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CANADA'S HOSPITALITY BUSINESS MAGAZINE

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(l to r) Mr. Mikes' Rick Villalpando, VP of Business Development, and Mike Cordoba, CEO and partner



PHOTOS: ROBERT KARPA [COVER], DAVE STOBBE [CHEF DALE MACKAY], GEORGE PIMENTEL [WAHLBURGER INTERIOR]

THE NAME GAME



“ When franchising works as it is intended to, it’s a win-win for both sides — and, in those business situations, there’s nothing better ”

Franchising is largely viewed as a preferred route for business development and expansion. As many business analysts will attest to, there’s strength in numbers. Franchisors that possess a strong concept, a successful model for expansion and the intent to succeed based on sound, honest practices are poised to win big, just as franchisees who are committed to run a business based on a tried-and-true formula will often prove fruitful. In fact, when franchising works as it is intended to, it’s a win-win for both sides — and, in those business situations, there’s nothing better.

Of course, that’s the theoretical part of the scenario. But there are always franchisors that choose to bend the rules and are out to make a quick buck. Just as there are franchisees who refuse to play by the rules and run the business outside the confines of the franchise agreement. Either way, franchising can really only succeed if everyone involved is committed to following the business contract. But that’s not always the case. And, that’s why disclosure laws exist. (see story on p. 31)

Still, success is not guaranteed without the ability to adapt to changing market conditions. Sure, attaining strong financials is easier with a recognized and trusted name on the marquee, but operators are quickly discovering you need more than the strength of a name, even if that name is Tim’s, McDonald’s or Starbucks; these days, you can’t afford to rest on your laurels. You need to constantly revamp offerings by adding and sometimes even deleting from the menu mix to succeed.

In fact, take a look at this year’s Franchise Report (see p. 37), and it’s clear quick-service franchising has come a long way from the days of burgers and fries. Sure, the dynamic duo is still popular, but increasingly we are seeing the

emergence of concepts based on healthy, fresh foods and the continued growth of the fast-casual segment, which is coming into its own.

Today’s consumers still want food fast, but they are asking for healthier alternatives. And smart operators are responding. For example, recently McDonald’s Canada told the *Toronto Star* it’s revamping its greens, adding kale, whole grains and four vegetable servings per entrée salad. The company also announced it’s cutting back on the sauces offered and reducing the number of McWraps sold in the U.S. Moreover, it’s testing kiosks that will offer consumers customized offerings. In Australia, McDonald’s has even launched a test restaurant in Sydney named The Corner by McCafé; it serves healthy offerings such as Moroccan roast chicken breast, chipotle pulled pork, brown rice, pumpkin, lentil and eggplant salads as well as sandwiches. (see story on p. 5)

Meanwhile, Tim Hortons recently launched a Balanced Options program on its Canadian and U.S. websites, and it’s offering a revamped nutrition calculator showing the levels of sodium, allergens, sulphites and animal by-products in its offerings. Whether these changes make a difference remains to be seen; the only certainty is that the move will spur more wholesale changes at other operations, and the rate of innovation will continue at breakneck speed. Is your business ready?

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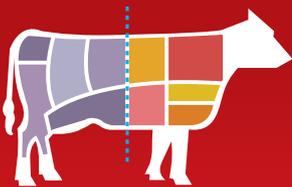
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THE HUNGER GAMES

McDonald's is reinventing itself to reignite sales across the globe

BY JACKIE SLOAT-SPENCER



McDonald's executives are pulling out all the stops since global year-to-year comparable sales dropped 2.2 per cent in November, following months of similar numbers and increasingly cut-throat competition. In a December investors' call, senior executives announced a bold new strategy to help drive sales and win fans back to the 60-year-old brand.

The burgeoning fast-casual segment is raising consumer expectations on customization, digital innovations and service, and McDonald's big brass is responding. "You'll see changes in the menu and the way we deliver the menu. This can include menu customization, which is designed to re-assert McDonald's burger leadership as well as to strengthen our overall menu pipeline," said Don Thompson, president and CEO of the Oak Brook, Ill.-based McDonald's. In the U.S., the team is eliminating extra SKUs, downsizing the number of Extra Value Meals from 16 to 11. Other considerations will include serving only two patty sizes or one type of Snack Wrap instead of three.

Menu customization will take shape in the new Create-Your-Taste platform. In three California markets, customers bypass the lineup and order burgers and chicken sandwiches from wall-mounted tablets, customizing the bun, patty and toppings. The program is expanding to 30 units in California, Illinois, Wisconsin, Georgia, Missouri and Pennsylvania in the coming months.

The team is also introducing table service, mobile-ordering, web-ordering and mobile payment. "Apple Pay is part of our broader strategy," the CEO added.

Despite the 2012 launch of the successful Our Food, Your Questions campaign in Canada, which nabbed the Marketer of the Year award from *Marketing* magazine for its menu transparency, McDonald's ingredients are still under scrutiny, and the team is open to new strategies to appeal to health- and label-conscious consumers. "We need to think about our ingredient lists getting smaller — things that will go in your pantry," hinted Mike Andres, president of McDonald's U.S.A.

It's a whole new era for the classic brand, and it's all about evolving alongside its customer base. "This is not exit stage left for McDonald's. This is a balance between our core classics and offering new service platforms, service innovations and new menu items," summed up Thompson.



AU NATUREL

Get ready for organic, free-range and preservative-free healthful ingredients to land on McDonald's U.S. menus in the coming months. "We do 100 turns a year in inventory — why do we need to have preservatives in our food?" mused Mike Andres, president of McDonald's U.S.A., during a December investors' call. The team will examine its ingredients list and search for natural ingredient replacements. "It's about thinking big, changing the world and how people eat," he added.



FRESH THINKING Sydney, Australia is the site of a new McDonald's-branded eatery that's testing healthier, gourmet menu items. At The Corner by McCafé, customers can swap a Big Mac and fries for salads topped with Moroccan roast chicken breast or chipotle pulled pork or sample barista-style coffee. Guests can choose from customizable options, including a salad box (\$10), rice box (\$9) or sandwich (\$8), and select the protein and sauce. Pre-wrapped to-go items such as sandwiches, tofu with vegetables and fresh fruit are also on the menu.

COMING EVENTS

FEB. 12: CAFP Top Management Night Gala & Fundraiser, The International Centre, Mississauga, Ont. Tel: 416-422-3431; email: toronto@cafp.com; website: cafp.com/toronto

FEB. 19-21: The NAFEM Show, Anaheim Convention Center, Anaheim, Calif. Tel: 312-821-0201; email: thenafemshow@nafem.org; website: nafem.org

FEB. 26: Friends of We Care Edmonton Bowling Challenge, Ed's Rec Room, West Edmonton Mall, Edmonton. Tel: 905-841-1223; email: trodrigue@friendsofwecare.org; website: friendsofwecare.org

MARCH 1-3: Restaurants Canada Show, Direct Energy Centre, Toronto. Tel: 800-387-5649; email: event@restaurantscanada.org; website: restaurantshow.ca

MARCH 8-10: International Restaurant & Foodservice Show of New York, Javits Center, New York. Tel: 203-484-8055; email: bsheaffer@urban-expo.com; website: internationalrestaurantny.com

MARCH 29-30: ApEx 2015, Cunard Centre, Halifax. Tel: 866-216-0860, ext. 227; email: chuckn@mediaedge.ca; website: apextradeshows.ca

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CAFE BUZZ



Starbucks has launched a new core espresso beverage in Canada and the U.S. The Flat White is made with two ristretto shots to make a sweeter concentrated coffee; it's blanketed with steamed whole milk and finished with a latte art dot. "Every

Starbucks espresso beverage starts with sourcing the finest coffees from around the world, and by extending our offerings to include Flat White we are showcasing these quality ingredients in a full-flavoured coffee beverage," said Craig Russell, EVP, Global Coffee, for Seattle's Starbucks Coffee Company. "The craftsmanship that goes into each cup is highlighted in an exceptional way, and we are excited to share this experience with our customers." The Flat White originated in Australia in the 1980s and has become a notable drink at Starbucks stores in the U.K. since 2009.

A SECOND WIND



Second Cup has debuted its café of the future, packaged as a re-energized coffee program inside a social and art-friendly environment, at 289 King St. W. in Toronto. The executive team recently invited media to experience the new Second Cup and announced its rebranding as Second Cup Coffee Co.

Designed by local firms Jacknife Design and II By IV Design, the new café features a light palette with

natural woods and includes a community wall mural displaying an artistic interpretation of the Toronto cityscape. The company collaborated with artists across Canada to design playful new cups representing company values of optimism, creativity and collaboration.

At the centre of the concept is a slow bar, where guests can sit and order hand-crafted beverages from the new Steampunk coffee-and-tea brewer, purportedly the first to be used by a restaurant chain in Canada. Made in Salt Lake City, the Steampunk can tailor beverages to customers' preferences by adjusting the temperature control and thermal stability. "This café is an important step in our revolution and reflects our passion for [presenting] coffee in creative and collaborative ways. For me, the Steampunk embodies our new essence, because it is a high-end artful machine that is famous with coffee connoisseurs and trendsetters around the world. The Steampunk exudes theatre, art and creativity, while, at its heart, it is about coffee excellence," said Alix Box, president and CEO of Second Cup Coffee Co. Other new additions include locally made baked goods, a granola-and-oatmeal bar, milk taps to replace traditional dairy cartons and mobile charging pads built into the counters.

The team plans to roll out some of the new elements in other cafés, beginning in the spring. Plans are underway to upgrade approximately 40 per cent of its units in the next three years. — Jackie Sloat-Spencer



HONoured

Quebec's Normand Laprise is now a member of the Order of Canada. The chef and owner of Toqué! and Brasserie T! was honoured for contributing

to the development of contemporary Canadian cuisine as well as for mentoring young chefs. "I am truly honoured to receive this distinction to be shared with everyone who has accompanied me during my career, in particular, my associate Christine Lamarche of restaurant Toqué! and Brasserie T! along with the immediate members of my brigade as well as past members and the artisans who have supported me in my quest to give Quebec cuisine a strong identity," said the award-winning chef and author.

OUT WITH A BLAST

Torontonians welcomed the new year by saying goodbye to one of the city's largest entertainment venues, The Government and Koolhaus Entertainment Complex, which closed Jan. 31 after a 17-year reign. "It makes me proud to see how far we've come," said Charles Khabouth, founder and CEO of Ink Entertainment, which owned the venues. The company did not provide a reason for the closure.

IN BRIEF

Stephanie and Maurizio Bertossi, the duo behind Halifax's **The Bicycle Thief**, **Ristorante a Mano** and **La Frasca Cibi + Vini** as well as **Il Mercato**, in Bedford, N.S., have sold their group of restaurants to **Dean Leland, Bertossi Group GM**, and **Hakan Uluer**, manager at **The Bicycle Thief**. ... **The Beer Store**, based in Mississauga, Ont., has opened its ownership structure to welcome small Ontario brewers, offering discounted listed fees for companies that sell fewer than one-million litres per year at **The Beer Store**. ... **Old Tomorrow Canadian Pale Ale** was introduced last month to celebrate the 200th birthday of Sir John A. Macdonald. The craft beer is available in **Liquor Control Board of Ontario** stores. ... **Tim Hortons**, based in Oakville, Ont., has launched **Balanced Options**, a new nutritional platform. Its new U.S. and Canadian websites feature an updated nutrition calculator, which functions as a personalized meal builder where users can customize their selections.

RESTO BUZZ

The Best Western Kelowna in B.C. is home to a new restaurant and pub. **The Italian Table** serves Italian classics such as Spaghetti Bolognese (\$16) and Margherita pizza (\$16). Meanwhile, rustic dining takes centre plate at the new **Fleetwood Public House**, where sirloin steak and ale pie is served in a cast-iron pan (\$12), and the signature **Fleetwood Mule** is served in a copper mug (\$10). ... Eclectic, Mexican-inspired cuisine is on the menu at the new **Taco Bar** in Vancouver. The owners of **Tacofino** in Tofino, B.C., have launched the new resto inside a fully restored heritage space in Gastown, comprising an 80-seat dining room and lounge and 20-seat bar. Tequila and mezcal-forward cocktails are on offer, with hearty classics such as pozole (soup) with beef and pork broth, hominy corn, radish, avocado and epazote (\$9) and fish tacos made with Pacific cod, salsa fresca and chipotle mayo (\$6). ... A new **Shamrock Burgers** has opened in Leduc, Alta., offering a Philly Cheesesteak burger (\$8.49), as well as other burgers, with more than 20 toppings on offer. ... The owners of Japanese fusion resto-lounge **Blowfish** have launched a new cocktail bar, **BarFish**, in Toronto. Seasonal cocktails include Pomegranate Saketini, made with sake, razz rum, Prosecco and fresh pomegranate and pineapple juice (\$16). ... **Mary Brown's Famous Chicken & Taters** has opened its first unit in B.C. at 2070 Harvey Ave. in Kelowna. It will be followed by three additional openings in the province.



Taco Bar

Opening a new restaurant? Let us in on the buzz. Send a high-res image, menu and background information about the new establishment to bbinelli@kostuchmedia.com.

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OBITUARIES Toronto restaurateur **Michael Carlevale** died in December at the age of 65. He launched the Bersani & Carlevale sandwich shop in the early '80s. In 1987, he opened the swanky **Prego Della Piazza**, which became the site for many Toronto International Film Festival parties. It closed in 2010. Carlevale was also owner of the **Boston Club**, **Black and Blue** and **Byzantium**...**Thomas F. Powers** died Jan. 11 after a four-year battle with cancer. Born in Fargo, N.D., Powers was the director of the hotel school at the **University of Guelph** in Ontario and authored the textbook *Introduction to Management in the Hospitality Industry*, now in its 10th edition...**Art Gibson**, former **Manufacturers Agents for the Food Service Industry (MAFSI)** member and founding member of Mississauga, Ont.'s **KGB Marketing**, died Jan. 3. He was instrumental in founding MAFSI's Chapter 26 in Toronto.

PEOPLE

Daniel Schwartz is the new CEO of Oakville, Ont.-based **Restaurant Brands International**, following the merger of **Tim Hortons** and **Burger King**. Meanwhile, **Scott Bonikowsky**, chief communication and corporate affairs officer of **Restaurant Brands International**, **Mike Meilleur**, president of **Tim Hortons U.S.**, and **Roland Walton**, president, **Tim Hortons Canada** have left the company...**Robert Depatie**, former **Quebecor** CEO, has taken the helm at Quebec's **St-Hubert**, replacing

Jean-Pierre Léger...**The Stratford Chefs School** in Ontario is hosting chef **Francesco Lagi** from Tuscany, Italy and chef **Michael Hazlewood**, from London, England, as International Chefs in Residence for 2015...

Thomas Heitz is the new professor of Culinary Arts at **Centennial College's School of Hospitality, Tourism and Culinary Arts** in Toronto...**Corbin Tomaszewski** is at the helm of **The Westin Harbour Castle** in Toronto, which has introduced **Savoury**, a private chef's table.



Thomas Heitz



Corbin Tomaszewski

SUPPLYSIDE

Keith Kelly has been named president of Denver-based **Ice-O-Matic**, effective Feb. 1...**Kevin Fink** will assume the role of EVP at the Italy-based **Ali Group**, effective March 2...**John Bardeau** is the new business development manager for the Canadian market at **Unified Brands** in Jackson, Miss...**Villeroy & Boch**, based in Innisfil, Ont., has appointed Mississauga, Ont.-based **Tableware Solutions** to be its exclusive stocking master distributor for the Canadian foodservice market... Mexico-based **Grupo Bimbo's** subsidiary **Canada Bread Company, Limited** acquired Whitby, Ont.-based **Saputo Bakery Inc.** in Canada for \$120 million...Concord, Ont.-based **High Liner Foodservice** introduced a new premium **Signature Brand Portfolio**, comprising Alaska halibut, pacific and black cod and sockeye salmon. It also opened U.S. headquarters at **Pease International Tradeport** in Portsmouth, N.H... More than 35 Halal-certified products have been added to the Pointe-Claire, Que.-based **Luda** line...**Robot Coupe**, based in Ridgeland, Miss., introduced its new **CL 60 Complete Vegetable Preparation Workstation**; it has a theoretical output of 3,970 lbs of cut vegetables per hour.

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NEW KID on the BLOCK

The Wahlberg clan brings its family business north of the border



ON A FRIGID NIGHT late last year, a buzzing crowd of fans clogged the sidewalks outside Toronto's ritzy SoHo Metropolitan hotel, hoping to catch a glimpse of Paul Wahlberg (*left*) and his actor brother, Donny (*above, second from right*). The siblings were in Toronto to promote the opening of the first Canadian outpost of their restaurant, Wahlburgers (Mark, brother and third founder, was absent).

Eye-popping green banners welcomed guests into the spacious 120-seat sports-bar filled with neon-green metal chairs set against a backdrop of wood-paneled walls and flat-screen TVs. The design for the new space is inspired by the original location in Massachusetts, which was designed by architect Stephen Sousa.

Wahlburgers' resident chef, Paul, has concocted a menu of favourites, which harken back to the family's beginnings in Hingham, Mass., with offerings such as the BBQ Bacon Burger, topped with white cheddar, bacon, avocado, jalapeños and barbecue sauce (\$9.95), or slightly more eccentric options such as The Thanksgiving Burger, topped with fresh-ground and seasoned turkey dressed with signature orange-cranberry sauce, homemade roasted-butternut squash and mayo (\$9.95). Libations include beer on tap, and "adult" frappés, in flavours such as S'mores, made with chocolate ice cream, vanilla vodka, whipped cream liquor, chocolate syrup and graham-cracker crumbs (\$15). — Jackie Sloat-Spencer

PHOTOS: GEORGE PIMENTEL (GROUP SHOTS, INTERIOR, SIGNAGE), WAHLBURGERS (ALL OTHERS)





CAPTURE LOST CUSTOMERS

Win back families to foodservice by offering innovation at lunch and dinner

Enticing families to eat out more often represents an untapped opportunity for restoring healthy growth to the foodservice industry.

Families want to eat at restaurants, they just need the proper incentive. Defined as two adults with children under the age of 13, families are making fewer restaurant visits than they did five years ago, as tracked by the NPD Group's CREST Market Monitor; much of this decline is at lunch and supper. During 2014, families accounted for 1.9-billion restaurant visits, but that traffic is down 143-million visits from 2008. Quick-service restaurants (QSRs) have experienced the sharpest declines, with 66 million lost visits, while full-service restaurants (FSRs) have lost 40-million visits. And, although modest check increases show family spend is on the rise, the big opportunity here is in restoring



the volume of families using restaurants back to 2008 levels.

