

# FOODSERVICE

CANADA'S HOSPITALITY BUSINESS MAGAZINE

# AND HOSPITALITY

## DELIVERY 2.0

Re-writing  
delivery  
strategies  
for 2026



THE 2026  
**FRANCHISE  
REPORT**



MARCH/APRIL 2026



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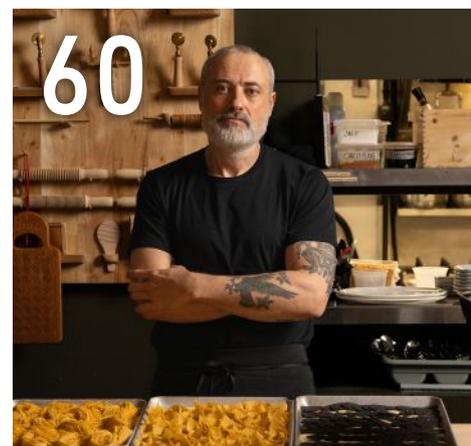


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Mark Perrier, Giusti, Vancouver



# A TALE OF TWO INDUSTRIES

stemming from changes to immigration policy.

RC cites, as an example, the release of new analysis by Professor Sylvain Charlebois of Dalhousie University, who projects a net decline of approximately 4,000 restaurants across Canada in 2026. His analysis suggests that closures will disproportionately affect independently owned establishments, with potential loss underscoring the severity of the challenges facing the industry.

The economic environment facing restaurants in 2026 differs markedly from last year, says RC, when the sector had temporary relief boosting sales, including the GST/HST holiday early in the year and increased domestic travel as more Canadians chose to stay within Canada.

But with these supports now gone, the industry faces intensified headwinds in 2026. Rising costs, continued margin erosion, and declining immigration levels are being blamed for constraining both consumer demand and operators' ability to staff their businesses, particularly in rural, remote, and

**W**ith as many nuances that exist between the Canadian and the U.S. restaurant markets, including regulatory practises, cultural influences, consumer behaviours and pricing, there are also many strong similarities shaping current trends in both countries.

A recent report from the Washington-based National Restaurant Association (NRA) highlights several key issues being experienced in that country's restaurant industry: modest growth is projected, but under continued pressures; consumer demand remains solid, but spending power is restrained; the industry workforce will continue to grow, though it will be challenging to fill the open positions; rising costs remain the industry's key stressor and is limiting operator margins; and workforce development and technology could help release some of the margin pressure.

As a result of these constraints, the NRA expects uncertainty to persist in 2026, and stresses that operators will be required to focus on their creativity and adaptability to stay agile.

Similarly, Restaurants Canada (RC) expects uncertainty to continue into 2026, reporting that high costs in this country are impacting restaurants in significant ways, consistently calling attention to the affordability crisis facing Canadians, its impact on discretionary spending, sustained inflationary pressures and sharply rising input costs, as well as the significant operational challenges

tourism-dependent regions.

RC claims that sector profitability remains under significant strain: 41 per cent of foodservice businesses are currently operating at a loss or just breaking even, compared to 12 per cent, five years ago; and 46 per cent of restaurant operators expect profitability to worsen in 2026, while only 13 per cent anticipate some improvement. The association's research is calling for contraction in real foodservice sales in 2026, followed by stabilization in 2027.

So, what does that mean for operators? This will mean, as the NRA states in its recent release, that operators have to balance restrained consumer spending and elevated costs by leveraging technology to create efficiencies that bring down costs and free up staff to focus on consumer experiences. Operators will also need to focus on investments in innovative solutions such as digital ordering and payments, loyalty programs, automation, and targeted marketing to strengthen guest engagement while removing friction points from the dining experience. **FH**

