Quebec**

François Alepin and Chanel Alepin, *Alepin Gauthier Avocats Inc.*

In order to do business in Quebec, do you have to translate your trademarks and marketing materials into French? Since there is no specific franchise statute in Quebec, are franchisors bound to any rules? Are franchise concepts from outside of the province welcome in Quebec? This roundtable will explore commonly held myths about franchising in Quebec, offering facts and best practices.



**THE MARKETPLACE**

Learn about the latest innovative solutions for franchisors straight from the source!

If you’re looking for the latest tools, technology, and services to improve your franchise, stop by the Marketplace! You’ll meet face-to-face with leading industry experts and service providers who can tell you more about their innovative business solutions. The Marketplace is also the central meeting place for meals, refreshment breaks, and receptions, so have some business cards handy and get ready to network!

**HOURS OF OPERATION:**

The Marketplace officially opens on Sunday, April 2nd at 6:00 p.m. with the Marketplace Opening Reception and will remain open through-out programming on Monday, April 3rd.

**WHO WILL BE EXHIBITING IN THE MARKETPLACE?**

- Accessibility Directorate of Ontario
- Atom Technology
- BDO Canada LLP
- Beyond Digital Imaging
- BUILD IT by Design
- Chainsync
- Chase Paymentech
- CIBC
- ClickKnowledge
- ClickTecs / FranchiseSoft
- Connected Interactive
- Cornerstone Insurance Brokers
- EconoLease
- Encore Business Solutions
- Franchise Blast
- FranNet
- International Franchise Association
- Insurance Portfolio
- Intuit
- Listen360
- Management2000
- Mitchell + Abbott Group Insurance Brokers
- Moneris
- Olivan IMS
- Payweb.ca
- Reshift
- Reveal Marketing
- SearchKings
- Self Management Group
- SmarterU.com
- Sterling Marking Products
- Sweetiq Analytics
- Targeted Accounting
- Toronto Star
- TruShield
- Valley Fashions
- Williams Food Equipment
- Wired Flare

*\*As of February 3, 2017*

**REGISTER NOW!** See page 21 or visit [www.cfa.ca/convention](http://www.cfa.ca/convention)



*You're Invited*

GALA AWARDS PRESENTATION DINNER

**April 3, 2017 5:30 PM – 10:00 PM**

Awards Emcees:

*Clark Harrop, McDonald's Canada*

*Ryan Smolkin, Smoke's Poutinerie*

*Join us for the franchise event of the year!*

As we celebrate our 50th anniversary in 2017, we're drawing inspiration from the Golden Age of Hollywood for this year's Gala Awards Presentation Dinner! Dress to the nines in black and white as we roll out the red carpet for the stars of Canadian franchising!



**Black Tie Optional!**

If you're interested in renting a tux for the evening, arrangements have been with Moores in Niagara Falls. Contact Lindsey Victor at [lvictor@cfa.ca](mailto:lvictor@cfa.ca) for more details.





# AWARDS PRESENTATIONS

## *New For 2017*

THREE NEW CATEGORIES & TWO GRAND PRIZES!



### CFA Awards of Excellence

#### CFA Awards of Excellence in Franchising

CFA Awards of Excellence are presented annually to franchise systems that have demonstrated the strongest relationships with their franchisees. New this year, there will be seven categories to enable franchise brands to be rated against their peers. Each category has a Bronze, Silver, and Gold Winner. From among the Gold Winners, two Grand Prize winners will be selected.

### CFA Recognition Awards

#### CFA Recognition Awards

CFA Recognition Awards pay tribute to CFA-member franchise systems and individual franchise professionals for their outstanding achievements and tremendous commitment to excellence. The Recognition Awards include the Hall of Fame Award, the Lifetime Achievement Award, the Outstanding Corporate Citizen Award, and the Volunteer Leadership Excellence Award.



#### Franchisees' Choice Designation

The Franchisees' Choice Designation honours CFA member franchise systems with exceptional rankings in franchisee satisfaction, as identified by solid scores in the CFA Awards Program survey!

# GET THE FULL RED CARPET EXPERIENCE!

We'll be rolling out the red carpet in front of the CFA Photo Wall in the Marketplace. Act like the stars you are and strike a pose with your colleagues and friends before or after the Gala Awards Dinner. If you want a copy of your photo, simply hand the photographer your business card and we'll send you your picture after Convention!