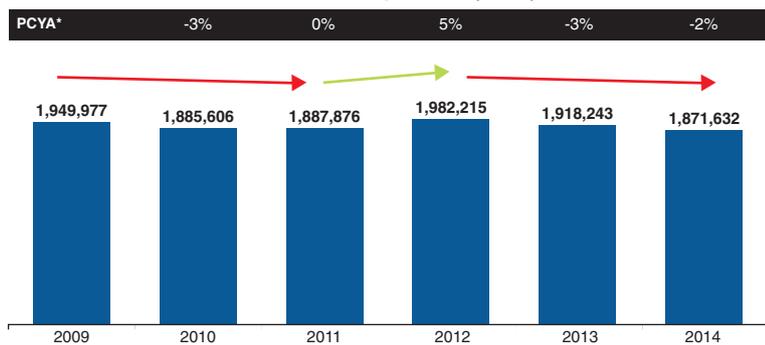
QSR operators have the most to gain from enticing families back. Much of the promotional focus during the last five years has been on breakfast and snacking dayparts. Although families are responding and increasing their visits at these dayparts, which offer cheaper options, they are not frequent users. And, while any growth from this demographic is hard won, it's resulting in less visits at lunch and supper.

But, there's an opportunity to shift the menu innovation and marketing communications employed at breakfast and snacking dayparts and give families a reason to visit at lunch and supper. Chef-inspired menu innovation has been targeted to adults, but there is an opportunity to apply this creativity to kids' menus as well. Kids' tastes are more adventurous than they were in the past; this group is consuming more Asian dishes, seafood, beef, yogurt, vegetables, smoothies and other specialty beverages. Parents' decisions are impacted by the tastes of their children, and winning increased visits requires developing kids' menus that are more inspired than just offering chicken fingers and fries. Simplify this menu and appeal to maturing tastes. Demonstrate the value associated with a prepared lunch or supper meal for families. Time and convenience, as well as innovative pricing strategies, will motivate today's families to eat out of home.

Focusing on wooing families back to restaurants at lunch and supper is worth the effort; recapture a share of the \$949 million annual spending lost from family visits since 2008. ●

The number of families eating at restaurants has either declined or remained flat in all but one of the last five years

TOTAL MARKET: Family Traffic (000s) trended



Robert Carter is executive director, Foodservice Canada, with the NPD Group Inc. He can be reached at robert.carter@npd.com for questions regarding the latest trends and their impact on the foodservice business.



CRUISIN' FOR A CAUSE

A&W Food Services of Canada is this year's Hans Bueschkens Award winner, thanks to its ongoing support of the MS Society of Canada

BY CAROL NESHEVICH

When temperatures rise and the sun starts shining brighter, A&W employees and franchisees across Canada know it's time to enthusiastically ramp up their fundraising efforts for the MS Society of Canada. Every summer, A&W restaurant operators raise money and awareness for the chain's charitable partner.

While many A&W operators raise money for MS research throughout the year at local events such as barbecues or bake sales, employees at each of the chain's approximately 835 locations begin heavily promoting MS fundraising in early July. Donations are accepted via a collection mug on the counter (an A&W root-beer mug), and



customers are also encouraged to purchase paper "cut-outs" on which they can write their names and stick them up on the walls and windows of the restaurant to increase awareness. The MS fundraising efforts culminate on one Thursday in August called Cruisin' to End MS Day, when \$1 from every Teen Burger goes to the MS Society. "The cruisin' part comes from the drive-in days of A&W, when you'd cruise along in your car and get a drive-in meal," explains Tom Newitt, senior director of Marketing and Brand Communications for Vancouver-based A&W Food Services of Canada Inc.

The event began in 2009, and the chain has raised more than \$6 million for MS since then. In

2014 alone, A&W raised \$1.45 million for the cause. "It's a beautiful program," says Owen Charters, chief marketing and development officer for the Toronto-based MS Society of Canada. "It's great to have a corporate partner that can be a true partner ... a partner who understands that it's not just about checking off a task list that says 'do something for charity.' We get very hands-on involvement from A&W, all the way from the president down. It's as though the employees of A&W become employees of the MS Society [during the Cruisin' to End MS campaign], and everyone is working so hard to raise awareness. It's much more than we could ever do on our own."

According to Newitt, the

idea came from the franchisees themselves. "They chose to work with the MS Society, which is a fabulous choice," he says, explaining that the disease has a particularly strong Canadian connection, as the nation currently has the highest rate of MS in the world, with an estimated 100,000 living with the illness. "What that means is that quite often, there's someone in every A&W restaurant — whether it's someone working there or a guest — who either has MS or knows somebody with MS or is affected by MS in some way," explains Newitt.

While MS is the main focus of A&W's charitable work Canada-wide, each franchise typically also supports its own individual causes. "For us at the home office, it's very inspiring to see the work that they do in the community," says Newitt. This includes everything from involvement with local sports teams to local children's charities to seniors' organizations and homeless shelters.

Looking ahead, A&W will keep encouraging individual franchisees to foster community involvement and will also continue to expand on its work with the MS Society. "Their mission is to end MS, and they haven't done that yet," adds Newitt. "They're investing heavily in research, so we are very supportive of helping them one day find a cure." ●

Every year, at Toronto's Top Management Gala and Dinner, F&H honours a company with the Hans Bueschkens Award of Merit for leadership in community outreach. This year's accolade will be presented to A&W Feb. 12.

WHAT IS MS?

MS stands for multiple sclerosis, which is thought to be an autoimmune disease of the central nervous system. According to the Toronto-based MS Society of Canada's website, symptoms can include "extreme fatigue, lack of coordination, weakness, tingling, impaired sensation, vision problems, bladder problems, cognitive impairment and mood changes."



ITALIAN COMFORT WITH A TWIST

PASTA AND PIZZA OFFERINGS THAT MARRY ITALIAN AND CANADIAN NOTIONS OF COMFORT CONTINUE TO WIN FANS

BY MARY LUZ MEJIA

Chefs and cooks across Canada are reinventing traditional pasta and pizza recipes and preparation methods with contemporary Canadian ideas. And, while the cost of ingredients has spiked in recent months, Chicago-based research firm Technomic's 2014 "Canadian Pizza Consumer Trend Report," shows pizza and pasta consumption has held relatively steady since 2012.

Pizza has been declining by 2.5 per cent on Canadian menus since last year, while pasta has been decreasing by 3.5 per cent during that same time, but that doesn't mean the category is shrinking.

"The main reason pizza has slightly decreased in menu prevalence over the past couple of years is because menus are shrinking, in general," explains Jill Failla, associate editor, Consumer Research at Technomic, adding that restaurants are decreasing back-of-house operational costs to focus on their best-performing offerings. "I wouldn't necessarily attribute it to the decreased popularity of Italian fare." And, although healthy, low-carb diets are always a potential consideration for the decline in pasta and pizza, it's not likely the primary cause. Healthy, non-carb categories such as salad (8.7 per

THE CLASSICS Traditional dishes still win acclaim in the Italian foodservice market with dishes such as Carbonara from Vancouver's Campagnolo Restaurant (*left*), Focaccia Barese from Toronto's Pizza Nova (*right*) and meatballs from Toronto's Pizzeria Libretto (*far right*)



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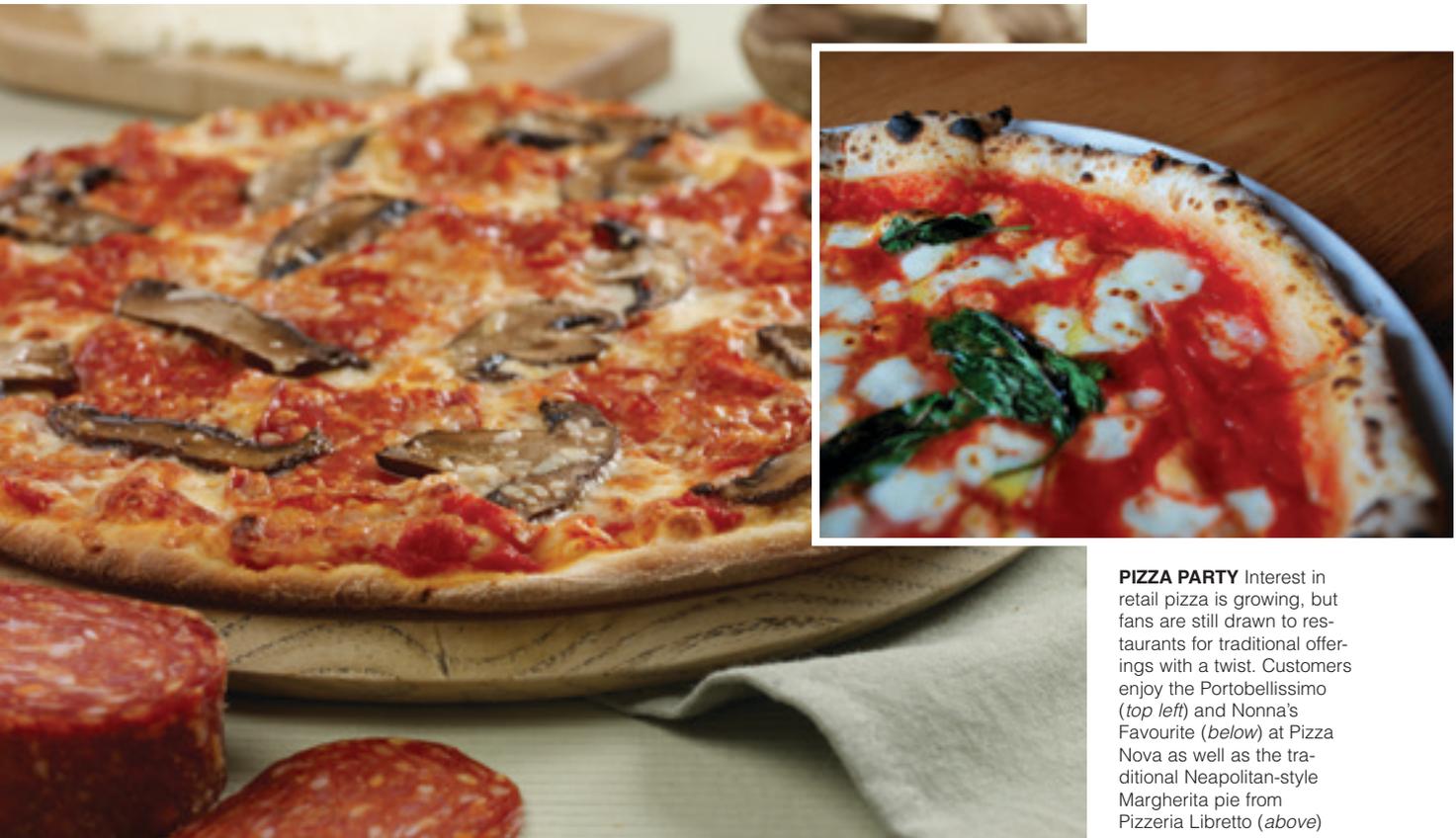
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PIZZA PARTY Interest in retail pizza is growing, but fans are still drawn to restaurants for traditional offerings with a twist. Customers enjoy the Portobellissimo (*top left*) and Nonna's Favourite (*below*) at Pizza Nova as well as the traditional Neapolitan-style Margherita pie from Pizzeria Libretto (*above*)

cent) and chicken (3.2 per cent) have also seen declines on Canadian menus over the past year.

The bad news is Technomic's 2014 "Canadian Pizza Consumer Trend Report" shows fewer Canadians are buying pizza for delivery at least once a month (numbers are down from 54 per cent in 2012 to 49 per cent in 2014). It seems consumers are getting their fix through frozen and carryout pizza options, which offer the quality, value and convenience they crave.

This means operators have to step up

their game, and they're doing that by serving pizza and pasta that offer a twist on the traditional.

THE MENU

When Vancouver's Campagnolo Restaurant opened in 2008, the menu was inspired by Northern Italian cooking. That was before chef de cuisine Nathan Lowey's time, but he remembers hearing it was problematic. "People were confused and standoffish about ordering something they likely didn't know how to pronounce," he explains. This led the restaurant team to reinvent the menu to include Italian comfort food with Canadian inspirations.

That translates into dishes such as hybrid Canadian-Italian pizza. "It's not a Neapolitan-style pizza; ours has a thicker crust, and we put a little more emphasis on the toppings," says Lowey. The traditional Margherita (\$14) recalls a childhood favourite, and customers "go crazy for" Campagnolo's Natearoni pizza (\$18), featuring house-made pepperoni and mushrooms topped with scamorza cheese. "It's a more typically North American creation than

a true Italian pizza," admits Lowey. The other crowd-pleaser is the Salsiccia pizza (or sausage pizza, \$17.50), topped with an Italian-style fennel sausage made in house and finished with arugula, chilies and Parmigiano Reggiano.

When it comes to pasta, the restaurant's fan favourite is its classic Carbonara (\$18). "Many would argue it's not traditional, as we make it saucier and add red onions. The onions give the dish another flavour component, which complements the richness of the eggs and the strong black pepper flavour," says Lowey. This reflects findings from Technomic. "Leading restaurants are creating more craveable Italian fusion fare by adding indulgent ingredients and bold flavours to pasta dishes," says Failla.

In Calgary's entertainment district, Cibo is further proof Technomic's findings are true. It offers diners house-made gnocchi, which Jon Kennard, head chef, likens to a gnudi (\$19). Served with spinach, artichoke, basil and ricotta salata, it's the restaurant's top seller and has been on the menu since day 1.

As for its pizza, Cibo's dough is based on





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PASTA PRIMER Gluten-free pasta continues to win converts. According to the Chicago-based research firm Technomic, it's the fastest-growing health claim at leading limited-service restaurants

a ciabatta bread recipe developed in house. "It's crunchy on the outside, light and fluffy on the inside. Our crust isn't just a vessel for toppings," says Kennard. The idea to differ-

entiate the restaurant in an industry clamouring for more Neapolitan offerings has proven fruitful. "We're as busy as ever, and the feedback on our pizza and food in general has been very positive," Kennard adds.

But diners still expect more. Case-in-point: Campagnolo and Cibo offer gluten-free options keeping in line with Technomic's 2014 "Canadian Healthy Eating Consumer Trend Report." It shows gluten-free is the preeminent health claim at the Top 250 chain restaurants and is also the fastest-growing health claim at leading limited-service restaurants. Campagnolo offers gluten-free pasta, made in house by using a blend of brown and white rice flours, xanthan gum and milk powder. At Cibo, chefs use the imported Pastificio La Rosa pasta from Italy, a decision made after trying more than 80 brands.

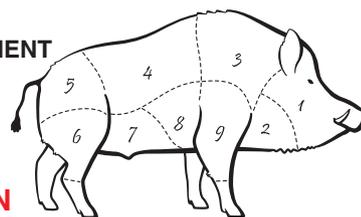
The menus at Cibo and Campagnolo are crowd-pleasing despite findings from Technomic's 2014 "Canadian Pizza Consumer Trend Report," which show

Neapolitan-style pizza is popular across the country, with a third of consumers (34 per cent, up from 22 per cent in 2012) wanting more pizza restaurants to feature Naples-style pie.

That's what Rocco Agostino, chef/partner at Toronto's Pizzeria Libretto, gives his guests. "Guests at Libretto love the Margherita D.O.P. (*Denominazione d'origine Protetta* - denomination of protected origin) pizza (\$14), as it is traditional and speaks to what makes Neapolitan pizza unique and desirable," says Agostino. "It's topped simply with tomato sauce, basil and mozzarella." Agostino also likes to experiment with non-traditional ingredients. You'll find kale, butternut squash and cauliflower on weekly pizza features (\$14 to \$17) as well as the popular Libretto Nduja Sausage Pizza (\$17). The latter pie highlights cayenne-infused pork sausage made by local outfit Dolce Lucano featuring fresh basil, oregano, garlic and mozzarella. "Guests love this pizza; it's packed with flavour, and the slight heat in the sausage is always a hit for diners looking for a little spice," says Agostino.

Meanwhile, the Toronto-based Pizza Nova team unveiled Focaccia Barese (\$7.99) three years ago. The oven-baked Italian bread, studded with Pachino-style tomatoes,

INGREDIENT OF THE MONTH
WILD BOAR BACON



Since the time of cave men, wild boar has been hunted for sport, to protect crops (they're considered "pests" amongst farmers) or to eat. Darker than conventional pork, and richer tasting without being gamey, wild boar is often used to make bacon. At Calgary's Cibo restaurant, chef Jon Kennard sources wild boar from Earl Hagman's Hog Wild Farm in Mayerthorpe, Alta. The belly is slow-cured in house (for seven to 10 days) to make bacon, using a combination of kosher salt and pink curing salt number 2; it's then smoked. Cibo uses it for a modern take on Tagliatelle Bolognese (\$19) or in its bestselling Wild Boar Bacon Pizza (\$22).

PHOTOS: DREAMSTIME.COM



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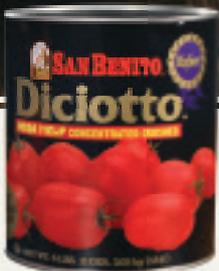
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roasted black olives and rubbed with extra virgin olive oil from Puglia, struck a chord. The chain was granted the permission and rights to offer this exclusive product with a protected geographical indication from the Consorzio Focaccia Barese. “We wanted to really accentuate something that is an authentic-style product from Italy. It’s widely liked,” says Domenic Primucci, president of Pizza Nova.

During the past 51 years, Pizza Nova has grown to include 140 outlets in Ontario. The dough recipe is based on dough Primucci’s father would have enjoyed in the Basilicata region of Italy. The San Marzano-style tomatoes are picked when vine-ripened and sealed within six hours of harvesting from California, and the cheese is 100-per-cent Canadian mozzarella. The company uses decked ovens with stones that heat up instead of the oft-preferred conveyor system; the former creates a crispy crust, which resonates with customers.

Top sellers include traditional pepperoni pizza (\$8.48 to \$10.49), but adventurous diners turn to specialty options such as the Portobellissimo with hot sopressata sausage, asiago cheese and portobello mushrooms (\$15.66 to \$18.94). These toppings are also available on a gluten-free crust and a vegan option featuring Vancouver’s Daiya Foods’ dairy-free cheese products. Gluten-free is a growing sector for Pizza Nova; sales of its gluten-free pizza have risen between five and six per cent.

COST CONSIDERATIONS

Peddling pizza and pasta continues to be a challenge, as the price of cheese and flour is on the

rise, causing many operators to monitor costs closely. According to a *Toronto Star* article written by Vanessa Lu in October 2014, pasta prices are spiking due to bad weather, which damaged crops last year. Quoted in the piece is Salvatore Cofone, president of Queen’s Pasta in Etobicoke, Ont. According to Cofone, in May 2014, he paid \$32 for 40 kilograms of semolina flour. Last October, the price for that same amount of flour had risen to \$37.40.

At Campagnolo and Cibo, costs are monitored as the menus change. “We have always been cost- and value-conscious given that Campagnolo opened during the height of the recession in 2008,” says Lowey. “Our whole-hog butchery program and the fact that we make 99 per cent of our products in house give us a lot of pricing flexibility.” Agostino says there hasn’t been a price increase at Pizzeria Libretto in the six years since it opened; he absorbs the costs, which are likely offset by the swell of guests who line up to eat at his popular restaurants.

Pizza Nova reviews menu costs yearly, ensuring secure, contract pricing from suppliers offsets its prices, which may be adjusted by two to three per cent depending on the item; the last increase was implemented in August, says Primucci.

Despite obstacles, the future of pasta and pizza in Canada will likely remain traditionally inspired. “Canadians are showing more interest in authentic Italian cuisine but have not completely tired of craveable Italian-inspired comfort,” says Technomic’s Failla. Luckily many restaurants across Canada are ahead of the curve. ●



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CAN **MR. MIKES** COME
BACK FROM THE BRINK?