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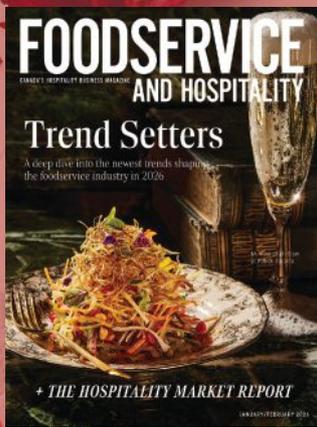
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# FOODSERVICE AND HOSPITALITY

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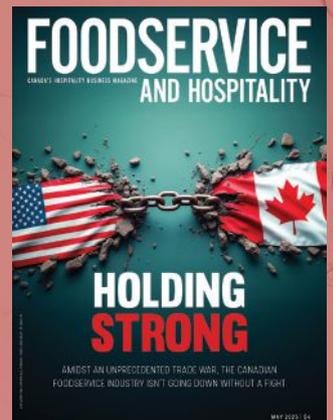
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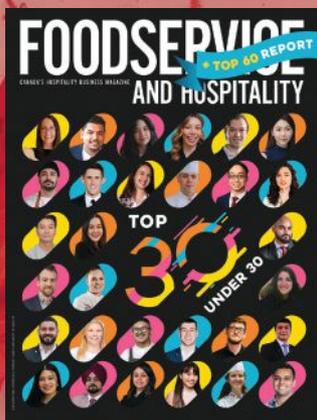
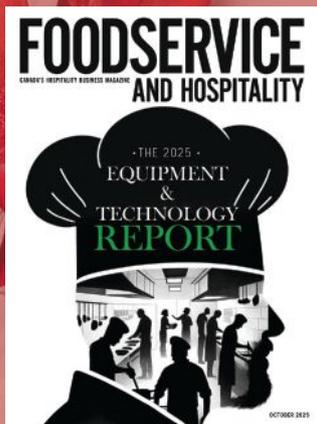
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## AFFORDABILITY FOCUS

The Government of Canada announces new affordability measures



including \$500 million from the Strategic Response Fund to support businesses facing supply-chain disruptions and a new \$150-million Food Security Fund focused on small- and medium-sized enterprises. The government indicated it will develop a National Food Security Strategy, which would address domestic food supply, access to affordable and nutritious food, unit price labelling to support price transparency, and competition enforcement across food supply chains. These measures still need to be tabled in the House of Commons and adopted into law before they come into effect. The government is targeting June 2026 at the latest to start issuing

In late January, Prime Minister Mark Carney revealed a package of affordability measures to assist low- and middle-income Canadians with the escalating cost of food and other essentials.

Central to the announcement is a 25-per cent increase to the GST credit for five years beginning in July 2026, along with a one-time 50 per cent top-up in 2026. The federal government estimates these measures could provide up to \$1,890 this year for a family of four and approximately \$1,400 annually over the following four years, while single Canadians could receive up to \$950 this year and approximately \$700 annually thereafter.

The Prime Minister also announced funding related to food security and supply-chain stability,

**In a 2025 Restaurants Canada survey, 75 per cent of Canadians said they're reducing their restaurant visits due to cost-of-living increases. As a result, 41 per cent of restaurants are operating at a loss or just breaking even, up from 12 per cent in 2019.**

the one-time top-up payments.

"This announcement is a move in the right direction to address the real challenges that Canadians are facing with escalating food costs, an issue we have been actively discussing with the federal government and parliamentarians over the past year," says Kelly Higginson, president & CEO of Restaurants Canada. "The enhanced GST credit may provide some support to a segment of our industry by helping the hardest-hit Canadians afford daily essentials, including meals purchased from restaurants. But we also recognize that the announcement doesn't address the fundamental challenges our industry is facing. We'll continue to work with the government on broader affordability measures, including exempting all food from GST." **FH**



## STRATEGY MEETS SPACE

Perkins&Will New York has re-imagined Unilever's North American headquarters as an incubator for the development of new consumer products. The 85,000-sq.-ft. campus consolidates Unilever's former 350,000-sq.-ft. suburban headquarters into a more compact urban footprint in downtown Hoboken, N.J.