# MAKE ALL THE CONNECTIONS POSSIBLE!



## SOCIAL & NETWORKING

With over 500 franchise professionals in attendance every year, CFA National Convention is the best place to make connections with the industry's top executives. Here are some of the best places to see and be seen – don't forget your business cards!

### **New Member Meet & Greet Cocktail Reception**

**Date:** Sunday, April 2

**Time:** 3:30 PM – 4:30 PM

First time attending Convention? Meet and greet long-time CFA members and regular Convention attendees who can answer your questions, introduce you to other delegates and show you the ropes.

### **Marketplace Opening Reception**

**Date:** Sunday, April 2

**Time:** 6:00 PM – 7:30 PM

Mix and mingle over cocktails and hors d'oeuvres during the official kickoff to Convention. Sponsored by SRS Canada.

### **The Marketplace**

**Date:** Sunday, April 2 – Monday, April 3

**Times:** Sunday – 6:00 PM – 7:30 PM

Monday – 7:30 AM – 6:30 PM

Discover the latest franchise products and services at the industry's largest tradeshow and the central hub of Your Convention.

### **Gala Awards Cocktail Reception**

**Date:** Monday, April 3

**Time:** 5:30 PM – 6:30 PM

Anticipation will be running high as everyone awaits the results of the 2017 CFA Awards Program. Get the party started in the Marketplace during the cocktail reception! Sponsored by CIBC.

### **Gala Awards Presentation Dinner**

**Date:** Monday, April 3

**Time:** 6:30 PM – 10:00 PM

Celebrate franchise excellence at the most anticipated franchise event of the year, where we'll announce the winners of the 2017 CFA Awards of Excellence and CFA Recognition Awards. Sponsored by Moneris.

### **The After-Party**

**Date:** Monday, April 3

**Time:** 10:00 PM – 1:00 AM

Keep the party going at the After-Party. Enjoy drinks and dancing as we celebrate the award winners of 2017! Sponsored by Dale & Lessmann LLP

### **Good Morning Buffet Breakfast**

**Date:** Tuesday, April 4

**Time:** 7:30 AM – 8:30 AM

Recharge after a night of celebrating with a full buffet breakfast in the Marketplace. Sponsored by BMO Bank of Montreal.

### **Closing Luncheon**

**Date:** Tuesday, April 4

**Time:** 11:30 AM – 1:30 PM

End your Convention on a high note at the Closing Luncheon and Keynote Presentation from Mitch Joel.

# THE DETAILS

## FULL REGISTRATION FEE INCLUDES ACCESS TO:

*\*Pre-registration required. See registration form on Page 21.*

- Sunday Power Sessions\*
- Keynote Presentations
- Marketplace Receptions
- Concurrent Sessions
- Roundtable Discussions
- Gala Awards Presentation Dinner
- Awards After Party
- Closing Luncheon
- Access to the Marketplace
- FSS Forum\* (for FSS members only)
- Full package of educational materials
- CEO Closed-Door Sessions\* (for CFA franchise system member CEOs and Presidents only)

## BRING YOUR COLLEAGUES!

Discounted team rates and day rates are available to colleagues of delegates who have registered for a full Convention package.

## ON-SITE REGISTRATION DESK HOURS:

Sunday, April 2 – 9:00 AM – 8:00 PM

Monday, April 3 – 7:15 AM – 6:30 PM

Tuesday, April 4 – 8:00 AM – 12:00 PM

## ATTIRE:

- Educational & Networking Sessions: Business Casual
- Awards Presentation: Black & White Cocktail
- The After-Party: Casual



## FLYING TO CONVENTION? GET IN ON THE CFA GROUP RATE!

Niagara Airbus offers door-to-door shuttle service from Pearson International Airport and Buffalo Niagara International Airport. To make a reservation please visit [www.niagaraairbus.com](http://www.niagaraairbus.com) and use promo code 433 for a special discount. Discount code is valid from March 6 to April 11, 2017.

For additional information please contact 905-374-8111.



# TRAVEL & ACCOMMODATIONS

## HOTEL INFORMATION

### Sheraton on the Falls

5875 Falls Avenue  
Niagara Falls, ON L2G 3K7  
Tel: (905) 374-4445

## GET IN ON THE CFA GROUP RATE BOOK BY FEBRUARY 27, 2017

CFA has rooms available at the guaranteed group rate of \$150 CAD (City View Room/Double Occupancy) per night plus applicable taxes. To book a room at the CFA group rate contact a reservation agent 24 hours a day at 800-519-9911 within North America and mention you are with the Canadian Franchise Association 2017 National Convention. All reservations must be guaranteed with a credit card or advance deposit.