BY IAN HARRISON

LEADING THE CHARGE (l to r) Mr. Mikes' Mike Cordoba, CEO and partner,
with Rick Villalpando, VP of Business Development



THE MR. MIKE'S BRAND had grown stale from as far back as Brian Mulroney's prime ministership. The steakhouse chain that began in 1960 by Bob and Nick Constarbaris as a family restaurant on Granville Street in Vancouver — and that a generation of British Columbians grew up with — crested in the 1980s with 90 units across Western Canada.

With the country mired in recession a decade later, the brand was decimated, as much a victim of fickle tastes and a lack of innovation as the sluggish economy. All of a sudden, the notion of a self-serve steakhouse and salad bar was dated.





MENU MIX-UP The revamped Mr. Mike's menu offers steak, hamburgers and more, with dishes such as the Smuggler's Cove Sirloin (*above*) and Crispy Panko Shrimp Tacos (*below*)

Faced with a decline in sales, it was gut-check time at the home of the iconic Mikeburger ("the burger that won the West"). But, as is often the case with brands in peril, Mr. Mike's was left to sputter before it was put down and properly rehabilitated.

The force behind the current reclamation is Mike Cordoba, partner and CEO of the Vancouver-based RAMMP Hospitality Brands Inc. This man, who has led the charge to retool the brand, was a regular at a North Vancouver Mr. Mike's in the 1970s. "Mr. Mike's was a way for the family to go out and be together every Sunday. It was always a memorable experience," he notes.

When it came time to make a play for Mr. Mike's in 2010, the executive was not merely

wistful about the fate of the castoff restaurant chain. He saw a viable opportunity for a brand that was part of the fabric of Western Canada. "RAMMP is a company of partners that buys and builds businesses. We're a franchise concept. Bottom line, our mandate is to make franchisees profitable. That was the goal with Mr. Mike's from day 1," he says, of the chain.

When RAMMP took over Mr. Mike's and rebranded it as Mr. Mike's SteakhouseCasual in a concession to the popularity of casual, mid-scale chains, it assumed responsibility for 19 outlets. The company has since sold 37 new restaurants, with concrete plans to expand in Regina, Winnipeg and well beyond. "Our goal is to go Canada-wide," explains Cordoba. "We'll look at Southwestern Ontario this year, the Maritimes and one day, maybe, Quebec. But our core focus is on Western Canada. We're bullish on all of Canada, but it takes time to find real estate and franchisees."

The executive most intimately involved in the soup-to-nuts approach to source and develop new franchisees is Rick Villalpando. Before RAMMP, the VP of Business Development held positions at Mississauga, Ont.-based Boston Pizza, Vancouver's White Spot and Vaughan, Ont.-based East Side Mario's. Villalpando says that Cordoba's track record managing a portfolio of public and private companies in various industries won him over.

A wholesale demolition of the heri-

THE STATS

APPROXIMATE TOTAL SYSTEM SALES FOR 2014:

\$75 MILLION
up 20 per cent from 2013

AVERAGE FOOTPRINT:

5,500 SQ. FT.

AVERAGE SEAT COUNT:

approximately
150 to 200

SAME-STORE SALES GROWTH:

9.5 PER CENT,
2014 OVER 2013

FRANCHISE FEE:

\$50,000

Build-out cost (inclusive of the franchise fee and other fees, furniture, fixtures, equipment and leasehold improvements):

\$1.4 to \$2.4 million

RAMMP's royalty percentage of a franchised location:

six per cent

For more franchise details, turn to the Franchise Report on p. 37

tage brand was never the plan, explains Villalpando. RAMMP wanted to be sensitive and tactical. "We had all the elements in place to be successful — brand awareness, a strong core menu group of steaks and burgers. What we did was add branded beer, wine, signature sandwiches, soups and salads," says Villalpando. This included items such as a vegetarian burger, a prawn and scallop salad, shrimp tacos and a Thai steak and noodles dish.

In fact, the food is often re-examined. "Last year we re-merchandised the menu, simplifying it, adding quality photography and bringing on items that we tested throughout the year," says Cordoba. "Menu development is a collaborative process between various departments within the company, including the ownership group. Every quarter we bring out new items and everyone on our team, our different departments, franchisees and customers test them. [Moving forward] we're going to make a





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FRANCHISOR PROFILE



major push on revitalizing the menu in terms of new items and presentation.”

With menu changes came a physical transformation of extant franchises led by RAMMP partner Al Cave and external designers soon after the purchase of the brand. As of 2011, everything was changed. Today, the restaurants are much more laid-back, with comfy booths and kitschy poster art on the walls. Each unit features a section called the UrbanLodge, an adult rec room-cum-lounge area. The company’s somewhat playful radio and newspaper campaigns complement the turn to a more casual, laid-back vibe. A deliberate effort was made to promote the ‘steakhouse-casual’ identity in new markets.

RAMMP targets towns in Western Canada that serve as anchors in key economic areas — think Lethbridge and Red Deer, Alta. and Dawson Creek, B.C. “We do a lot of research and cast a wide net,” says Villalpando. “We want to find people who have strong business acumen.”

The majority of Mr. Mikes Steakhouse-Casual franchisees own multiple units, which cost anywhere from \$1.4 to \$2.4 million to open. Dave Nussbaumer, a former farmer and insurance broker is part of a group of Saskatchewan investors, which introduced the chain to the towns of Yorkton and Prince Albert. The businessman, who had no knowledge of RAMMP prior to a cold call from Villalpando, has plans to open franchises in Regina and

Brandon, Man as well.

This is a notable commitment from someone who initially thought the Mr. Mikes brand was “cheesy and low budget.” Times have changed. “You can sense RAMMP is on a mission. I was convinced after I met Mike Cordoba in Vancouver for the first time. And the proof is in our sales,” says Nussbaumer of his numbers which are said to be above the system average. “We are approaching \$4,000,000 at the Prince Albert, Regina and Yorkton stores.”

And, as much as the bottom line is important, giving back is also vital. As Cordoba puts it, RAMMP is “big on community drives” for children’s hospitals, children’s sports and the like. The company also started an initiative called Deeds Done, whereby head-office employees give back and volunteer on their own and on company time, often anonymously.

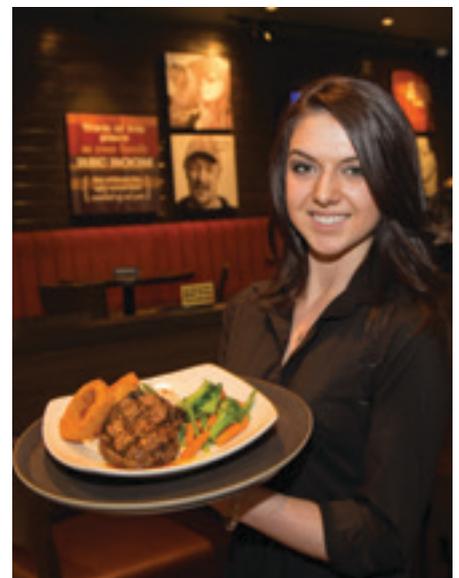
That collaborative spirit is a big part of RAMMP’s corporate culture. “Because we are a community-based concept we align a site with a prospective franchisee. We have the franchisee review the site in advance, provide feedback, and in a few cases start over to look for a new site. With his or her local knowledge, the prospective franchisee is an important piece of the growth in the particular city we want to open in,” Cordoba says, adding that it’s a priority to get lots of face time with franchisees. “We have a Franchisee Advisory Council (FAC), which represents franchisees in regions. The FAC is

a sounding board for us to discuss new ideas and regional issues. Once per year we get franchisees together to discuss and review new initiatives and current issues affecting the business.”

For example, Yorkton — and most of the smaller towns where RAMMP opens Mr. Mikes SteakhouseCasual franchises — is culturally distant from Vancouver. So, although a franchisee has to stay on brand to ensure consistency across the network, regional differences sometimes throw curveballs. Nussbaumer illustrates this delicate tension with this anecdote. “Original 16 beer is popular in Saskatchewan. It made good business sense to add it to our menu. But RAMMP had a problem with that, because they have contracts in place with other brewers. We didn’t do anything intentionally wrong, but we understood that we should’ve checked with them first. Eventually they found a loophole in the contract that allowed us to carry one local brand of beer,” he says.

RAMMP’s CEO acknowledges that these relationships can be tricky but is quick to stress that in the franchisee game, you must “have consistent brand standards.”

“And yet you have to recognize certain regional differences. Franchisees need to have some latitude. The key to growth is to constantly innovate and change and solicit feedback from customers, employees, franchisees and suppliers. That’s what makes a great brand,” he says. ●



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THE GREAT FRANCHISE

DEBATE

Franchise legislation could be coming to B.C., but deciding what's best in a country divided on the issue is more difficult than it sounds

BY LAURA PRATT

Franchising in Canada “can be a bad scene,” says Gerry Docherty, president and COO of Good Earth Coffeehouse, a Calgary-based restaurant with 46 locations, all but two of which are franchised. Although franchising legislation has been in place in the chain’s home province for some time, Docherty calls its apparently imminent arrival in B.C., where his company also operates, a welcome development. “You can make any claims you want right now. Once there’s disclosure legislation, you can’t do that. There are strict rules around what you can and cannot say,” he says.

Such is the preoccupation of the players on the westernmost edge of this country’s franchise machine, as the governing bodies of British Columbia consider the merits of adopting legislation that will require franchisors to provide a disclosure document, financial statements and more upon enter-

ing a deal with a franchisee. It's anticipated the province will draft legislation, seek public comment on it, and introduce it by 2016, joining five provinces already equipped with the codification. (for more details, see "The B.C. Plan," p. 34)

Toronto's Canadian Franchise Association (CFA) has encouraged governments to be as uniform as possible when drafting standards. Ideally, franchises want to use one franchising document for the entire country, says Peter Snell, a partner who practises in the franchise law arm of Gowling Lafleur Henderson in Vancouver.

The most widely accepted rationale behind the advent of franchise legislation is investor protection. Stories abound of abuse by franchisors who have discouraged franchisees from such due diligence as financial statement review, acquaintance with officers and directors and becoming familiar with a chain's track record.

"The heart of the franchisor is found in those documents. Do they have a thousand lawsuits against them for doing evil things? Are they planning to take your money and leave you dry? It would be in those documents," says Wayne Taylor, an ex-franchisee of a Blenz Coffee outlet in Vancouver.

Taylor left the operation in October 2013 after five years "in financial hardship." He claims that when he signed an agreement to buy a Blenz franchise in 2008, the franchisor said it would renew his five-year lease when it expired. But, he claims Blenz didn't do that and denies ever suggesting it would. Taylor tried to sell but says he couldn't, because Blenz wouldn't approve any of the buyers he identified. In response to the lawsuit, Blenz stated that it wasn't aware of potential buyers and wasn't obligated to approve a sale, according to Taylor. Ultimately, court documents show Taylor sold his franchise for \$50,000 — approximately \$130,000 less than what he originally paid, and he is now involved in a multi-party lawsuit against directors of Blenz, one of whom replied to the aforementioned claims in an emailed statement to *F&H*. "We firmly deny all of Mr. Taylor's allegations, which are frivolous and an embarrassment. This matter is currently before the courts," said Brian Noble, director

and co-founder of Blenz.

Regardless of the outcome of the suit, Taylor now understands the value of disclosure. "With legislation, there is at least a chance that the franchisee can stand up and fight, at least you can know what the franchisor is really like before you buy," he says.

Franchise legislation borrows from the precedent set in the securities industry, providing a prospectus to potential buyers before they can sell shares on a stock exchange. It details any litigation in which the company is involved, profiles its officers and provides information about anything that might impact the stock being considered. Similarly, franchise legislation calls for full disclosure of "all material facts" about the franchise in question — critical to folks who might otherwise act on emotion alone. "Initially, people get really excited about a

brand, but loving a product isn't enough to decide whether it's a good business for you. You need to understand the total costs of investment and who the people are behind the system. These things are really important for potential investors. It's a way of codifying this due-diligence process," Snell says.

This legal development comes at a price for regional franchisors in provinces without franchising legislation. For national franchisors the cost of compliance with each new province is marginal. Either way, there is intended to be a benefit in the itemized expectation from both sides. It guarantees franchisees two years to walk away from a deal and compels the franchisor to pay back the franchisees' fees and losses, but could it be ushering the industry into a new era of litigiousness? As other provinces have developed and implemented franchise legislation,





the number of claims against franchisors has seemingly increased. “It promotes lawsuits. [Franchisees] who aren’t happy with the business they bought into go talk to a lawyer who, quite often, will say it’s worth taking a shot at claiming a right of rescission,” says Snell.

Indeed, the legislation is proving to be punitive for those “franchisors that do everything on the cheap and fail to prepare proper disclosure,” says John Sotos, a preeminent franchise lawyer and founding partner of Toronto’s Sotos LLP. “When the franchisee fails, because the franchisor has failed to comply with the law, he has an extraordinary remedy to recover losses from the franchisor and also from the franchisor’s principals, personally. So a start-up franchise system is growing nicely, but then it gets hit by litigation for substantial amounts of money because of deficient or non-existent disclosure, [putting]

a damper on growth. It’s a new trend.”

And, it’s worrisome, according to Lorraine McLachlan, CFA president and CEO. British Columbia’s pending legislation is “unnecessary,” she says. “Broadly speaking, we support this, but we don’t think franchise legislation is necessary in any province.” That, she says, is because it sets the scene for questionable legal decisions. “A judge can make a determination that a disclosure documentation is sufficiently deficient as to be considered not having met the need to provide disclosure. That means that, up to two years into a relationship, a franchisor may have to return a franchisee to the state they were in prior to the franchise,” explains the CFA executive.

While that sounds like admirable protection for the little guy, McLachlan bristles against its inherent presumption about franchisees. “There’s a mythology that franchisees

are unsuspecting, unsophisticated investors. It’s dangerous, because it leaves the franchisor liable to misrepresentative acts by the franchisee, where he may decide that this wasn’t the right thing for him and wants a no-cost way out.” Franchising flourishes through a symbiotic relationship, she notes, a reality that means the franchisor succeeds only when the franchisee succeeds. “So, it’s not in the franchisor’s best interest to be disingenuous with their franchisee.”

In fact, there’s an expectation of franchisors to grow the business on behalf of their franchisees. Those who are reckless with this obligation suffer for it. “The franchisors that are growing aggressively are those that keep a very tight lid on the cost of construction and goods,” says Sotos. But there are others who are turning a unit that used to cost \$400,000 to build into a million-dollar project by requiring costly upgrades, without a corresponding increase in sales; it’s a dangerous trend in franchising, he explains.

He believes franchisors must avoid burdening the franchise business with unnecessary costs. “Franchisors that are prudent in terms of the cost of developing a site and of keeping the cost of goods as competitive as possible are seeing growth. Conversely, those that don’t do those things suffer.” More than that, franchisors must comply with the franchising legislation in place in their home province and, unlike the United States, Canadian provinces follow the Uniform Model Franchise Law (for more details, see “The B.C. Plan,” p. 34), resulting in substantially uniform regulation across the country. So, compliance costs for each additional province adopting franchise legislation are marginal — a positive development he’s pleased to see spreading across the country. “Have competent people advise you,” adds Sotos. “Just like building a house, you’ll have a lot more success if you hire an architect who knows what he’s doing, as opposed to your brother-in-law working out of his basement.”

And, in the swirl of controversy and confusion that surrounds the advent of franchise legislation, it’s critical that potential franchisees consider the entire picture. “The disgruntled franchisees are usually the ones who feel that the franchisor didn’t tell them every-

THE B.C. PLAN

The Vancouver-based British Columbia Law Institute (BCLI) has proposed that the province become the sixth in Canada (joining Alberta, Ontario, Manitoba, P.E.I. and New Brunswick) to enact franchise legislation. "B.C. has no franchise legislation at all at the present time," explains Greg Blue, senior staff lawyer at BCLI. "The franchise legislation proposed in our report would benefit franchisees and franchisors alike. It would protect franchisees by requiring a standard of pre-contractual disclosure that has already achieved acceptance in five provinces. It would also give the benefit of greater certainty to franchisors regarding what will help to ensure that a franchise agreement would be upheld and enforced if a dispute arises later in the franchise relationship. As our proposals are based on the Uniform Franchises Act, which was itself a product of extensive consultation with the franchise industry, and correspond closely to the franchise legislation in force in five other provinces already, they would contribute to greater harmonization of commercial law within Canada. This is something that is always desirable." — Jackie Sloat-Spencer

thing they need to know, and the wool was pulled over their eyes," says Gowling's Snell. It's important this individual understands that a franchise isn't a guaranteed success story. "It's providing the tools, but the owner himself has to make a business independently. That's often lost on franchisees. They feel like they've paid the money and should sit back and count their chickens," adds Snell.

The CFA's McLachlan agrees. She often speaks to groups of would-be franchisees who assume the industry is a source of ready riches. "They think the money will roll in. But there's a lot of sweat equity that goes into a franchise for a franchisee. You have to work hard, and that's sometimes misunderstood." To redress the scene, the CFA is embarking on an outreach mission to help lawmakers better understand the essence of the franchise relationship. The initiative is still in its early days, so details are scarce, but "it's a major priority for us this year," McLachlan says.

Such efforts are necessary, says Snell, who's

also director and chair of the CFA's legal and legislative affairs committee. "Education is [important] to help governments understand how franchising is a unique model and an extremely important driver of the economy. We want to encourage investment, not discourage it. The majority of franchise systems in this country are foreign brands, which have chosen Canada as an accessible and welcome place for franchising. But if franchising in Canada becomes difficult to do, franchise systems won't expand to here," he says.

Indeed, agrees Good Earth's Docherty who welcomes the potential B.C. legislation. With it, he contends, the ethical franchisors will be distinguished from their unethical counterparts, and the natural model will be allowed to thrive. "Franchisors and franchisees need to be on the same page. After all, if franchisors aren't successful, the brand's not going to grow. It is through the success of the franchisees that franchisors succeed. That is [this legislation's] focus." ●



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2015 FRANCHISE REPORT

241 PIZZA

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 1986 in Toronto
- 91 units in Canada (all franchised)
- two units under development

Franchise Costs

- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

A&W FOOD SERVICES OF CANADA INC.