The space is purpose-built for the product development process, with a professional-grade kitchen, a salon, and retail lab. The flexible infrastructure of modular partitions, mobile furnishings, and open sightlines allows teams to adapt their environments to support ideation, prototyping, and testing in real time of marketing campaigns.

At the heart of the new headquarters is a professional-grade kitchen that supports Unilever Food Solutions, where chefs develop new recipes using brands such as Knorr and Hellmann's.

The project was also re-designed with sustainability at its core, incorporating LED lighting, energy-efficient HVAC systems, and low-flow fixtures to reduce consumption. Construction materials were selected for low emissions and recycled content. The reduced office footprint lowers energy demand, while furniture and office fronts from the previous build out were intentionally re-used and integrated into the new interior.



## BEYOND BORDERS

Chef Justin Raponi is the new executive chef at Deauville Club in Toronto. Raponi brings more than two decades of experience spanning across Toronto's dining scene and international hospitality. He started his culinary career in Toronto alongside chef David Lee at Splendido Wine Bar, before moving to Italian eatery Ristorante 101. Later, he held executive leadership roles at restaurants in British Columbia and Bermuda.

Currently, Raponi spearheads culinary programs within The Gupta Group at Revery Toronto Downtown, Curio Collection by Hilton and Dia Restaurant & Lounge at Canopy by Hilton Toronto Yorkville.

"French cuisine has always been my foundation, but I love pushing it beyond borders," says Raponi. "At Deauville Club, I'm re-imagining classic French dishes through Mediterranean, North African and international influences, creating plates that feel refined yet approachable, with bold flavours and thoughtful technique."

The beverage program is curated to complement the fusion menu, featuring globally inspired cocktails and French-forward wines. Highlights include umami-driven cocktails such as The Fifth Taste, alongside classic French wine selections such as Picpoul de Pinet and Right Bank Bordeaux.

# NOW OPEN

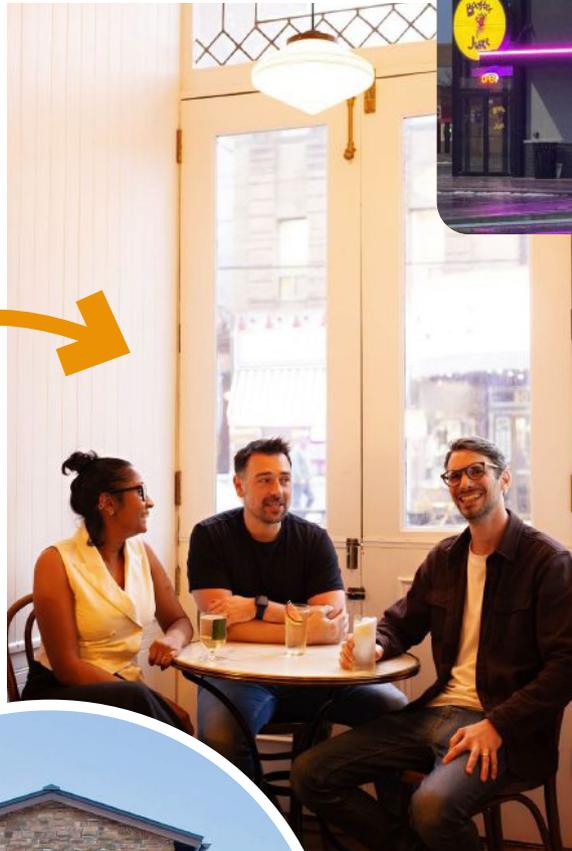


The Pompette Group opened Bar Allegro on January 28, a new European-inspired wine and cocktail bar, located in the former home of Vinoteca Pompette. Bar Allegro marks a return to the group's original vision of a bar-first concept, bringing the project full circle after several years of evolution.

The name itself reflects that return to its roots. Pompette — French for “tipsy” — finds its Italian counterpart in Allegro, a word that evokes lightness, movement and joy.