## DIRECTIONS & PARKING:

Visit the Hotel & Travel page at [www.cfa.ca/convention](http://www.cfa.ca/convention) for driving directions from major Canadian and U.S. cities.



# CONNECT ONLINE!



Connect with your peers before, during and after Convention on Twitter. Follow [@CFAFranchise](https://twitter.com/CFAFranchise) and use [#CFA2017](https://twitter.com/hashtag/CFA2017) to post your pics, tweet about your favourite sessions and get in on the conversation!

**REGISTER NOW!** See page 21 or visit [www.cfa.ca/convention](http://www.cfa.ca/convention)



**PLEASE COMPLETE ONE FORM PER PERSON**

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Title: \_\_\_\_\_ Company: \_\_\_\_\_

**CFA Member:** Franchise System Franchisee FSS **Non-Member:** Franchise System Franchisee FSS

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Food Allergies/Restrictions: \_\_\_\_\_

Is this your first time attending CFA National Convention? Yes No

**FULL CONVENTION PACKAGES:**

Includes: All Keynote, Concurrent & Roundtable Sessions, Power Sessions, FSS Forum, Awards Presentation Dinner, After-Party, Marketplace Reception, Closing Keynote, all meals, and a full electronic package of education materials.

**Registration Rates:**

Member Rate \$1150.00 Team Member Rate \$1095.00 Non-Member Rate \$1750.00

**1 FULL CONVENTION PACKAGE TOTAL: \$** \_\_\_\_\_

**SAVE WITH TEAM RATES!**  
Register 3 or more individuals from the same member company and receive \$50 off each registration.

**PRE-REGISTERED SESSIONS:**

Pre-registration is required for the following sessions. Please indicate which sessions you will be attending.

| SUNDAY:         | POWER SESSION A<br>(1:30 - 3:30 PM):<br>Creating a Community of Culture, John DeHart, Co-Founder, Nurse Next Door | POWER SESSION B<br>(1:30 - 3:30 PM):<br>Building Franchisee Growth Through Purposeful Leadership Techniques and Practices, Mary Thompson, COO, The Dwyer Group | POWER SESSION C<br>(1:30 - 3:30 PM):<br>Closing the Franchise Sale: Learn How to Do It Right, Bob Gappa, Founder, CEO, Management 2000 | POWER SESSION D<br>(1:30 - 3:30 PM):<br>The Fight Against Joint-Employer: Your Role in the Battle to Protect Franchising, Lorraine McLachlan, President and CEO, CFA; Larry Weinberg, Partner, Cassels Brock & Blackwell LLP; and Michael Sherrard, Partner, Sherrard Kuzz LLP | NOT ATTENDING<br>POWER SESSIONS |
|-----------------|---|--|--|--|---------------------------------|
|                 | FSS Forum**   | Marketplace Reception (6:00 - 7:30 PM)   |  |  |                                 |
| <b>MONDAY:</b>  | Closed-Door CEO Session*  | Gala Awards Presentation Dinner  | After-Party  |  |                                 |
| <b>TUESDAY:</b> | Closed-Door CEO Session*  | Closing Keynote Luncheon   |  |  |                                 |

**IMPORTANT – STAY INFORMED!**

Get the latest news and updates on franchising and be the first to find out about special offers for CFA members by signing up to receive e-mails from CFA and our sponsors:

- I consent to receive e-mails from CFA National Sponsors and Event Sponsors.
- I consent to receive e-mails from CFA National Convention Marketplace Exhibitors.
- I consent to receive e-mails from CFA, including (but not limited to) event notifications, program information, newsletters and more.

**EVENT ATTENDANCE POLICY:**

CFA “Educational Events” are open to all CFA Members and non-member franchisors and their franchisees. Non-member suppliers are permitted to send representatives to attend up to one educational event in a four-year period. Non-member supplier companies that are otherwise not eligible to become CFA members are not eligible to attend the CFA educational events.

Full Event Policy available at: [www.cfa.ca/events-webinars](http://www.cfa.ca/events-webinars)

*\*NOTE: Closed-Door CEO Sessions are open only to CEOs and/ or Presidents of CFA Member Franchise Systems.*

*\*\*NOTE: FSS Forum is exclusively for FSS Members.*



**your  
2017** | Convention  
Opportunity  
Success

**CFA National Convention 2017**  
NIAGARA FALLS, ON | APRIL 2-4, 2017

**BRING YOUR COLLEAGUES! ONE-DAY RATE REGISTRATIONS:** (Fill in separate form for each attendee)

**Please note:** To qualify for the One-Day Rate Registration, a minimum of one representative from your company must be registered for a Full Convention Package.