171 West Esplanade, Ste. 300
North Vancouver, BC V7M 3K9
604-988-2141
Director of Franchising: Yanick Morin

History, Plans

- established in 1956 in Winnipeg
- 820 units in Canada (810 franchised)
- opportunities available across Canada, with a focus on Ontario (Greater Toronto Area), Quebec (Montreal) and Vancouver (Lower Mainland)

Franchise Costs

- initial franchise fee \$55,000
- equipment/site cost \$300,000 to \$1,300,000
- other costs up to \$100,000
- total \$355,000 to \$1,450,000
- advertising fee 2.5%
- royalty fee 2.5%
- local advertising fee 1%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies
- other

APPLEBEE'S

DINEEQUITY, INC.
450 North Brand Blvd.
Glendale, CA 91203
647-533-3333
Manager, Canada Applebee's:
Kenney Goldman

History, Plans

- established in 1983 in Decatur, Ga.
- 19 units in Canada; 2,000+ outside of Canada

Franchise Costs

- initial franchise fee US\$40,000
- estimated build costs US\$1,500,000+
- national advertising fee 0.5%
- royalty fee 4%

Services

- asset design and architecture
- marketing and advertising
- restaurant opening support
- site selection
- supply chain
- training and operations systems/processes

AROMA ESPRESSO BAR

AROMA ESPRESSO BAR CANADA INC.
446 Spadina Rd., Ste. 300
Toronto, ON M5P 3M2
416-481-2233

History, Plans

- founded in 2007 in Toronto
- 26 units in Canada (all franchised); 150+ units outside of Canada
- plans to expand in Montreal and Ottawa

Franchise Costs

- initial franchise fee \$50,000
- advertising fee 2%
- royalty fee 6% to 8%
- for more information, contact franchise @aroma.ca

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

AU VIEUX DULUTH EXPRESS

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2002

Franchise Costs

- information available upon request

Services

- information available upon request

BAKER'S DOZEN DONUTS

BAKER'S DOZEN CORP.
2369 Cliff Rd., Unit 1
Mississauga, ON L5A 2P1
905-272-1825
President: Peter Paraskakis

History, Plans

- established in 1978 in Mississauga, Ont.
- 14 units

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$300,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BASKIN-ROBBINS

DUNKIN' BRANDS
130 Royall St.
Canton, MA 02021
800-859-5339
CEO: Nigel Travis

History, Plans

- established in 1945 in Glendale, Calif.; first Canadian store opened in 1971
- 96 units in Canada; 7,479 total worldwide (all franchised, except for seven locations)
- expanding the newly designed stores in Toronto, Ottawa, Montreal, Calgary, Edmonton and Vancouver

Franchise Costs

- initial franchise fee \$20,000 for a 10-year franchise agreement
- equipment/site cost \$100,000 to \$220,000
- other costs \$15,000 to \$42,000
- total costs \$130,000 to \$292,000
- advertising fee 5%
- royalty fee 1%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BATON ROUGE

IMVESCOR RESTAURANT GROUP INC.
8250 Décarie Blvd., Ste. 310
Montreal, QC H4P 2P5
888-440-3232
Franchising Coordinator: Liette Poirier

History, Plans

- established in 1992 in Laval, Que.
- 29 units in Canada (all franchised)
- plans to open units in Drummondville, Que. and Ottawa

Franchise Costs

- initial franchise fee \$60,000
- investment (cash) \$750,000
- total costs \$1,600,000 to \$1,800,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BEAVERTAILS CANADA INC.

St. Patrick St., Ste. 106
Montreal, QC H4E 1A2
514-392-2222
Director of Franchising: Pino Di Iorio

History, Plans

- established in 1978 in Ottawa
- 97 units in Canada (all franchised)
- plans to add more mobile trailers as well as tourist and leisure locations

Franchise Costs

- initial franchise fee \$30,000
- trailers start at \$110,000
- tourist kiosks start at \$200,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- purchasing
- staff training

BEN & FLORENTINE RESTAURANTS INC.

5255 Henri-Bourassa W., Ste. 210
Montreal, QC H4R 2M6
514-667-6099
President: Lorne Cassoff

History, Plans

- founded in 2008 in Montreal
- 30 units in Canada (all franchised)
- plans to add 25 stores in the next three years in Quebec and Ontario, and potentially expand into Western Canada; launching a new concept, Ben & Florentine Gourmet Express

Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$600,000
- total cost \$635,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BLENZ COFFEE

2285 Clark Dr., Ste. 250
Vancouver, BC V5N 3G9
604-682-2995
President: Marc West

History, Plans

- established in 1992 in Vancouver
- 65 units in Canada

Franchise Costs

- franchise fee \$35,000
- store cost \$250,000 to \$280,000
- advertising fee 2%
- royalty fee 8%

Services

- advertising/marketing
- operational support
- training



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2015 FRANCHISE REPORT

BLIMPIE SUB SHOP

KAHALA CORPORATION
9311 Via De Ventura E.
Scottsdale, AZ 85258
480-362-4800
Brand President: Alex Nevile

History, Plans

- established in 1964 in New Jersey
- 0 units in Canada; 659 units outside Canada (657 franchised)
- plans to expand domestically and globally

Franchise Costs

- initial franchise fee US\$18,000 (first unit); US\$10,000 (subsequent units)
- advertising fee 4%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training

BOAR N WING SPORTS GRILL & BAR

JSF FRANCHISE GROUP INC.
3636 Bathurst St., Ste. 1611
Toronto, ON M6A 2Y5
647-919-3994
VP of Franchising: Joel Friedman

History, Plans

- established in 2011
- three units in Canada (two franchised)
- expanding in Ontario, but looking towards expanding in all provinces

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$250,000 to \$300,000
- other costs \$5,000
- total costs \$345,000
- advertising fee 2%
- flat royalty fee \$2,500

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



8915-51st Ave., Ste. 205
Edmonton, AB T6E 5J3
780-440-6770
Director, Business
Development: Tim Hengel

History, Plans

- established in 1999 in Sherwood Park, Alta.
- 298 units in Canada; 310 worldwide (nearly all units franchised)

Franchise Costs

- initial franchise fee \$20,000
- equipment/site development cost \$215,000 to \$245,000
- total costs \$235,000 to \$265,000
- advertising fee national ad fund 2%, regional 1.5%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation (Booster Juice finds and negotiates the leases for all domestic sites)
- management
- purchasing
- site location
- staff training
- supplies

BOSTON PIZZA

BOSTON PIZZA INTERNATIONAL
10760 Shellbridge Way, Ste. 100
Richmond, BC V6X 3H1
604-270-1108
Director of Franchising: Felix Decata

History, Plans

- established in 1964 in Edmonton
- 363 units in Canada; 37 units outside of Canada (397 franchised)
- plans to open 12 to 15 new locations in Canada in 2015

Franchise Costs

- initial franchise fee \$60,000
- equipment/site cost \$2,500,000 (average)
- advertising fee 3%
- royalty fee 7%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BROWNS SOCIALHOUSE

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BROWNS RESTAURANT GROUP
3540 West 41st Ave., Ste. 207A
Vancouver, BC V6N 3E6
604-630-0885
VP, Development: Bruce Fox

History, Plans

- established in 2004 in North Vancouver, B.C.
- 32 units in Canada; three units outside of Canada (30 franchised)
- aggressive expansion planned in Ontario, Alberta and Manitoba. In 2015, it plans to add three units in Manitoba, two in Saskatchewan, eight in Alberta and five in B.C.

Franchise Costs

- initial franchise fee \$50,000
- design fee \$35,000
- advertising fee/LSM 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

BURGER KING RESTAURANTS OF CANADA, INC.

REDBERRY INVESTMENTS INC.
5180 Orbitor Dr.
Mississauga, ON L4W 5L9
416-626-6464, ext. 7424
Franchise Sales Manager:
Taleb Oubayan

History, Plans

- established in 1954 in Miami; established in 1969 in Canada
- approximately 13,000 units globally

Franchise Costs

- information available upon request

Services

- information available upon request

CAFE DEPOT/MUFFIN PLUS

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1984 in Montreal
- 90 units in Canada (80 franchised)

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$200,000
- other costs \$25,000
- total costs \$250,000
- royalty fee 6%
- advertising fee 2%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

CAFFE SORRENTINO

10665 109 St.
Edmonton, AB T5H 3B5
780-428-5454

History, Plans

- founded in 2005 in Edmonton
- seven units in Canada

Franchise Costs

- initial franchise fee \$20,000
- total costs \$325,000 to \$365,000
- advertising fee 2%
- royalty fee 7%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing

- site location
- staff training
- supplies

CAPT. SUBMARINE

(Atlantic Canada opportunities)
GRINNERS FOOD SYSTEMS LTD.
105 Walker St.
Truro, NS B2N 5G9
902-893-4141
Manager of Real Estate
& Development: David Crane

History, Plans

- founded in 1972 in Charlottetown
- 38 units in Canada (36 franchised)
- plans to expand in P.E.I., New Brunswick, Nova Scotia and Newfoundland

Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$90,000
- other costs \$90,000
- total costs \$200,000
- advertising fee 4%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- supplies

CAPT. SUBMARINE

(Ontario opportunities)
CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 2008 in Toronto
- eight units in Canada (seven franchised)
- one unit under development

Franchise Costs

- information available upon request

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- supplies

CARL'S JR.

CKE RESTAURANTS, LLC
6307 Carpinteria Ave.
Carpinteria, CA 93013
805-745-7841
VP, Franchising: Michael D'Arezzo

History, Plans

- established in 1941 in Los Angeles
- 11 units in Canada; 1,493 units worldwide (1,088 franchised)

2015 FRANCHISE REPORT

Franchise Costs

- initial franchise fee \$15,000 to \$25,000
- advertising fee up to 7%
- royalty fee 4%

Services

- information available upon request

CASEY'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1980
- 26 units in Canada (25 franchised)

Franchise Costs

- initial franchise fee \$50,000
- average investment range \$1,300,000 to \$1,600,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

(THE) CHEESECAKE CAFE

CAFE DEVELOPMENT INC.
10319 Saskatchewan Dr.
Edmonton, AB T6E 4R7
780-406-1700
Director of Franchising: Janice Krill

History, Plans

- established in 1988 in Calgary
- five units in Canada (all franchised)
- plans to further expand in Alberta

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$400,000
- other costs \$460,000
- total costs \$900,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

CHICKEN CHEF FAMILY RESTAURANTS

CHICKEN CHEF CANADA LTD.
97 Plymouth St.
Winnipeg, MB R2X 2V5
204-694-1984
Director of Franchising: Jeff Epp

History, Plans

- established in 1984 in Winnipeg
- 35 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$12,000
- equipment/site cost varies
- royalty fee 3%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies



369 Terminal Ave., Ste. 210
Vancouver, BC V6A 4C4
604-296-3500
Franchise Manager: Heather Habib

History, Plans

- first franchised location established in 2003 in North Vancouver, B.C.
- 77 units in Canada (62 franchised); more than 700 units outside of Canada
- focusing on expansion across Canada

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$210,000 to \$250,000
- leasehold improvements \$200,000 to \$300,000
- total costs \$550,000 to \$600,000 (new bakery)
- total cost for existing bakery \$400,000 to \$900,000
- advertising fee 3%
- royalty fee 7%

Services

- advertising/marketing
- design
- full comprehensive training
- lease negotiation
- purchasing
- site location
- staff training
- supplies

COFFEE CULTURE CAFE & EATERY

OBSIDIAN GROUP INC.
1770 Argentinia Rd.
Mississauga, ON L5N 3S7
905-814-8030
VP, Franchising: George Karamountzos

History, Plans

- established in 2006 in Woodstock, Ont.
- 65 units in Canada; 35 in the U.S.

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$300,000
- other costs \$30,000
- total costs \$360,000
- advertising fee 2%
- royalty fee 7%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

COFFEE TIME DONUTS

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 1982 in Toronto
- 111 units in Canada (100 franchised)
- five units under development

Franchise Costs

- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

COLDSTONE CREAMERY

KAHALA CORPORATION
9311 Via De Ventura E.
Scottsdale, AZ 85258
480-362-4800
SVP of Restaurant Operations:
Tony Crosby

History, Plans

- established in 1988 in Arizona
- seven units in Canada; 1,368 outside of Canada
- plans to expand domestically and globally

Franchise Costs

- initial franchise fee US\$27,000 (first unit); US\$15,000 (subsequent units)
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training



12 Indell Lane
Brampton, ON L6T 3Y3
905-799-1022, ext. 251
President: Michael Gazer

History, Plans

- founded in 2007 in Brampton, Ont.
- four units in Canada
- franchise opportunities available in southern Ontario, Winnipeg, Calgary, Edmonton and across British Columbia

Franchise Costs

- initial franchise fee \$40,000
- other costs \$150,000
- total \$190,000
- royalty and advertising fee 0%

Services

- advertising/marketing
- design
- staff training

CORA BREAKFAST AND LUNCH

CORA FRANCHISE GROUP INC.
2798 Thamesgate Dr., Unit 2
Mississauga, ON L4T 4E8
905-673-2672
National Director of Development:
Candace McAllister

History, Plans

- established in 1987 in St. Laurent, Que.
- 129 units in Canada (124 franchised)
- 10 locations planned for 2015
- plans to expand in the U.S. within New England in 2015

Franchise Costs

- initial franchise fee \$45,000
- equipment/site costs \$650,000 to \$800,000
- advertising fee 3.5%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

COUNTRY STYLE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1963
- 423 units in Canada (420 franchised)

Franchise Costs

- initial franchise fee \$30,000
- advertising fee 3.5%
- royalty fee 4.5%

2015 FRANCHISE REPORT

Services

- information available upon request

CRABBY JOE'S TAP & GRILL

OBSIDIAN GROUP INC.
1770 Argenta Rd.
Mississauga, ON L5N 3S7
905-814-8030
VP, Franchising: George Karamountzos

History, Plans

- established in 1996 in Ingersoll, Ont.
- 41 units in Canada

Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$600,000 to \$650,000
- other costs \$75,000 to \$100,000
- total costs \$710,000 to \$785,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

COISSANT PLUS

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1980
- two units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

CULTURES

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1979
- 59 units in Canada; one international location (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

DAIRY QUEEN CANADA INC.

5045 South Service Rd., Ste. 3000
Burlington, ON L7R 3Y3
905-639-1492
Director, Franchising: Chris Falle

History, Plans

- established in 1940 in Illinois
- 651 units in Canada; 5,679 outside of Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$45,000
- equipment/site cost \$200,000 to \$1,700,000
- other costs \$45,000 to \$80,000
- advertising fee 5% to 6%
- royalty fee between 4% and 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- site selection
- staff training
- supplies

DE DUTCH

DE DUTCH PANNEKOEK HOUSE
RESTAURANTS INC.
8484-162nd St., Ste. 108
Surrey, BC V4N 1B4
604-543-3101
President: William (Bill) K. Waring

History, Plans

- established in 1975 in Vancouver
- 24 units in Canada

Franchise Costs

- initial franchise fee \$35,000, plus training fee, starting at \$7,500
- equipment/site cost \$300,000
- total costs \$850,000 to \$1,200,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

DENNY'S

DENNY'S, INC.
203 East Main St.
Spartanburg, SC 29319
800-304-0222
Senior Director of Franchise
Recruiting: Doug Wong

History, Plans

- established in 1953 in Lakewood, Calif.
- 67 units in Canada (all franchised); 1,629 units outside of Canada (1,468 franchised)
- plans to add 40 units in 2015

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$1,188,000 to \$2,285,000
- other costs \$130,608 to \$336,428
- total costs \$1,318,608 to \$2,621,428
- advertising fee 3%
- royalty fee 4.5%

Services

- advertising/marketing
- design

- indirect financial assistance
- site location
- staff training

DIXIE LEE

DIXIE LEE CAPITAL CORPORATION
559 Princess St.
Kingston, ON K7L 1C8
613-650-5494
Operations Co-ordinator: Ken Yonelinas

History, Plans

- established in 1964 in Belleville, Ont.
- 80 units in Canada; two units outside of Canada
- plans to add five to 10 units in 2015

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$350,000
- total costs \$375,000
- advertising fee 5%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

DOMINO'S PIZZA OF CANADA

500 Manning Rd., P.O. Box 21010
Windsor, ON N8N 4S1
519-326-5280
Director, Franchising: Barry Lang-Hodge

History, Plans

- established in 1983 in Winnipeg
- 384 units in Canada

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$200,000 to \$300,000
- total costs \$205,000 to \$325,000
- advertising fee 4% of sales
- royalty fee 5.5% of sales

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

DRUXY'S fresh deli revolution

DRUXY'S INC.
52 Abbotsford Rd.
Gormley, ON L0H 1G0
416-637-5976
VP, Marketing: Peter Druxerman

History, Plans

- established in 1976 in Toronto
- 45 units in Canada (all franchised)
- plans to add six to 10 new units per year in southern Ontario

Franchise Costs

- initial franchise fee \$30,000 to \$225,000
- equipment/site cost \$175,000 to \$225,000
- other costs \$18,000 to \$30,000
- working capital \$30,000
- total costs \$253,000 to \$315,000
- advertising fee 2%
- royalty fee 6.5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

EAST SIDE MARIO'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1987
- 81 units in Canada (79 franchised)

Franchise Costs

- initial franchise fee \$60,000
- average investment range \$1,300,000 to \$1,600,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

EDO JAPAN

4838 32nd St. S.E.
Calgary, AB T2B 2S6
403-215-8800
Director, Operations: Terry Foster

History, Plans

- established in 1979 in Calgary
- approximately 105 units in Canada; two outside of Canada (103 franchised)

Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$375,000 to \$475,000 (street location); \$250,000 to \$350,000 (food court location)
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

EGGSMART

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

2015 FRANCHISE

History, Plans

- established in 2008 in Toronto
- 40 units in Canada (all franchised)
- seven units under development

Franchise Costs

- initial franchise fee \$15,000
- equipment/site cost \$260,000
- other costs \$40,000
- total costs \$315,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

EGGSPECTION

RESTAURANTS

EGGSPECTION CANADA
7960 St. Denis St., Second Floor
Montreal, QC H2R 2G1
514-282-0677
CEO: Castrenze Renda

History, Plans

- established in 1993 in Montreal
- 11 units in Canada; nine outside Canada (17 franchised)
- plans to add three units in Canada in early 2015

Franchise Costs

- initial franchise fee \$50,000
- total cost varies, according to size and other factors
- advertising fee 2%
- royalty fee 5%
- local marketing 1%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

(THE) EXTREME PITA

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1997 in Waterloo, Ont.
- 168 units in Canada; 28 worldwide (193 franchised)

Franchise Costs

- initial franchise fee \$20,000
- equipment cost \$165,000
- other costs \$65,000
- total costs \$250,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- purchasing
- site location
- staff training
- supplies



FAMOSO INC.
3600 Lysander Lane, Ste. 370
Richmond, BC V7B 1C3
877-210-5838
Director, Franchising: Christian Bullock

History, Plans

- founded in 2007 in Edmonton
- 25 units in Canada (23 franchised)
- expansion planned in B.C., Saskatchewan and Ontario markets, with projections of more than eight locations in 2015

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$680,000 to \$1,000,000
- other costs \$30,000 to \$40,000
- total costs \$743,000 to \$1,040,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- site location
- staff training
- supplies

FAMOUS LAFFA RESTAURANT

JSF FRANCHISE GROUP INC.
401 Magnetic Dr.
Toronto, ON M3J 3H9
416-825-4827
VP, Franchising: Joel Friedman

History, Plans

- founded in 2011
- three units in Canada (two franchised)
- growth planned in Ontario, Alberta and the Maritimes

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$225,000 to \$275,000
- other costs \$5,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



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2015 FRANCHISE REPORT



FATBURGER - CANADA
401-1901 Rosser Ave.
Burnaby, BC V5C 6S3
888-597-7272
Director of Franchising: Jeff Young

History, Plans

- founded in 1952 in Los Angeles, Calif.; first Canadian location opened in Vancouver in 2005
- 44 units in Canada (26 franchised)
- opening eight to 10 locations per year in Western and Eastern Canada

Franchise Costs

- initial franchise fee \$50,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