Allegro's bar celebrates classic cocktail culture. Its wine program focuses on regions the team knows deeply, primarily France, Italy and Spain. Guests will find a focused selection of reds, whites, sparkling wines, and orange wines, presented in a format that prioritizes clarity while still offering range and depth. Additionally, the food menu focuses on snacks and small, shareable plates, drawing inspiration from Italian trattorias and Spanish bars.

Bar Allegro is led by chef and co-founder Martine Bauer. Co-founder and sommelier Jonathan Bauer oversees the wine-and-beverage philosophy across the group. Maxime Hoerth, co-founder of Bar Pompette, Bar Allegro and Bakery Pompette, is a Meilleur Ouvrier de France-honoured bartender whose career spans Europe's most respected hotel bars. There are no reservations, reinforcing an open-door approach.



# PIT STOP

Booster Juice has opened its first drive-thru location at the St. Clair Shores Shopping Centre in Lakeshore, Ont. The approximately 1,400-sq.-ft. location features a double lane drive-thru with five digital screens, which feature current promotions and campaigns, and a full menu for customers to quickly order from the comfort of their vehicle. The store also serves walk-in customers.



# OLIVE THE RIGHT MOVES

Recipe Restaurant Group has unveiled the next phase of its national expansion of the Olive Garden brand in Canada, following the acquisition of all eight existing Canadian restaurants in Western Canada and the execution of a national development agreement with Darden Restaurants, Inc.

As part of its growth strategy, Recipe confirmed that the first new Olive Garden restaurants under its operational control will open at Vaughan Mills in Vaughan, Ont. followed by a second location in the Westboro neighbourhood of Ottawa. Both restaurants are currently in active development, with openings expected in summer 2026.

“With these upcoming openings, we’re taking an important step in expanding Olive Garden’s footprint into new Canadian markets,” said Frank Hennessey, CEO of Recipe Restaurant Group. “This expansion reflects our confidence in the brand, the strength of our partnership with Darden, and our ability to execute thoughtfully and strategically across Canada.”



## GENERATION X MARKS THE SPOT

Marketing to Gen X consumers is a balancing act

BY VINCE SGABELLONE

It's been a while since I've written a column about the generations, but it's a popular topic with marketers and worth re-visiting regularly. Except this time, I won't be discussing the rise of Generation Z. Instead, I'll focus on the lost generation, the baby busters, the forgotten generation. This column is all about giving Generation X the attention it deserves.

Gen X is the generation following the baby boomers, having been born between 1965 and 1980. From a marketing standpoint, this cohort has always represented a much smaller target than boomers and their offspring, the millennials. The reason to focus on them now is simple. The boomers are aging out of their prime restaurant years, which has translated into a five-per-cent decline in traffic over the past two years alone. At the same time, Gen X visits have held steady, our latest CREST restaurant behaviour tracking data shows. Their spending, meanwhile, is on par with Gen Z and growth is more robust, owing to an above average eater cheque lift of four per cent.

This spending growth traces to increased fast-casual restaurant (FSR) and on-premise visits, particularly at the higher-end casual-dining and fine-dining channels. Gen X consumers are entering their prime income-earning years, are likely to have accumulated some wealth, and their children are quickly attaining their own financial independence. This leaves the Gen X cohort with discretionary income to spend on indulgences such as restaurant meals.

Turning to Quick-Service Restaurants (QSR), Gen X is the most likely group to visit a large chain operator. But like all other cohorts, they're being drawn away from these legacy operators by the offerings of the smaller and independent operators. This is fuelling a decline in drive-thru usage, and an increase in the consumption of global cuisines, an area where they are closing the gap versus younger restaurant visitors.

Similarly, the Gen X consumer is growing quickly in their adoption of other emerging menu trends, such as the rise of cold specialty coffee and non-carbonated beverages. But don't underestimate the value of a good cup of brewed coffee. This is by far their favourite menu item

in foodservice, and helps explain their affinity for doughnuts, muffins, and several other breakfast-related foods.