**SUNDAY, APRIL 2, 2017:** Member Rate - \$450.00 Non-Member Rate - \$650.00

POWER SESSION A POWER SESSION B POWER SESSION C POWER SESSION D  
Includes: Power Session, Keynote, FSS Forum, Marketplace Reception

**MONDAY, APRIL 3, 2017:** Member Rate - \$645.00 Non-Member Rate - \$845.00

Includes: Keynote, Concurrent & Roundtable Sessions, Breakfast, Lunch and Refreshment Breaks, Awards Cocktail Reception, Awards Presentation Dinner & the After-Party

I will be attending: Closed-Door CEO Session\* YES NO

**TUESDAY, APRIL 4, 2017:** Member Rate - \$450.00 Non-Member Rate - \$650.00

Includes: Breakfast, Refreshment Breaks, Lunch, Roundtable Sessions & Concurrent Sessions, Closing Keynote

I will be attending: Closed-Door CEO Session\* YES NO

**2 ONE-DAY RATE REGISTRATION TOTAL:** \$ \_\_\_\_\_

**ADDITIONAL TICKETS: Awards Gala / Closing Lunch:**

Awards Gala Tickets: \$200.00 X \_\_\_\_\_ = \$ \_\_\_\_\_

Closing Lunch Tickets: \$100.00 X \_\_\_\_\_ = \$ \_\_\_\_\_

**3 ADDITIONAL TICKET TOTAL:** \$ \_\_\_\_\_

To order a table of ten (10) for the Awards Presentation Dinner for \$1750, or for the Closing Keynote Luncheon for \$850, please contact Lindsey Victor at lvictor@cfa.ca or 416-695-2896 Ext. 228

**TOTAL & PAYMENT**

|          |                            |                 |
|----------|----------------------------|-----------------|
| <b>1</b> | Full Convention Package:   | \$ _____        |
| <b>2</b> | One-Day Rate Registration: | \$ _____        |
| <b>3</b> | Additional Tickets:        | \$ _____        |
|          | Subtotal:                  | \$ _____        |
|          | 13% HST:                   | \$ _____        |
| <b>4</b> | <b>TOTAL:</b>              | <b>\$ _____</b> |

Cheque attached (payable to Canadian Franchise Association)

AMEX VISA MC

Card #: \_\_\_\_\_ Expiry: \_\_\_\_\_

Cardholder Name: \_\_\_\_\_

Signature: \_\_\_\_\_

**Your registration must be accompanied by full payment in order to be processed.**

**Cancellation Policy:**

All prices are quoted in Canadian dollars. GST/HST Registration Number 12297 2920 RT0001.

All cancellations must be sent in writing to the CFA. Full refunds less a \$100 administration fee will be made on cancellations received on or before March 1, 2017. Cancellations after this date will not be eligible for refunds or credit, but may be transferred to another individual from the same company for this event. If the event is cancelled, liability is limited to the refund of fees paid to CFA.

The sponsors and management of the meeting reserve the right to make necessary changes to this program. Every effort will be made to keep the presentations and speakers as represented. However, unforeseen circumstances may result in the substitution or cancellation of the event, presentation topic or speaker.

02242017GPM\_REG

## YES, our company will sponsor the 2017 CFA National Convention!

### EVENT SPONSORSHIP:

|               |                    |
|---------------|--------------------|
| Diamond ..... | \$2750 (unlimited) |
| Gold .....    | \$2500 (unlimited) |
| Silver .....  | \$1950 (unlimited) |
| Bronze .....  | \$1400 (unlimited) |

### GALA AWARDS PRESENTATION

#### DINNER SPONSORSHIP:

|  |                                 |
|--|---------------------------------|
| <del>Dinner Wine .....</del>           | <del>\$900 (2 available)</del>  |
| <del>Recognition Awards .....</del>    | <del>\$1100 (2 available)</del> |
| <del>Gala Dinner Sponsor ...</del>     | <del>\$1100 (2 available)</del> |
| <del>The After-Party .....</del>       | <del>\$1000 (2 available)</del> |
| Awards of Excellence<br>Category ..... | \$800 (5 available)             |

### OTHER SPONSORSHIP:

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| 13% HST:      | \$        |
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