FETA & OLIVES

FETA & OLIVES
MEDITERRANEAN GRILL
1 Palace Pier Ct., Ste. 809
Toronto, ON M8V 3W9
416-251-3353
President: Vicki Vasiliou

History, Plans

- established in 2006 in Barrie, Ont.
- 13 units in Canada (all franchised)

Franchise Costs

- information available upon request

Services

- information available upon request

FIONN MACCOOL'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1996
- 31 units in Canada (27 franchised)

Franchise Costs

- initial franchise fee \$60,000
- average investment range \$1,300,000 to \$1,600,000
- advertising fee 1% national, 3% local
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



FOUNDED BY FIREMEN

FIREHOUSE SUBS OF CANADA
3410 Kori Rd.
Jacksonville, FL 32257
904-886-8300
VP, Franchise Development:
Greg Delks

History, Plans

- established in 1994 in Jacksonville, Fla.
- 0 units in Canada; 848 outside of Canada (815 franchised)
- expanding throughout Ontario

Franchise Costs

- initial franchise fee \$30,000
- advertising fee 3%
- royalty fee 6%
- system marketing fund 1%

Services

- advertising/marketing
- purchasing
- site location
- staff training
- supplies
- other

(THE) FIRKIN GROUP OF PUBS

20 Steelcase Rd. W., Unit 1C
Markham, ON L3R 1B2
905-305-9792
Director, Franchising: Paul Saraiva

History, Plans

- established in 1987 in Toronto
- 30 units in Canada; six outside of Canada (24 franchised)
- plans to add one franchised location and three corporate locations in 2015

Franchise Costs

- initial franchise fee \$30,000
- total costs \$900,000
- advertising fee 1%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

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2015 FRANCHISE REPORT

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Mississauga, ON L5M 1L5
877-234-6397, ext. 25 or 45

Franchise Costs

- for more information,
visit fitforlifefood.com

Services

- for more information,
visit fitforlifefood.com

FLAVOUR FUSION

FLAVOUR FUSION INC.
2 Toronto St., Ste. 324
Toronto, ON M5C 2B5
416-821-5561
President: Sam Hussein

History, Plans

- established in 2004 in Toronto
- three units in Canada

Franchise Costs

- initial franchise fee \$10,000
- equipment/site cost available
upon request
- other costs \$109,000
- royalty fee \$1,000 flat

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- purchasing
- site location
- supplies

FOX & FIDDLE

PEGASUS HOSPITALITY GROUP
44 Upjohn Rd.
Toronto, ON M3B 2W1
416-385-7705
Director, Franchising: Stephen Murphy

History, Plans

- established in 1989 in Toronto
- 18 units in Canada (17 franchised)
- will continue to seek franchising
partners across Canada

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$400,000
to \$800,000
- other costs \$50,000 to \$200,000
- total costs \$490,000 to \$1,040,000

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location

- staff training
- supplies

FRANX SUPREME

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1989
- six units in Canada, three outside of
Canada (nine franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

FRESHII

2 Toronto St., Ste. 235
Toronto, ON M5C 2B5
Founder & CEO: Matthew Corrin

History, Plans

- established in 2005 in Toronto
- 50 units in Canada; 60 outside
of Canada
- more than 500 units in development
in 12 countries

Franchise Costs

- initial franchise fee \$30,000
- total costs \$200,000
- advertising fee 1.5%
- royalty fee 6%

Services

- information available upon request

(THE) FRIENDLY GREEK

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 1982 in Toronto
- two units in Canada (franchised)

Franchise Costs

- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



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2015 FRANCHISE REPORT

FROZU!

GRINNERS FOOD SYSTEMS LTD.
105 Walker St.
Truro, NS B2N 5G9
902-893-4141
Manager of Real Estate
& Development: David Crane

History, Plans

- founded in 2013 in Truro, N.S.
- 13 units in Canada (all franchised)
- plans to expand in Atlantic Canada, Ontario and Western Canada

Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$74,000
- other costs \$30,000
- total costs \$124,000
- advertising fee 4%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- supplies

GABBY'S RESTAURANT & BAR

GABBY'S FRANCHISEE
SYSTEMS LTD.
192 Bloor St. W., Ste. 201
Toronto, ON M5S 1T8
416-967-9671
President: Todd Sherman

History, Plans

- established in 1989 in Toronto
- 14 units in Canada (eight franchised)
- plans to expand in the Greater Toronto Area as well as convert existing independent operators to the Gabby's brand

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$300,000
- other costs \$275,000
- total costs \$600,000
- advertising fee 1%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

GOLDEN GRIDDLE INC.

GOLDEN GRIDDLE
FAMILY RESTAURANTS
10551 Highway 12
Port Perry, ON L9L 1B3
905-985-8100
CEO: Harold McDonnell

History, Plans

- established in 1964 in Toronto; began franchising in 1976
- 18 units in Canada (17 franchised)
- plans to add two to three units in 2015

Franchise Costs

- initial franchise fee \$25,000
- equipment/site location \$300,000
- other costs \$25,000
- total costs \$350,000 to \$400,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

GOOD EARTH COFFEEHOUSE

GOOD EARTH CAFES LTD.
4020 7th St. S.E.
Calgary, AB T2G 2Y8
403-294-9330
President: Gerry Docherty

History, Plans

- established in 1991 in Calgary and began franchising in 2006
- 46 units in Canada (44 franchised)
- plans to add new units in Victoria, Vancouver and Lower Mainland, B.C.; Alberta; Saskatoon and Regina; Winnipeg; Ottawa and the Greater Toronto Area

Franchise Costs

- initial franchise fee \$35,000
- equipment/site costs \$375,000 to \$575,000
- advertising fee 3%
- royalty fee 7%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

(THE) GREAT CANADIAN BAGEL

1270 Central Parkway W., Ste. 303
Mississauga, ON L5C 4P4
905-566-1903
President: Ed Kwiatkowski

History, Plans

- established in 1993 in Toronto
- 29 units in Canada (all franchised)

Franchise Costs

- advertising fee 1.5%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training



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2015 FRANCHISE REPORT

GRECO PIZZA

GRINNERS FOOD SYSTEMS LTD.
105 Walker St.
Truro, NS B2N 5G9
902-893-4141
Manager of Real Estate
& Development: David Crane

History, Plans

- established in 1977 in Moncton, N.B.
- 99 units in Canada (97 franchised)
- plans to expand in Nova Scotia, New Brunswick and Newfoundland

Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$90,000
- other costs \$90,000
- total costs \$200,000
- advertising fee 4%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- supplies

HARVEY'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1959 in Ontario
- 268 units in Canada (252 franchised)

Franchise Costs

- initial franchise fee \$25,000
- total costs \$600,000 to \$950,000
- advertising fee 4%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

HERO CERTIFIED BURGERS

ANGUS INC.
78 Signet Dr., Ste. 201
Toronto, ON M9L 1T2
416-740-2304
President: John Lettieri

History, Plans

- established in 2003 in Toronto
- 58 units in Canada (57 franchised); one unit outside of Canada
- plans to expand in southern Ontario and Eastern U.S.

Franchise Costs

- equipment/site cost \$160,000
- other costs \$140,000
- total costs \$300,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

HOUSTON AVENUE BAR & GRILL

GROUPE HOUSTON CANADA
4628 Louis B. Mayer St.
Laval, QC H7P 6E4
450-688-3793
President: Antonio Messina

History, Plans

- established in 1998 in Rosemère, Que.
- 12 units in Canada (four franchised)
- seeking new opportunities for expansion

Franchise Costs

- total costs \$1,500,000 to \$2,000,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

HUMPTY'S FAMILY RESTAURANTS HUMPTY'S CLASSIC CAFES

HUMPTY'S RESTAURANTS
INTERNATIONAL INC.
2505 Macleod Trail S.W.
Calgary, AB T2G 5J4
403-269-4675
President: Don Koenig

History, Plans

- established in 1977 in Calgary
- 49 units in Canada (45 franchised)
- plans to add two new locations in 2015

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$280,000
- other costs \$390,000
- total costs \$700,000

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2015 FRANCHISE REPORT

- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



DINEEQUITY, INC.
450 North Brand Blvd.
Glendale, CA 91203
647-533-3333
Manager, Canada IHOP:
Kenney Goldman

History, Plans

- founded in 1958 in Toluca Lake, Calif.
- 23 units in Canada, 1,558 units outside of Canada (1,569 franchised)
- looking to bring IHOP to Ontario, Quebec and the Maritimes

Franchise Costs

- initial franchise fee US\$40,000
- equipment/site cost US\$1,500,000+

- total costs US\$1,600,000+
- national advertising fee 1%
- royalty fee 5.5%
- local marketing obligation 3%

Services

- asset design and architecture
- food innovation
- marketing and advertising
- restaurant opening support
- site selection
- supply chain
- training and operations systems/processes

IL FORNELLO RESTAURANTS

IL FORNELLO CANADA LTD.
500 Eglinton Ave. E., Ste. 200
Toronto, ON M4P 1N3
416-920-9410
Director, Franchising: Sean Fleming

History, Plans

- founded in 1986 in Toronto
- eight units in Canada (six franchised)
- seeking potential franchises in suburban southern Ontario markets (4,000 sq. ft. to 6,000 sq. ft.)

Franchise Costs

- initial franchise fee \$45,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

JAMBA JUICE

CANADIAN JUICE CORP.
(Master Franchisee for Canada)
210 Shields Ct.
Markham, ON L3R 8V2
905-479-8762
Chairman and CEO: Aaron Serruya

History, Plans

- established in 1990 in California
- five units in Canada (one franchised)
- plans to expand across Canada via traditional and non-traditional locations

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$190,000 to \$497,000
- total costs \$245,000 to \$520,000
- advertising fee 1% of net sales
- royalty fee 7% of net sales

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing

- site location
- staff training
- supplies

JIMMY THE GREEK INC.

1 First Canadian Place
100 King St. W., P.O. Box 334
Toronto, ON M5X 1E1
416-214-9237
President: Jim Antonopoulos

History, Plans

- established in 1985 in Toronto
- 50 units in Canada
- continued expansion planned for Ontario and Alberta

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$250,000+
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- site location
- staff training

JOEY'S RESTAURANTS

JOEY'S ONLY FRANCHISING LTD.
3048-9 St. S.E.
Calgary, AB T2G 3B9
403-243-4584
VP, Business Development: Rob Hilditch

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2015 FRANCHISE REPORT

History, Plans

- established in 1985 in Calgary
- 64 units in Canada
- plans to open three to five Joey's urban units

Franchise Costs

- (based on approximately 1,500 sq. ft.)
- deposits, permits and drawings \$11,500
- leasehold improvements and fixtures \$145,000
- furniture, equipment and smallwares \$95,000
- franchise fee \$25,000
- opening inventory \$8,250
- training and pre-opening \$3,500
- advertising and signage \$12,500
- total projected opening costs \$300,750

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

JUGO JUICE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2002
- 141 units in Canada (139 franchised)

Franchise Costs

- initial franchise fee \$25,000
- advertising fee 4%
- royalty fee 6%

Services

- information available upon request



SAFARI ENTERTAINMENT INC.
657 Topsail Rd.
St. John's, NL A1E 2E3
709-745-5467
Partner: Stephen Pike

History, Plans

- founded in 1991 in St. John's, N.L.
- 26 units in Canada (22 franchised)
- plans to add one to two stores per year during the next two years

Franchise Costs

- equipment/site cost \$400,000 to \$600,000
- total costs \$400,000 to \$600,000
- advertising fee 2%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

(THE) KEG STEAKHOUSE & BAR

KEG RESTAURANTS LTD.
10100 Shellbridge Way
Richmond, BC V6X 2W7
604-276-0242
EVP, Business Development:
James Henderson

History, Plans

- established in 1971 in North Vancouver
- 90 units in Canada, 105 in North America (57 franchised)

Franchise Costs

- initial franchise fee \$75,000
- equipment/site cost \$2,500,000 to \$4,500,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

KELSEY'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1978 in Ontario
- 81 units in Canada (63 franchised)

Franchise Costs

- initial franchise fee \$60,000
- total costs \$1,300,000 to \$1,600,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

KERNELS POPCORN LIMITED

40 Eglinton Ave. E., Ste. 250
Toronto, ON M4P 3A2
888-267-6262
Director, Franchising: Bernice Sinopoli

History, Plans

- established in 1983 in Toronto
- 75 units (63 franchised)
- plans to add five units in Canada

Franchise Costs

- turnkey \$179,000 to \$199,000
- promotion fee 1%
- royalty fee 8%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

KFC

KFC CANADA COMPANY
191 Creditview Rd., Ste. 100
Vaughan, ON L4L 9T1
416-664-5200
Director of Development: Mike Marshall

History, Plans

- established in 1952 in South Salt Lake, Utah
- 653 units in Canada

Franchise Costs

- initial franchise fee US\$50,000
- advertising fee 5%
- royalty fee 6%

Services

- advertising/marketing
- design
- site location
- staff training

KIM CHI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 2006 in Montreal
- 10 units in Canada (nine franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

KORYO KOREAN BBQ

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2004
- 17 units in Canada (17 franchised)

Franchise Costs

- initial franchise fee \$30,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

KOYA JAPAN

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1985
- 22 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 7%

Services

- information available upon request

LA BELLE ET LA BOEUF

FOODTASTIC
1955 Côte-de-Liesse Lane, Ste. 205
St-Laurent, QC H4N 3A8
514-691-5050
President: Peter Mammias

History, Plans

- established in 2012 in Laval, Que.
- three units in Canada (two franchised)
- plans to add four new locations in 2015 in Quebec, including Gatineau, Anjou and St-Bruno

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$1,050,000
- other costs \$25,000
- total \$1,100,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

LA CAGE AUX SPORTS

GROUPE SPORTSCENE INC.
1180 Place Nobel, Ste. 102
Boucherville, QC J4B 5L2
450-641-3011
Director of Franchising:
Caroline Pedneault

History, Plans

- established in 1984 in Montreal
- 51 units in Canada (11 franchised)

Franchise Costs

- initial franchise fee \$75,000
- equipment/site cost \$1,400,000
- other costs \$25,000
- total costs \$1,500,000
- advertising fee national 3%, local 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management

2015 FRANCHISE REPORT

- purchasing
- site location
- staff training

LA CREMIERE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1979
- 59 units in Canada (58 franchised)

Franchise Costs

- initial franchise fee \$25,000 to \$30,000
- advertising fee 6% on purchase (2% on sales)
- royalty fee 16% on purchase (5% on sales)

Services

- information available upon request

LA PREP

1233 Rue de la Montagne, Ste. 101
Montreal, QC H3G 1Z2
514-510-5001
President: John Essaris

History, Plans

- established in 2010 in Montreal
- 58 units in Canada; two units outside Canada (59 franchised)
- expansion planned in Canada and U.S.

Franchise Costs

- initial franchise fee \$35,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

LAVAZZA ESPRESSION CAFE

ESPRESSO CANADA INC.
192 Bloor St. W., Unit 201
Toronto, ON M5S 1T6
416-967-9671
President: Todd Sherman

History, Plans

- established in 2007
- four units in Canada (one franchised); 300 units outside of Canada
- plans to add four units per year

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$200,000
- other costs \$275,000
- total costs \$500,000
- advertising fee 1% to 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

LITTLE CAESARS PIZZA

LITTLE CAESAR OF CANADA ULC
2301 Royal Windsor Dr.
Mississauga, ON L5J 1K5
905-822-7899
Director of Real Estate & Franchise
Development: James Jenkins

History, Plans

- established in 1959 in Garden City, Mich.
- plans to expand across Canada

Franchise Costs

- initial franchise fee \$20,000
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- supplies

MAGIC OVEN

798 Danforth Ave.
Toronto, ON M4J 1L6
416-462-0333
President: Tony Sabherwal

History, Plans

- established in 1997 in Toronto
- seven locations in Canada (six franchised)
- plans to open 10 locations in the Greater Toronto Area during the next two to five years

Franchise Costs

- initial franchise fee \$29,950
- equipment/site cost \$250,000
- other costs \$75,000
- total costs \$329,950
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

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2015 FRANCHISE REPORT

MANCHU WOK

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1989 in Peterborough, Ont.

Franchise Costs

- information available upon request

Services

- information available upon request

MANDARIN RESTAURANT

MANDARIN RESTAURANT
FRANCHISE CORPORATION
8 Clipper Ct.
Brampton, ON L6W 4T9
905-451-4100
Director, Franchising: Ellen Ip

History, Plans

- established in 1979 in Brampton, Ont.
- 22 units in Canada (20 franchised)
- recently opened a new unit in Guelph, Ont.

Franchise Costs

- initial franchise fee \$240,000
- equipment/site cost \$2,200,000
- other costs \$200,000
- total costs \$2,640,000

- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies
- tax and government issues

MARY BROWNS FAMOUS CHICKEN & TATERS!

MARY BROWNS INC.
250 Shields Ct., Unit 7
Markham, ON L3R 9W7
905-513-0044
VP, Franchise Development:
Peter Raykovalis

History, Plans

- established in 1969 in Newfoundland
- 121 units in Canada, one unit outside of Canada (115 franchised)
- expansion planned for Western Canada, Ontario and the Maritimes; continuing to expand internationally

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$330,000 to \$425,000
- other costs \$20,000 to \$25,000

- total costs \$375,000 to \$475,000
- advertising fee 4%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

MCDONALD'S RESTAURANTS OF CANADA LIMITED

1 McDonald's Place
Toronto, ON M3C 3L4
416-443-1000
COO: Jacques Mignault

History, Plans

- established in 1967 in Richmond, B.C.
- 1,430 restaurants in Canada (80% franchised)

Franchise Costs

- information available upon request

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

(THE) MELTING POT

THE MELTING POT
RESTAURANTS, INC.
8810 Twin Lakes Blvd.
Tampa, FL 33614
813-881-0055
President: Mike Lester

History, Plans

- established in 1975
- one unit in Canada; 132 units outside of Canada (130 franchised)
- seeking franchisees in Banff, Alta., Calgary, Vancouver and the Greater Toronto Area

Franchise Costs

- initial franchise fee \$45,000
- total costs \$970,195 to \$1,417,195
- advertising fee 1%
- royalty fee 4.5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies
- other



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2015 FRANCHISE REPORT

MENCHIE'S FROZEN YOGURT

YOGURTWORLD ENTERPRISES
553 Basaltic Rd., Second Floor
Vaughan, ON L4K 4W8
647-723-5169
President: David Shneer

History, Plans

- established in 2010 in Toronto
- 104 units in Canada; 359 units outside Canada (461 franchised)

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$250,000 to \$300,000
- other costs \$50,000
- total costs \$340,000 to \$400,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

MIA FRESCO

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 2014 in Toronto
- one unit in Canada (franchised)
- two units under development

Franchise Costs

- information available upon request

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

MICHEL'S BAKERY CAFE

THREECAP BRANDS CANADA INC.
7880 Keele St., Unit 101
Vaughan, ON L4K 4G7
905-482-7300
Development Coordinator: Nicole Moore

History, Plans

- established in 1980 in Toronto
- 10 units in Canada (eight franchised)

Franchise Costs

- initial franchise fee \$40,000
- total costs \$450,000 to \$775,000
- advertising fee 2%
- royalty fee 7%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location

MIKES RESTAURANTS

IMVESCOR RESTAURANT GROUP
8250 Décarie Blvd., Ste. 310
Montreal, QC H4P 2P5
514-341-5544
Franchise Manager: Peter Tsafoulis

History, Plans

- 74 units in Canada (71 franchised)
- plans to expand in 2015

Franchise Costs

- initial franchise fee \$45,000
- equipment/site cost \$600,000
- other costs \$95,000
- total costs \$740,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- lease negotiation
- management
- site location
- staff training

MILESTONES GRILL AND BAR

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1989 in British Columbia
- 53 units in Canada (30 franchised)

Franchise Costs

- initial franchise fee \$75,000
- total costs \$2,500,000 to \$3,500,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

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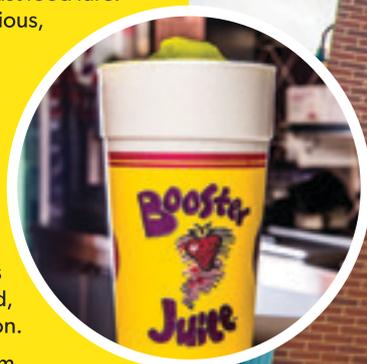
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BoosterJuice.com



2015 FRANCHISE REPORT

MONTANA'S

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1995 in Ontario
- 92 units in Canada (80 franchised)

Franchise Costs

- initial franchise fee \$60,000
- total costs \$1,600,000 to \$2,300,000
- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

MR. GREEK MEDITERRANEAN GRILL/MR. GREEK EXPRESS

MR. GREEK RESTAURANTS INC.
44 Upjohn Rd.
Toronto, ON M3B 2W1
416-444-3266
Franchising & Corporate
Communications: Vicki Raios Tranos

History, Plans

- established in 1988 in Toronto
- 20 units in Canada (17 franchised)
- continued focus on brand development and growing same-store sales as well as opening two locations in Kuwait in early 2015

Franchise Costs

- initial franchise fee \$35,000
- other costs \$350,000+
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

MR. MIKES STEAKHOUSECASUAL

RAMMP HOSPITALITY BRANDS INC.
100-3700 North Fraser Way
Burnaby, BC V5J 5H4
604-536-4111
VP, Business Development:
Rick Villalpando

History, Plans

- established in 1960 in Vancouver
- 23 units in Canada (20 franchised)

Franchise Costs

- initial franchise fee \$50,000
- total costs \$1,400,000 to \$2,400,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

MR. SOUVLAKI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1997
- 14 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

MR. SUB

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1971
- 308 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$25,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

MUCHO BURRITO

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 2006 in Mississauga, Ont.
- 76 units in Canada (75 franchised); four international units

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$250,000
- other costs \$100,000+
- total costs \$400,000 to \$500,000
- advertising fee 4%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- purchasing
- site location
- staff training
- supplies

NEW ORLEANS PIZZA

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 1978 in Waterloo, Ont.
- 50 units in Canada (all franchised)
- five units under development

Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$150,000 to \$180,000
- other costs \$20,000
- total costs \$190,000 to \$220,000
- advertising fee 2%
- royalty fee 4%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



122164 CANADA LIMITED
1220 Yonge St., Ste. 400
Toronto, ON M4T 1W1
416-963-5005
Director of Franchising: Safiah Arooz

History, Plans

- established in 1984 in Toronto
- 121 units in Canada; 32 units outside of Canada (97 franchised)

Franchise Costs

- initial franchise fee \$30,000
- total costs \$290,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

NICKELS

RESTO PRO
1955 Côte-de-Liesse Lane, Ste. 205
St-Laurent, QC H4N 3A8
514-691-5050
President: Paul Sara

History, Plans

- established in 1990 in Montreal
- nine units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$1,050,000
- other costs \$25,000
- total cost \$1,100,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

O'BURGER

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2008 in Montreal
- 10 units in Canada; six units outside Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

(THE) OLD SPAGHETTI FACTORY

OLD SPAGHETTI FACTORY
CANADA LTD.
55 Water St., Ste. 210
Vancouver, BC V6B 1A1
604-684-1287
Director, Franchising: Ken Lobson

History, Plans

- established in 1970 in Vancouver
- 14 units in Canada (two franchised)
- plans to add one unit in Alberta

Franchise Costs

- information available upon request
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing

OPAI OF GREECE

OPAI SOUVLAKI FRANCHISE
GROUP INC.
7015 Macleod Trail S.W., Ste. 700
Calgary, AB T2H 2K6
403-245-0033
Director of Development: Dave Jensen

History, Plans

- founded in 1998 in Calgary
- 90 units in Canada (all franchised)
- 10 to 12 new units planned across Canada

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$350,000

2015 FRANCHISE REPORT

- to \$400,000
- total costs \$375,000 to \$425,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- operational support
- purchasing
- site location
- staff training
- supplies

(THE) OPEN KITCHEN

OBSIDIAN GROUP INC.
1770 Argenta Rd.
Mississauga, ON L5N 3S7
905-814-8030
VP, Franchising: George Karamountzos

History, Plans

- established in 2014 in St. Thomas, Ont.
- one unit in Canada

Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$400,000 to \$475,000
- other costs \$65,000 to \$95,000
- total costs \$500,000 to \$605,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- management
- purchasing
- site selection
- staff training

ORANGE JULIUS CANADA LTD.

5045 South Service Rd., Ste. 3000
Burlington, ON L7R 3Y3
905-639-1492
Director of Franchising: Chris Falle

History, Plans

- acquired in 1987
- 48 units in Canada; 69 units outside of Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$200,000
- other costs \$45,000 to \$80,000
- advertising fee approximately 1%
- royalty fee approximately 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- site selection
- staff training
- supplies

PANAGIO'S ALL DAY GRILL

PANAGIO'S INC.
2369 Cliff Rd., Unit 1
Mississauga, ON L5A 2P1
905-272-1825
VP: Ted Paraskakis Jr.

History, Plans

- established in 2011
- three units in Canada
- aggressively seeking franchisees to complete an Ontario-wide expansion in 2015

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$300,000 to \$400,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

PANAGO PIZZA INC.

33149 Mill Lake Rd.
Abbotsford, BC V2S 2A4
604-859-6621
VP, Development: Todd Wylie

History, Plans

- established in 1986 in Abbotsford, B.C.
- 183 units in Canada (180 franchised)
- continues to capitalize on new market opportunities in Western Canada, while building the momentum of the brand in the Greater Toronto Area and the Maritime provinces

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$361,500
- other costs \$51,500
- total costs \$438,500
- royalty fee 5%
- advertising fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

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2015 FRANCHISE REPORT

PANINI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1995
- two units in Canada

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

PANNIZZA RESTAURANTS INC.

2035 Côte-de-Liesse, Ste. 207
Saint-Laurent, QC H4N 2M5
514-360-5228, ext. 110
President and CEO: Derek Massad

History, Plans

- founded in 2014 in Montreal
- eight units in Canada (seven franchised)
- developing the brand in locations across Canada, the U.S. and around the world, with a focus on expanding in food courts, shopping centres, office towers and hospitals as well as in-line and stand-alone locations

Franchise Costs

- initial franchise fee \$15,000
- total turnkey costs \$175,000 to \$225,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- site location
- staff training
- supplies

(THE) PANTRY RESTAURANTS

TRIUMPH HOSPITALITY GROUP
1066 W. Hastings St., Unit 2327
Vancouver, BC V6E 3X2
604-601-8230

History, Plans

- 14 units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request



10 Four Seasons Place, Ste. 601
Toronto, ON M9B 6H7
416-695-8900
Manager of Franchising: Holly Graham

History, Plans

- acquired in 2006
- 11 units in Canada
- international expansion planned

Franchise Costs

- information available upon request

Services

- information available upon request

PERKINS RESTAURANT & BAKERY

PERKINS & MARIE CALLENDER'S, INC.
6075 Poplar Ave., Ste. 800
Memphis, TN 38119
901-766-6400
VP, Franchising: Dave Blouin

History, Plans

- established in 1958 in Cincinnati, Ohio
- 16 units in Canada; 408 units worldwide (277 franchised)

Franchise Costs

- initial franchise fee \$50,000
- equipment/site cost varies
- advertising fee 3%
- royalty fee 4%

Services

- advertising/marketing
- design
- management
- purchasing
- site location
- staff training



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PITA PIT CANADA

11 Princess St., Ste. 305
Kingston, ON K7L 1A1
613-546-4494
Franchise Development: Steph Watson

History, Plans

- established in 1995 in Kingston, Ont.
- 201 locations in Canada; 526 locations worldwide
- plans to open 35 to 40 new locations in Canada in 2015

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2015 FRANCHISE REPORT

Franchise Costs

- initial franchise fee \$25,000
- start-up capital \$100,000
- total investment \$268,500 to \$344,000 (high-low breakdown can be found at pitapit.com)
- advertising fee 1%
- flat-rate monthly royalty fee from \$1,500 to \$2,000

Services

- access to nationally recognized branding and uniforms
- advertising/marketing
- business plan tools
- connecting franchise with suppliers
- franchisee training (in-class and hands-on)
- ongoing support from the head-office team
- site location

PIZZA 73

PIZZA PIZZA LIMITED
500 Kipling Ave.
Toronto, ON M8Z 5E5
416-967-1010
Director of Franchising: Philip Goudreau

History, Plans

- established in 1985 in Edmonton
- 74 units in Canada (73 joint ventures)
- plans to continue to expand in Alberta

Franchise Costs

- advertising fee 8%
- administration fee 3%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

PIZZA DELIGHT

IMVESCOR RESTAURANT GROUP INC.
774 Main St., Ste. 400
Moncton, NB E1C 9Y3
506-853-0990
Franchising Manager: Serge Comeau

History, Plans

- established in 1968 in Shediac, N.B.
- 86 franchised units

Franchise Costs

- initial franchise fee \$30,000
- total costs \$250,000 to \$400,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management

- purchasing
- site location
- staff training
- supplies

PIZZA HUT

PIZZA HUT CANADA COMPANY
191 Creditview Rd., Ste. 100
Vaughan, ON L4L 9T1
416-664-5200
Director of Development:
Clare Nishikawa

History, Plans

- established in 1952 in South Salt Lake, Utah
- 388 units in Canada

Franchise Costs

- initial franchise fee US\$24,200
- advertising fee 5%
- royalty fee 6%

Services

- advertising/marketing
- design
- site location
- staff training

PIZZA NOVA

2247 Midland Ave.
Toronto, ON M1P 4R1
416-439-0051
Director of Franchising: Vince Morano

History, Plans

- established in 1963 in Toronto
- 142 units in Canada (141 franchised)
- continued expansion into key markets with plans to add up to 10 units

Franchise Costs

- total costs \$300,000 to \$325,000
- advertising fee 4%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

PIZZA PIZZA

PIZZA PIZZA LIMITED
500 Kipling Ave.
Toronto, ON M8Z 5E5
416-967-1010
Director of Franchising:
Sebastian Fuschini

History, Plans

- established in 1967 in Toronto
- 405 units in Canada (387 franchised)
- continued growth in Saskatchewan, Manitoba, Quebec and the Maritimes



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2015 FRANCHISE REPORT

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$320,000
- total costs \$350,000
- advertising fee 6%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

PIZZA SHACK

PIZZA SHACK HOLDINGS INC.
73 Vautour St.
Cap-Pelé, NB E4N 2C3
506-874-4236
VP, Marketing: Allain Bourque

History, Plans

- established in 1984 in Dieppe, N.B.
- 28 units in Canada
- four units in the pipeline

Franchise Costs

- initial franchise fee \$9,500 to \$15,000
- equipment/site cost \$25,000 to \$100,000
- total costs \$35,000 to \$115,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

PIZZAVILLE INC.

741 Rowntree Dairy Rd.
Woodbridge, ON L4L 5T9
905-850-0070
Director of Operations: Riccardo Mini

History, Plans

- established in 1963 in Toronto
- 75 units in Canada (72 corporate)
- plans to add two to three more units in the next few months

Franchise Costs

- information available upon request

Services

- information available upon request

PRESSE CAFE/GREEN CATERING AND CAFE/CAFE ROSELINA/CAFE VIENNE

LES CAFES V.P.
1422 Notre-Dame W.
Montreal, QC H3C 1K9
514-935-5553

History, Plans

- founded in 1994
- 80+ units in Canada

Franchise Costs

- information available upon request

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

QUESADA BURRITOS - TACOS

QUESADA FRANCHISING
OF CANADA CORP.
441-720 King St. W.
Toronto, ON M5V 3S5
866-854-2400
President: Tom O'Neill

History, Plans

- established in 2004 in Toronto
- 39 units in Canada
- plans to open 25 franchised units in 2015

Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$110,300 to \$182,300
- other costs \$14,500 to \$30,000
- total costs \$161,000 to \$238,300
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- franchisee training
- lease negotiation
- purchasing
- site location

QUIZNOS

QUIZNOS CANADA
RESTAURANT CORPORATION
1267 Cornwall Rd., Ste. 301
Oakville, ON L6J 7T5
647-259-0333
Director, Franchising: Marc Choy

History, Plans

- established in 1981 in Denver, Colo.
- 400 units in Canada; 2,000 units worldwide (all franchised)
- plans to open 20 units in Canada in 2015

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost available upon request
- other costs available upon request
- total costs \$280,000
- marketing fee 4%
- royalty fee 7%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



RICKY'S COUNTRY RESTAURANTS
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STYLE RESTAURANTS
401-1901 Rosser Ave.
Burnaby, BC V5C 6S3
888-597-7272

Franchising: Stacey Hansson
and Jeff Young

History, Plans

- established in 1962 in West Vancouver
- 97 units in Canada (89 franchised)
- expanding with seven new locations opening in 2015, plus a new Ricky's Cafe breakfast and lunch concept is opening in summer 2015

Franchise Costs

- initial franchise fee \$45,000
- advertising fee 3%
- royalty fee 4.5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

RILEY'S & THE JUNCTION

ANGELANNA FRANCHISING INC.
5016 Barber St.
Claremont, ON L1Y 1B4
905-903-8525
Director of Franchising: Chris Kakourous

History, Plans

- established in 2002 in Peterborough, Ont.
- two units in Canada
- plans to expand in southern Ontario

Franchise Costs

- initial franchise fee \$45,000
- equipment/site cost \$2,200,000
- total costs \$2,245,000

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

RITA'S ITALIAN ICE

CANADA WATER ICE COMPANY LTD.
7620 Elbow Dr. S.W., Ste. 180
Calgary, AB T2V 1K2
403-819-6561
President: Steve McDonough

History, Plans

- established in 1984 in Pennsylvania
- 600+ units worldwide
- Canada Master Franchise awarded; looking for area development candidates, mobile unit operators

Franchise Costs

- initial franchise fee \$20,000 to \$35,000
- equipment/site cost \$150,000 to \$270,000
- total costs \$230,000 to \$300,000

Services

- advertising/marketing
- design
- supplies

ROBIN'S DONUTS

CHAIRMAN'S BRANDS CORP.
77 Progress Ave.
Toronto, ON M1P 2Y7
416-288-8515
VP, Franchising and Real Estate
Development: Larry Santolini

History, Plans

- established in 1975 in Thunder Bay, Ont.
- 144 units in Canada
- seven units under development

Franchise Costs

- advertising fee 3%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

ROCKWELL'S GRILL & BAR

TRIUMPH HOSPITALITY GROUP
1066 W. Hastings St., Unit 2327
Vancouver, BC V6E 3X2
604-601-8230

History, Plans

- established in 1975 in Abbotsford, B.C.
- three units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

ROCKY MOUNTAIN FLATBREAD CO. LTD.

1876 West 1st Ave.
Vancouver, BC V6J 1G5
604-730-0321
President: Dominic Fielden

History, Plans

- established in 2004
- three units in Canada (one franchised)
- plans to grow by one to two units per year

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$450,000
- other costs \$200,000
- total costs \$650,000
- advertising fee 1%
- royalty fee 5%

Services

- advertising/marketing
- design

2015 FRANCHISE REPORT

- lease negotiation
- purchasing
- site location
- staff training

SALAD LOOP

SALAD LOOP GROUP INVESTMENTS INC.
124 West 1st St., Unit 1002
North Vancouver, BC V7M 3N3
604-729-4717
President: Sean Kim

History, Plans

- founded in 2000 in Vancouver
- 10 units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

SANDWICH TREE

12349 233rd St.
Maple Ridge, BC V2X 0C6
604-220-4566
Director, Operations: Tony Cardarelli

History, Plans

- established in 1978 in Vancouver
- 25 units in Canada (all franchised)

Franchise Costs

- information available upon request

Services

- information available upon request

SAWMILL PRIME RIB & STEAK HOUSE

4180 Calgary Trail S., Second Floor
Edmonton, AB T6H 5H5
780-463-4499
Director of Operations: Len McCullough

History, Plans

- founded in 1976 in Edmonton
- nine units in Canada (seven franchised)
- continued growth in Alberta, B.C., Saskatchewan, Manitoba, Ontario, New Brunswick, Nova Scotia, P.E.I. and Newfoundland

Franchise Costs

- initial franchise fee \$50,000
- equipment/site cost \$2,000,000, pending size and location
- total costs \$2,250,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SCORES

IMVESCOR RESTAURANT GROUP
8250 Décarie Blvd., Ste. 310
Montreal, QC H4P 2P5
514-341-5544
Director of Franchising: Peter Tsafoulis

History, Plans

- established in 1995 in Montreal
- 42 units in Canada (41 franchised)
- plans to expand in 2015

Franchise Costs

- initial franchise fee \$60,000
- equipment/site cost \$800,000
- other costs \$340,000
- total costs \$1,200,000
- advertising fee 3%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- management
- site location
- staff training

SECOND CUP COFFEE CO.

6303 Airport Rd.
Mississauga, ON L4V 1R8
905-362-1818
VP, Franchise Development:
Wayne Vanderhorst

History, Plans

- established in 1975 in Toronto
- more than 345 units in Canada (10 per cent of chain is corporate)
- introduced a "Café of the future" in Toronto, featuring new branding and logo, which will be rolled out in new and renovated cafés

Franchise Costs

- initial franchise fee \$40,000
- total costs \$350,000 to \$550,000
- national co-op advertising fee 2% gross sales
- royalty fee 7.5% to 9% gross sales (franchisees must maintain operational excellence to quality for the reduced royalty rate)

Services

- advertising/marketing
- construction project management
- design
- lease negotiation
- operational support

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2015 FRANCHISE REPORT

- site location
- training

SHAMROCK BURGERS

JSF FRANCHISE GROUP INC.
3636 Bathurst St., Ste. 1611
Toronto, ON M6A 2Y5
416-819-2644
Director of Franchising:
Joel Friedman

History, Plans

- established in 1970
- four units in Canada (two franchised)
- plans to expand in Ontario, Alberta and the Maritimes

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$225,000 to \$275,000
- other costs \$10,000
- total costs \$300,000
- advertising fee 5%
- royalty fee 2%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SHOELESS JOE'S SPORTS GRILL

SHOELESS JOE'S LTD.
8555 Jane St., Ste. 201
Vaughan, ON L4K 5N9
905-760-1295
Manager, Business Development:
Sally Rampersad

History, Plans

- founded in 1985 in Toronto
- 40 units in Canada
- planning to expand across Canada; aiming to open eight to 10 units per year

Franchise Costs

- initial franchise fee \$45,000
- soft store opening costs \$150,000+
- advertising fee 2%
- royalty fee 5%

Services

- culinary menu design, costing, sourcing and execution
- comprehensive initial training program
- inventory control systems
- marketing support
- name recognition
- ongoing training
- ownership of the Sports Centered Restaurant Category
- site selection and lease negotiation
- support from a team of restaurant professionals

SMITTY'S CANADA LIMITED

501-18th Ave. S.W., Ste. 600
Calgary, AB T2S 0C7
403-229-3838
Director, Franchising: Chris Chan

History, Plans

- established in 1960 in Calgary
- 100 units in Canada (95 franchised)
- plans to expand in all provinces, except Quebec

Franchise Costs

- initial franchise fee \$35,000
- equipment/site costs \$600,000
- other costs \$50,000
- total costs \$685,000
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SMOKE'S POUTINERIE INC.

85 Kingston Rd. E., Unit 5
Ajax, ON L1S 7J4
905-427-4444
Director of Franchising: Mike Graham

History, Plans

- established in 2008 in Toronto
- more than 80 units in Canada (all franchised)
- further expansion planned in Canada, U.S. and international locations; building out sports and entertainment portfolio

Franchise Costs

- initial franchise fee \$30,000
- total costs \$350,000 to \$400,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- ongoing training and operational support
- purchasing
- site location
- staff training
- supplies



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2015 FRANCHISE REPORT



122164 CANADA LIMITED
1220 Yonge St., Ste. 400
Toronto, ON M4T 1W1
416-963-5005
Director, Franchising: Safiah Arooz

History, Plans

- established in 2005 in Toronto
- 26 locations in Canada; two international locations (11 franchised)
- additional locations planned within Canada and internationally

Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$615,000
- total costs \$650,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- management
- lease negotiation
- purchasing
- site location

- staff training
- supplies

ST. LOUIS FRANCHISE LIMITED

2040 Yonge St., Ste. 200B
Toronto, ON M4S 1Z9
416-485-1094
Director, Franchising: Steve Drexler

History, Plans

- established in 2001 in Toronto
- 42 units in Canada (all franchised)
- plans to expand across Canada

Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$550,000
- other costs \$50,000
- total costs \$600,000
- advertising fee 1.5%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

STEAMROLLERS BURRITOS & BOWLS

535 Thurlow St., Ste. 300
Vancouver, BC V6E 3L2
604-685-3361
Principal/Director: Sarah Moen

History, Plans

- established in 1996 in Vancouver
- four units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

SUBWAY

DOCTOR'S ASSOCIATES INC.
325 Bic Dr.
Milford, CT 06461
800-888-4848
Chief Development Officer: Don Fertman

History, Plans

- established in 1965 in Bridgeport, Conn.
- 3,140+ units in Canada; 43,030+ worldwide (all franchised)

Franchise Costs

- initial franchise fee \$15,000
- total costs \$85,000 to \$260,000
- advertising fee 4.5%
- royalty fee 8%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- purchasing
- site location
- staff training
- supplies

SUKIYAKI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1988
- 25 units in Canada; nine worldwide (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

SUNNYSIDE GRILL

SSG CAPITAL CORP.
2 Jane St., Ste. 202
Toronto, ON M6S 4W3
416-604-0650, ext. 26
President: Jeff Parissi

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gettheworks@worksburger.com
www.worksburger.com

2015 FRANCHISE REPORT

History, Plans

- established in 2004
- six units in Canada (five franchised)
- plans to grow by one to two units per year

Franchise Costs

- initial franchise fee \$25,000
- total turnkey build-out cost \$150,000
- advertising fee 1%
- royalty fee 4%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- ongoing store visits and support
- ongoing training
- purchasing
- site location
- social media
- staff training
- supplies

SUNSET GRILL RESTAURANTS LTD.

5100 Erin Mills Town Centre,
P.O. Box 53036
Mississauga, ON L5M 5A7
905-286-5833
CEO: Angelo Christou

History, Plans

- established in 1985 in Toronto
- 120 units in Canada (all franchised)
- expansion planned across Canada and in select locations in the U.S.

Franchise Costs

- initial franchise fee \$55,000
- total costs \$485,000
- advertising fee 1%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SUSHIGO

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2007 in Ottawa
- five units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- total costs \$25,000 to \$300,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SUSHI SHOP

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2001
- 112 units in Canada, three outside Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

SWENSEN'S ICE CREAM

SWENSEN'S ICE CREAM INC.
210 Shields Ct.
Markham, ON L3R 8V2
905-479-8762
President: Aaron Serruya

History, Plans

- established in 1948 in San Francisco
- 0 units in Canada, 556 outside of Canada (all franchised)
- plans to expand across Canada, the U.S. and internationally

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$100,000 to \$300,000
- other costs \$30,000
- total costs \$150,000 to \$355,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies



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2015 FRANCHISE REPORT

SWISS CHALET ROTISSERIE AND GRILL

CARA OPERATIONS LIMITED
199 Four Valley Dr.
Vaughan, ON L4K 0B8
905-760-2244
VP of Franchising: Alex Gerzon

History, Plans

- established in 1954 in Ontario
- 218 units in Canada (214 franchised)

Franchise Costs

- initial franchise fee \$60,000
- total costs \$1,300,000 to \$1,800,000
- advertising fee 4%
- royalty fee 5%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

SYMPOSIUM CAFE RESTAURANT & LOUNGE

6021 Yonge St., Ste. 475
Toronto, ON M2M 3W2
416-449-3611
Director of Franchising: Ron Ansett

History, Plans

- established in 1996, franchising since 2004
- 20 units in Canada
- plans to add five new locations in 2015

Franchise Costs

- initial franchise fee \$50,000
- franchise cost \$615,000 to \$675,000
- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training

TACO BELL

TACO BELL CANADA COMPANY
191 Creditview Rd., Ste. 100
Vaughan, ON L4L 9T1
416-664-5200

History, Plans

- established in 1952 in South Salt Lake, Utah
- 182 units in Canada

Franchise Costs

- initial franchise fee US\$50,000
- advertising fee 5%
- royalty fee 6%

Services

- advertising/marketing
- design
- site location
- staff training

TACO TIME

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1978
- 128 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000
- advertising fee 4%
- royalty fee 5%

Services

- information available upon request

TANDORI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 2008 in Montreal
- 17 units in Canada; five outside Canada (21 franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

TASTE OF MEDITERRANEAN

MEDITERRANEAN FRANCHISE INC.
2 Toronto St., Ste. 324
Toronto, ON M5C 2B5
416-821-5561
President: Sam Hussein

History, Plans

- established in 2004 in Toronto
- 16 units in Canada, four in the U.S. (all franchised)
- plans to add five units in Canada

Franchise Costs

- initial franchise fee \$12,000
- equipment/site cost available upon request
- total costs \$111,000
- royalty fee \$1,000 flat

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- purchasing
- site location
- supplies

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2015 FRANCHISE REPORT

TCBY

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1992
- 73 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$10,000 to \$25,000
- advertising fee 3%
- royalty fee 5%

Services

- information available upon request

TERIYAKI EXPERIENCE

700 Kerr St., Ste. 100
Oakville, ON L6K 3W5
905-337-7777
VP, Development: Nik Jurkovic

History, Plans

- established in 1986 in Toronto
- 108 units in Canada; 25 units outside of Canada (all franchised)
- plans to add 10 units in 2015

Franchise Costs

- initial franchise fee \$25,000
- equipment cost \$90,000 to \$110,000
- leasehold improvement cost \$136,000 to \$230,000
- total costs \$251,000 to \$365,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training
- supplies

THAI EXPRESS

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2000 in Montreal
- 240 units in Canada; four units outside of Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

THAI ZONE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2007
- 34 units in Quebec

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

TIKI MING

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1983
- 44 units in Canada; 12 units outside of Canada (55 franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

TILTED KILT PUB & EATERY

JSF FRANCHISE GROUP INC.
3636 Bathurst St., Ste. 1611
Toronto, ON M6A 2Y5
416-819-2644
Director of Franchising: Joel Friedman

History, Plans

- eight units in Canada; 93 units outside of Canada (all franchised)
- expanding across Canada

Franchise Costs

- initial franchise fee \$75,000
- total costs \$919,000 to \$2,912,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- financial assistance
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies
- other

TOPPER'S PIZZA

TOPPER'S FRANCHISING
COMPANY INC.
551 Bryne Dr., Unit N
Barrie, ON L4N 9Y3
705-735-2127
Director of Franchising: Andrew Diveky

History, Plans

- established in 1982 in Sudbury, Ont.
- 37 units in Canada (29 franchised)
- plans to expand to 140 stores by 2018

Franchise Costs

- initial franchise fee \$25,000

- advertising fee 2%
- royalty fee 5%

Services

- advertising/marketing
- conferences and training seminars
- continuing support
- design
- franchisee training
- lease negotiation
- purchasing
- site location

TREATS BAKERY, TREATS BAKERY CAFE, TREATS COFFEE EMPORIUM

TREATS INTERNATIONAL
FRANCHISE CORPORATION
1550A Laperrière Ave., Ste. 201
Ottawa, ON K1Z 7T2
613-563-4073

History, Plans

- established in 1977 in Toronto
- 56 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$15,000
- advertising fee 1% to 2%, depending on concept
- royalty fee 7% to 8%, depending on concept

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

TRIPLE O'S

WHITE SPOT LIMITED
1126 S.E. Marine Dr.
Vancouver, BC V5X 2V7
604-321-6631
Business Development Manager:
Karen Dosen

History, Plans

- founded in 1995
- 53 units in Canada, 14 units outside of Canada (62 franchised)

Franchise Costs

- initial franchise fee \$40,000
- marketing fee 2%
- local store marketing fee 1%
- royalty fee 6%

Services

- design and construction
- marketing and menu development
- management and hourly training: pre- and post-opening support
- real estate and site selection
- supply management

TURTLE JACK'S MUSKOKA GRILL

TORTOISE RESTAURANT GROUP INC.
3370 South Service Rd., Ste. 300
Burlington, ON L7L 3M6
905-332-6833
VP, Franchising and Development:
Peter Fisher

History, Plans

- established in 1992 in Burlington, Ont.
- 16 units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

TUTTI FRUTTI

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1996
- 41 units in Canada (40 franchised)

Franchise Costs

- initial franchise fee \$35,000 to \$40,000
- advertising fee 3%
- royalty fee 5% (6% Alberta and British Columbia)

Services

- information available upon request

UNION BURGER

OBSIDIAN GROUP INC.
1770 Argentinia Rd.
Mississauga, ON L5N 3S7
905-814-8030
VP, Franchising: George Karamountzos

History, Plans

- established in 2010 in Stathroy, Ont.
- 17 units in Canada; 10 units outside Canada

Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$300,000
- other costs \$30,000
- total costs \$360,000
- advertising fee 2%
- royalty fee 7%

Services

- advertising/marketing
- design
- financial assistance
- management
- purchasing
- site location
- staff training

URBAN KITCHEN/SELECT SANDWICH

SELECT FOOD SERVICES INC.
155 Gordon Baker Rd., Ste. 214
Toronto, ON M2H 3N5
416-391-1244
Director, Franchising: Carol Kahn

History, Plans

- established in 1979 in Toronto
- 22 units in Canada (20 franchised)

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$300,000
- total cost \$325,000 to \$350,000
- advertising fee 3%
- royalty fee 7%

2015 FRANCHISE REPORT

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

VALENTINE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 1984
- 101 units in Canada (94 franchised)

Franchise Costs

- initial franchise fee \$25,000
- advertising fee 2.5%
- royalty fee 5%

Services

- information available upon request

VAN HOUTTE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 1919 in Montreal
- 50 franchised units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

VANELLIS

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2003 in Montreal
- 35 units in Canada; 64 units worldwide (98 franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request



42 W. 8th Ave., Ste. 3
Vancouver, BC V5Y 1M7
604-683-8372
Co-owner: Gerald Tritt

History, Plans

- established in 1977 in Vancouver
- 16 units in Canada
- seeking store and area developers for Alberta, Saskatchewan and Manitoba

Franchise Costs

- initial franchise fee \$30,000
- total build-out cost \$164,500 to \$353,000
- advertising fee 2%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

VIE & NAM

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2008 in Montreal
- four units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 2%
- royalty fee 6%

Services

- information available upon request

VILLA MADINA

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- founded in 2003
- 41 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$30,000 to \$40,000
- advertising fee 3%
- royalty fee 6%

Services

- information available upon request

WASABI GRILL AND NOODLE

MTY TIKI MING ENTERPRISES INC.
8150 Trans-Canada Highway, Ste. 200
St-Laurent, QC H4S 1M5
514-336-8885
President: Stanley Ma

History, Plans

- established in 2011
- two units in Canada

Franchise Costs

- information available upon request

Services

- information available upon request

WENDY'S RESTAURANTS OF CANADA INC.

240 Wyecroft Rd.
Oakville, ON L6K 2G7
905-849-7685
Director, Development:
Gerry Prendergast

History, Plans

- established in 1969 in Columbus, Ohio; established in 1975 in Hamilton, Ont.
- 364 units in Canada (233 franchised)

Franchise Costs

- application fee for new franchises \$5,000
- initial franchise fee \$40,000
- advertising fee 4%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site development
- site location
- staff training
- supplies

WHITE SPOT RESTAURANT

WHITE SPOT LIMITED
1126 S.E. Marine Dr.
Vancouver, BC V5X 2V7
604-321-6631
Business Development Manager:
Karen Dosen

History, Plans

- founded in 1928 in Vancouver
- 64 units in Canada (40 franchised)

Franchise Costs

- initial franchise fee \$75,000
- marketing fee 2%
- local store marketing fee 1%
- royalty fee 5%

Services

- design and construction
- management and hourly training: pre-and post-opening support
- marketing and menu development
- real estate and site selection
- supply management

WILLIAMS FRESH CAFE INC.

202 Grand River Ave.
Brantford, ON N3T 4X9
519-752-4850
CEO: Rainer Mueller

History, Plans

- established in 1993 in Stratford, Ont.
- 35 units in Canada (all franchised)

Franchise Costs

- initial franchise fee \$35,000
- total cost \$500,000 to \$650,000 (full size café)
- advertising fee 1.5%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

WIMPY'S DINER

WIMPY'S DINER INC.
3559 St. Clair Ave. E.
Toronto, ON M1K 1L6
888-594-6797
GM: Jim Daikos

History, Plans

- 46 units in Canada
- plans to open five to six units in 2015

Franchise Costs

- initial franchise fee \$20,000
- total cost \$350,000

Services

- advertising/marketing
- lease negotiation
- management
- purchasing
- site location
- staff training

WOK BOX FRESH ASIAN KITCHEN

19074 22nd Ave., Unit 102
Surrey, BC V3S 3S6
778-545-0233
Director, Franchising: Lawrence Eade

History, Plans

- established in 2004 in Edmonton
- 50+ units in Canada (all franchised), 15+ units in U.S.
- multi-unit development in key U.S. and Ontario markets

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$250,000 to \$300,000
- other costs \$15,000 to \$50,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location

2015 FRANCHISE REPORT

- staff training
- supplies



149 Lakeshore Rd. E.
Oakville, ON L6J 1H3
855-799-6757
Chief Marketing and
Development Officer: Bruce Miller

History, Plans

- established in 2001 in Ottawa
- 27 units in Canada (21 franchised)

Franchise Costs

- initial franchise fee \$45,000
- equipment/site cost \$550,000 to \$800,000
- other costs \$100,000 to \$150,000
- total costs \$645,000 to \$945,000
- advertising fee 2%
- royalty fee 4%

Services

- advertising/marketing
- design
- lease negotiation
- purchasing
- site location
- staff training

YOGEN FRUZ

YOGEN FRUZ CANADA INC.
210 Shields Ct.
Markham, ON L3R 8V2
905-479-8762
President: Aaron Serruya

History, Plans

- established in 1986 in Thornhill, Ont.
- 171 units in Canada; 834 units outside Canada (998 franchised)
- plans to expand across Canada, the U.S. and internationally
- newest additions include Spain, Korea, Holland and Hungary

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$100,000 to \$319,000
- other costs \$40,000
- total costs \$165,000 to \$384,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

YOGURTY'S

YOGURTY'S YOGURT INC.
210 Shields Ct.
Markham, ON L3R 8V2
905-479-8762
President: Aaron Serruya

History, Plans

- established in 1987 in Toronto
- 67 units in Canada; two units outside of Canada (55 franchised)
- plans to expand across Canada, the Philippines and the U.A.E. via traditional and non-traditional locations

Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$153,000 to \$483,000
- total costs \$178,000 to \$508,000
- advertising fee 3%
- royalty fee 6%

Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- staff training
- supplies

The Franchise Report is compiled by Jackie Sloat-Spencer, special projects editor. Readers with questions, concerns or updates for next year's listing should contact her at jsloat-spencer@kostuchmedia.com



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MEET AND GREET

A new pizza pavilion and an appearance by Dan Aykroyd will bring fresh flavour to Toronto's annual Restaurants Canada Show
BY HELEN CATELLIER

Technology has changed how operators make their purchasing decisions, but it's always important to take new products on a proverbial test drive. The Restaurants Canada Show, being held from March 1 to 3 at Toronto's Direct Energy Centre, allows restaurateurs to do just that. It connects nearly 13,000 foodservice industry decision-makers with more than 350 exhibitors annually.

"We're looking to create a venue where our suppliers can engage our members and the visitors on a much higher level to ensure we're delivering value,"



says Donna Dooher, interim president and CEO at Toronto-based Restaurants Canada.

During the three-day event, show attendees will connect with industry peers, shop for products and services and sit in on seminars and culinary demonstrations about the latest innovations. "People are looking for tips, tools and ideas on how they can improve the bottom line of their hospitality opera-

tion, so a lot of the seminars will be targeted to that question," explains Dooher.

Such insights can be found at the Barmatrix customer service and profitability workshops, which will show how to simplify a customer-service strategy, reduce staff turnover and more. Meanwhile, the molecular cuisine workshop is a hands-on session showcasing cold tools and techniques, such as liquid nitrogen and spherification. Led by chef John Placko, a leader in molecular gastronomy, the session will demonstrate how these techniques can be applied in a restaurant. "It's not just about spending \$500 for dinner on molecular gastronomy. You can incorporate some of those unique aspects into your day-to-day menu," notes Dooher.

The themed pavilions are also popular attractions. The new Pizza Pavilion will showcase the art and craft behind making the perfect pie. Interactive demos will include a Pizza Games

Showdown where acrobatic pizza tossers, box folders and dough stretchers will compete for a spot at the International Pizza Expo in Las Vegas in late March.

Once again, celebrities will abound at the show. TV personalities Lynn Crawford and Anna Olson will be joined by actor and entrepreneur Dan Aykroyd, who will headline the signature breakfast event March 3. The co-founder of the Hard Rock Café and House of Blues is also behind Crystal Head Vodka, a spirit blended with water from Newfoundland and filtered through Herkimer diamonds. "He's building a great brand — a Canadian brand," Dooher says. "It'll be interesting to hear him talk about some of the challenges he encountered, where he sees growth and what his plans are for the future. From a business perspective, it's always nice to hear those stories and be reassured that when you get up every day and unlock the front door to your restaurant, it's all good." ●



PRODUCT AISLE

The Restaurants Canada Show takes place from March 1 to 3 at Toronto's Direct Energy Centre. Attendees will preview products from more than 350 exhibitors.



SEAL OF APPROVAL

Gallimore Products is unveiling a new packaging system for the food-service industry; it has hot and cold applications. With just one heat-and-seal machine, Gallimore offers many solutions to seal food packaging and provide longer shelf life, maximum freshness and a sanitary menu item.

Gallimore Products



MAKE AN IMPRESSION

Town & Country Uniforms offers heat-transfer technology service, allowing clients to reproduce a one-colour company logo or name. Heat-transfers are ideal for showcasing promotions on T-shirts. They do not require a set-up fee, as only a logo in a vector file or in a chosen font are needed to reproduce a slogan or name.

Town & Country Uniforms



WINGING IT

The new Frenched Chicken Wing Drumettes from Reuven International are fully cooked, Halal-certified and consistent in size for a uniform plate appearance. The offering is ideal for upscale- and casual-dining and can be served as an appetizer, on a shared plate or on the centre-of-the-plate. The neutral seasonings allow for versatility in flavourings. **Reuven International**



IN THE CLOUDS

The Lainox Naboo combi-oven uses tablet-style technology to connect users to cloud-based content such as preparation instructions, automatic cooking programs, photos, videos and more. Other features include a Chef Portal, allowing remote access from mobile devices and remote service for quicker diagnosis and troubleshooting.

Chesher Equipment Ltd.



CLEAN SWEEP

Avmor's EP50 OxyMixx is a multipurpose cleaning solution suitable for hard, non-porous surfaces. It's designed to save money by minimizing the number of SKUs and inventory carrying costs and is non-corrosive, leaving no toxic residue. EP50 OxyMixx has achieved UL EcoLogo certification by UL Environment, based in Marietta, Ga. **Avmor**



BIRDS OF A FEATHER

Exceldor Foods Ltd., licensee of the Butterball brand in Canada, is launching several new chicken items. The chicken wings are available in four flavours, including plain, buffalo, honey-garlic and barbecue. Exceldor heat-and-serve boneless chicken breasts are tender, juicy and have eye-appealing grill marks. They are ideal for salads, fajitas, stir fries and more. **Exceldor Foods Ltd.**



TAKE 5

Rational's SelfCooking-Center 5 Senses determines the ideal cooking path by recognizing the size, load quantity and condition of the products. The new functions prepare food to exact specifications, communicate changes to settings, inform chefs which food cannot be prepared together and remove dirt and scale more efficiently. **Rational Canada**



AT YOUR SERVICE

Porvasal launches 2015 shapes, glazes and specialty finishes via Tableware Solutions. The Urban Colors line features strong hues to contrast bright white, adding texture and variety. The Golden Touch line features real gold accents; it's glazed for long-wearing protection. The classic Orbe line adds new shapes and has clean edges and a smooth feel. **Tableware Solutions Company**



BREAK THE MOULD

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Countless craft beer varieties have sprouted across Canada, but when it comes to recommending a seasonal IPA to complement a dish, or identifying the difference between a porter and a stout, many operators are turning to the experts for help.

Beer sommeliers, or cicerones, are a small but growing group of craft-brew experts who know how barley pop is made, stored and the best way to serve it.

According to the international Cicerone Certification Program, based in Chicago, there are only 49 Certified Cicerones in Canada and one Master Cicerone. While Certified Cicerones possess detailed knowledge of beer history, ingredients and beer-pairing, Master Cicerones boast an encyclopedic knowledge on the subject, with years of hands-on experience with service, including travel to beer-producing areas as well as in-depth experience in pairing the bevvvy with food.

Mirella Amato was the first woman to earn a certified-cicerone designation and the only Master Cicerone in Canada. In the past eight years she's helped brewers and restaurateurs become more confident about selling beer. "Brewers identified a need for someone to start explaining beers that are coming out, new brands and new flavours. There was a great curiosity on the part of the consumers, but they were generally feeling overwhelmed," she explains.

"My work is about promoting the idea that there is a beer



DRINKING BUDDIES

A cicerone is a bar operator's best friend when it comes to navigating the craft beer market

BY JACKIE SLOAT-SPENCER

for every food, every mood and every occasion," says Amato, founder of Beerology, a Toronto-based consultancy designed to help operators understand, recommend and pair beer with confidence. Amato steers clear of

brand-specific recommendations and instead pinpoints the types of flavours they'd like to offer, customer favourites and food pairings. For example, she'd suggest a Belgian ale or a Munich helles to complement a fried-fish



A COUNTRY DIVIDED

It's an exciting time for beer aficionados and Certified Cicerones across the country as new styles and flavours appear. "For those of us who have been passionate about beer for a long time ... there are trends manifesting. I would say hops are still very big; we're getting into barrel-aging and sour beers," says Mirella Amato, Master Cicerone, adding that Session IPAs — hoppy beers featuring a lower alcohol content — are also gaining steam: think Ontario's Muskoka Detour Session IPA and Calgary's Brewsters Tailgate Session IPA. "But, on the opposite end of the spectrum, there is a huge number of people who are just discovering craft beer," she cautions. "There are areas [including Quebec, B.C. and Ontario] where drinkers are more adventurous, more open to trying a range of styles, and there are others where the brewers are still chipping away."

taco dish, which will pair well with lemon and cilantro notes.

Operators in smaller markets especially benefit from the expertise. "Sudbury (Ont.) is still a really green market when it comes to beer," begins John Arnold, equity partner at Pluckers Beer Market in Ontario. "The knowledge of beer is growing, but it's growing slowly in comparison to major markets like Toronto and Montreal." So, he invited Amato to conduct a beer workshop for his staff.

Consulting a cicerone helped the operator gain the confidence to add variety to his beer menu. "We have 17 taps and close to 55 overall beer selections now," Arnold adds. New, local and international brews include the Czech Republic's Staropramen lager, Germany's Erdinger Weissbier and Belgium's Früli, in addition to two house brews and a flight sampler that includes Millstreet Tankhouse and Steamwhistle from Toronto, Boston's Sam Adams and Ireland's Guinness (four samples for \$9).

Staff who are confident about their beer selection will be better positioned to make the sale. "If they're not comfortable recommending the beer with confidence and talking about flavour with confidence, they are not going to fully appreciate those brands. They are not going to serve them with confidence and will probably sweep them under the rug," explains Amato. "It's important to have education across the board." ●



PUTTING CUSTOMERS FIRST

Restaurateurs are learning technology is key to meeting consumer expectations

BY DENISE DEVEAU

Technology has become integral to delivering the optimum customer experience in foodservice. From mobile payment and kiosk ordering systems to interactive touch technology and loyalty programs, today's restaurateurs are learning that it's all about keeping tech-savvy consumers happy.

According to Jackie Rodriguez, senior manager with Technomic

Inc., a Chicago-based foodservice consulting firm, a lot of technology is being "threaded in" through POS, inventory control and staff management, but the focus today is on front-of-house, consumer-facing activity.

That said, when it comes to investing in technology, the industry has not been on the cutting edge. "The consumers are really the ones driving it,"

says Rodriguez. "And now that technology is getting cheaper and easier, this may be the year things turn around, because operators will be able to take advantage of technology they didn't before."

But, there are many independent restaurant owners, and they're not pushing tech changes. "In most cases they're too busy running a business, but technology will make their worlds more

convenient and easier. Even basic [innovations such as] Wi-Fi create a fuller experience,” says Ian Tostenson, president and CEO of the B.C. Restaurant & Foodservice Association (BCRFA) in Vancouver.

Bringing technology where customers can see it delivers significant value. “Even simple things like [having] customer-facing screens on cash registers, putting out brand messages and detailing transactions improves contact,” says Warren Price, EVP for New York Fries (NYF) and South St. Burger Co. in Toronto.

So what tech trends are operators watching with interest these days? The following are

technology trends that experts foresee gaining considerable traction in 2015.

MOBILE ACCESS

“Mobile technology has the greatest appeal in terms of the customer experience,” says Price. “For many, mobile is simply an extension of what they’re used to doing online.”

There’s no hiding from the power of mobile payment. “These days, more payment [processes] are being connected to smartphones or tablets,” confirms Rodriguez. “[This includes] any mobile app or wireless payment that doesn’t involve handing over a credit card. The biggest headlines over the

past couple of months have been around the rollout of Apple Pay with major players such as Subway, Starbucks and McDonald’s.”

The availability of standardized platforms for making mobile payments and a drive to reduce credit-card handling has led to increased mobile payment adoption in recent months. “The appeal is that it streamlines payment processes in any environment; there’s not much of a learning curve; and those who try it have been pleased with the efficiency and speed of the payment experience,” Rodriguez contends.

INFORMATION GATHERING

Another issue coming into play in 2015 is the notion of using technology to understand the customer better. “Operators are realizing [technology interactions] can be used to capture data on what customers are ordering and at what time of day,” Rodriguez says.

Information gathered can potentially be used to target promotions, offer specific discounts and deals or deliver personalized messages to customers. “With technology, you can capture a lot more data than you can with a punch card where you get your 10th cup of coffee for free,” she notes.

Starbucks is a front-runner in integrating loyalty programs with mobile devices. In



Canada, it launched its first mobile app in 2010, enabling consumers to manage their Starbucks Cards on their smartphone.

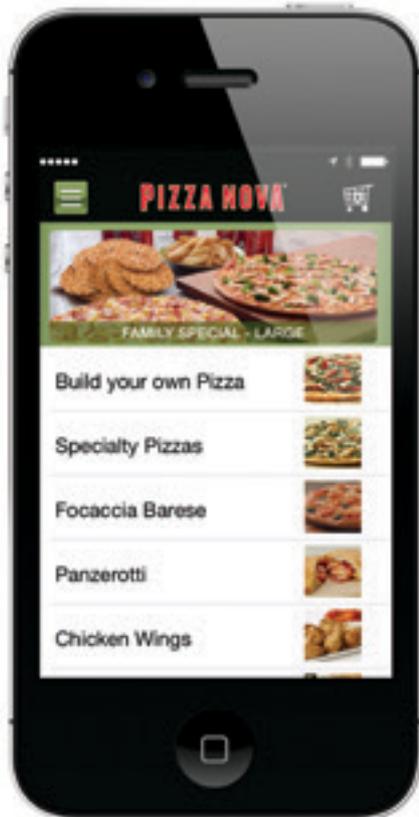
New York Fries recently partnered with Toronto-based Virtual Next, a digital payment and loyalty provider, to launch its first mobile loyalty and payment program called Fry Society. NYF customers can scan a barcode on their smartphones to earn and redeem rewards and coupons as well as pay for orders. “We are a bit later to the party than some with this program, but by waiting we were able to skip the inconvenience and cost of the plastic-card part of the process and go straight to a mobile solution,” Price says.

A&W has been tapping into customers’ mindsets in a different way, finding success with a new mobile offering that provides instant feedback on guest satisfaction and experience, reports Nancy Wuttunee, senior director,

Operating Excellence for A&W Food Services of Canada Inc. in Vancouver. The cloud-based system, developed by Kanata, Ont.-based Benbria, features an iPad terminal located in stores that communicates with a scoreboard in the back of the house to show feedback results on the fly. Customers are asked three simple questions about the food, service and cleanliness of the operation. (Consumers can also use their mobile phone to provide feedback.) “We’re focusing on connecting to the guest and getting instant feedback we can use to measure the quality of their experience,” Wuttunee says.

KIOSK ORDERING

Big-name U.S.-based operators such as McDonald’s, Taco Bell and Panera Bread are introducing ordering kiosks. “Operators want options when it comes to connecting with customers through technology beyond mobile phones and websites.



And customers really like them, because they improve efficiency,” Rodriguez says.

Kiosks help speed service and allow customers to customize their orders. “It’s a practice that was started with pizza chains, who have become the masters of online ordering and customization,” Rodriguez says.

An electronic interface that customers can control — whether at a kiosk or a tabletop tablet — can offer ample opportunities to upsell.

STAFF SCHEDULING ON THE FLY

A funny thing happened when Donna Dooher reopened her Mildred’s Temple Kitchen restaurant (formerly Mildred Pierce) after an 18-month hiatus a few years ago (even then technology was a big factor). “We discovered that in that short a space of time the world had changed. We had gotten older but our staff was the same age.” With that came a different set of attitudes and values. “People are now hardwired into technology and looking for tech-based solutions,” she says. One way to keep staff happy was to introduce a tech-based scheduling solution from Raleigh, N.C.-based Schedulefly. “You can send schedules to their mobile, add alarms.... You can even check and see if people looked at their schedules, so they can’t give the excuse they didn’t know they were working,” Dooher says. Instant communications also means staff can exchange information on menu items and trade shifts. “It gives all of us a lot of latitude,” she sums up.

“Programming systems to make suggestions is very subtle but effective in increasing average check sizes, because it’s more visually appealing, and consumers feel they’re more in control,” Rodriguez says.

TOUCHPAD TECH

For Donna Dooher, chef, restaurateur and interim CEO and president of Restaurants Canada in Toronto, touchpad technology is set to explode. “Taking orders with a tablet saves the work

of having to transcribe orders onto paper and walk to the POS to send the order to the kitchen. You can eliminate an entire step. That’s big in terms of saving time and eliminating human error — and, in our industry, it’s all about time and money,” she says.

Touchscreen menus have become much more than a novelty item at major airports; now they’re everywhere. At Dooher’s Mildred’s Temple Kitchen in Toronto, the restaurateur has taken the trend one step further, installing touchpad devices in the kitchen so staff can pull up recipes and generate prep sheets for specific stations.

UNTETHERED RESERVATIONS

An increasing number of restaurant operators are getting on the Internet reservation bandwagon. “As the millennials become a large part of our customer mix, we’re



seeing a lot of innovation in using the Internet to book tables and engage the customers. Creating guest profiles such as knowing their favourite food and wine, what they last ordered or special occasions helps drive the guest experience with added value, rewards or special offers,” Dooher notes. “People don’t phone anymore or plan as far in advance. There’s so much choice; they’re calling the shots, so you need to offer technology that allows them to make immediate decisions.”

Whether the technology investment is a tabletop tablet, a mobile app or an online ordering or reservation system, it takes a lot of legwork to make technology work seamlessly, says Domenic Primucci, president of Pizza Nova in Toronto. When his company

launched a mobile app for consumers, he says there was more to the process than meets the eye. “We’re still taking baby steps, because this type of thing can take a long time to develop,” he says, explaining that it requires a considerable amount of back-end integration. “That’s one of the biggest challenges. Everything has to work as one system, so that if we change something in one area, that change has to happen across our operating systems.”

The customer experience always has to be the number-1 consideration. “We know we have to change and adapt to the times as we move forward, because customers want ease of use and a great experience,” Primucci says.

A&W’s Wuttunee agrees. “We are paying more attention to understanding today’s consumer. We want to make sure [the technology] we choose fits with their needs. You have to move thoughtfully through the process,” she says. ●



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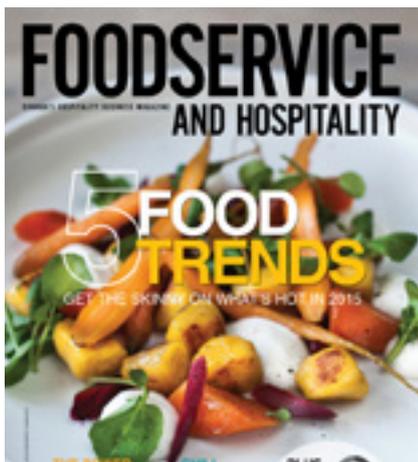
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RISING STAR

A tenacious, impulsive spirit led Dale MacKay to rise from the role of a dishwasher to that of an entrepreneur

BY HELEN CATELLIER



Not everyone's childhood reads like a Norman Rockwell painting. Dale MacKay's passion for food wasn't sparked by nostalgic memories of rolling fresh pasta with his grandmother but rather through his desire to experience the *real* world. Driven by worldly interests, the co-chef and co-owner of Ayden Kitchen & Bar in Saskatoon, quit school at age 14 and started working.

A year later, eager to carve his own path, the Saskatoon native moved to Vancouver, where his brothers lived, and washed dishes at various chains. When a cook didn't show up to work one day, he joined the line and started preparing everything from chicken fingers to french fries to calamari, eventually working his way through several restaurants in Vancouver and Whistler. After watching *Boiling Point*, a documentary about Gordon Ramsay, the then 20-year-old boarded a plane to London, England and landed at the Michelin-rated chef's namesake restaurant at Royal Hospital Road determined to land a job.

While protocol suggests booking a stage, MacKay wasted no time. "I thought it would be better to just show up and let them see me and how bad I wanted to work there," he says. He was hired as commis chef the day after his trial, and, over the next six years, MacKay worked his way up to the position of head chef, honing his skills across Ramsay's empire in London, Tokyo and New York City.

But memories of home drew MacKay back to Canada, where he worked as executive chef at Daniel Boulud's *Lumière* in Vancouver before he rose to stardom, winning the first season of *Top Chef*

Canada in 2011. MacKay opened Ensemble restaurant in Vancouver shortly after, but 18 months later he closed shop. He returned to Saskatoon to open the 110-seat Ayden Kitchen & Bar with partners, Nathan Guggenheimer and Christopher Cho. "Vancouver is very competitive," he admits. "It's hard to make a profit. Being a young entrepreneur, there's no point working for eight per cent when I can work for 30 per cent and have a better quality of life."

Open since November 2013, Ayden melds MacKay's pedagogy in refined French cuisine with his love of rustic, unpretentious food. The two most popular dishes illustrate this dichotomy. The ahi tuna tartare with Asian dressing, cucumber, shaved black truffle and sesame cracker (\$15) is an elegant starter, while the buttermilk fried chicken with spicy maple glaze, aged cheddar, bacon waffle, spaghetti squash and crème fraiche (\$27) is comfort food. "I don't play around with stupid foams and powders and silly things that are more of an ego trip," he says. "It should just be about the food, and it should be about the guest. We're not trying to impress you with crazy things or trying to be pretentious. We're just trying to make things taste good."

Considering the restaurant, named after MacKay's beloved son, does about 150 covers during the week and up to 300 on weekends, it's clear the chef's vision is a success. Ayden Kitchen & Bar was recently rated the number 10 best restaurant in Canada by *Vacay.ca* and one of the top 10 restaurants in Canada by the readers of *EnRoute* magazine — notable accolades helping to boost Saskatoon's foodie status. ●

PHOTOS: DAVE STOBBER [DALE MACKAY], DREAMSTIME.COM [BITS & BITES]

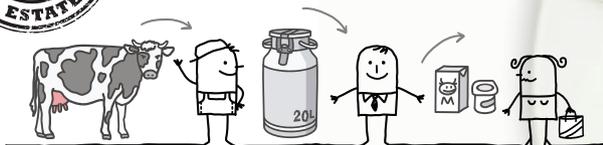
BITS & BITES



Favourite ingredient
"Kafir lime"



If you weren't a chef, what would you be? "In sales — probably real estate"



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