This trend of catching up to the younger cohorts continues in the digital space, where Gen X consumers are growing their influence. Digital ordering represents about 12 per cent of their visits, splitting the difference between the adjacent cohorts. However, they grew faster than all but Gen Z consumers. Sometimes referred to as the analogue to digital generation, Gen X is not averse to using technology but has been a little slower to embrace it. The pandemic likely hastened their adoption, as their Gen Z kids may have encouraged their digital awakening during the lockdown.

Turning back to the topic of disposable income, note that dealing among Gen X is at 28 per cent of visits, two points below the overall average and well below the younger cohorts. Like every cohort, this has been rising because everyone appreciates a good deal, and operators have been providing plenty of offers to keep the tills humming. Combo deals are easily their preferred dealing method, rather than coupons or price discounts. And yet, their digital coupon usage is on par with millennials, reinforcing their acceptance of digital-ordering apps.

I'll end this analysis with a discussion on the sandwich menu category. Often referred to as the sandwich generation, Gen X over-indexes for traditional deli sandwiches, and they've increased their servings over the past three years despite overall declines in this menu category. But like every good sandwich, there are layers to this trend, and to this cohort. No single ingredient, or marketing strategy, will create an ideal outcome, but the payoff to getting the right combination is well worth the build. **FH**

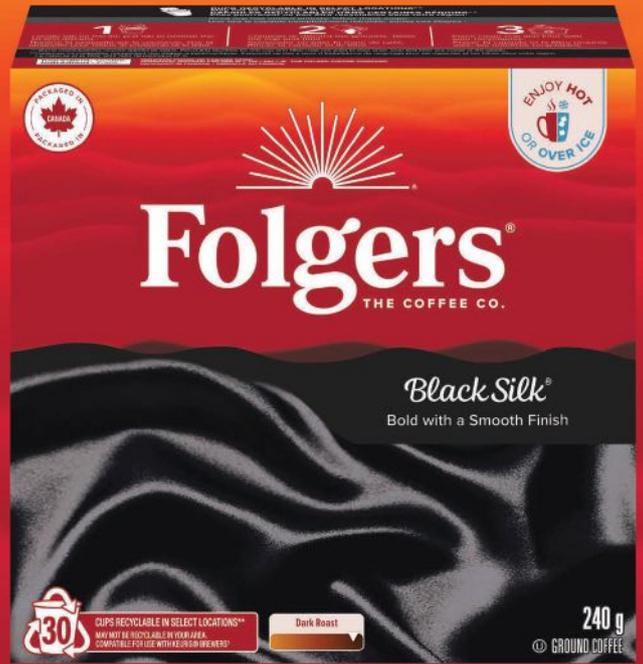


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# THE LOYALTY MULTIPLIER

## Allergy-aware operations can drive repeat business

BY KATE REID

One guest with a food allergy often influences the dining choices of an entire group; think of birthdays, corporate events, and other social gatherings. Groups frequently decide where to eat based on which restaurant can accommodate food allergies and other dietary needs. Operators who have processes in place for allergy requests, communicate clearly, and prioritize allergen awareness turn trust into loyalty and repeat business.

### CONFIDENCE THROUGH CONSISTENCY

Effective allergen management happens by designing a strong process that includes staff awareness, including allergy training. Having effective training equips staff at every level with the tools they need to navigate allergen requests with consistency and with confidence. When everyone involved speaks the same language, it creates a strong communication cycle that helps to ensure every order is handled appropriately from ordering through to delivery.

That cycle depends on more than just awareness; it requires a clearly defined communication process. Training must emphasize not just what to do, but how to communicate allergen information at each step: taking the order with the guest, verifying ingredients, preparing the meal, and delivering it to the guest. When staff are trained to communicate about food allergies effectively, both with guests and with each other, it helps prevent something important getting lost in translation.

### CREATING AN INCLUSIVE EXPERIENCE

Guests with food allergies want to feel included, safe and welcome, just like everyone else. When staff are equipped to serve these guests with confidence, it elevates the entire dining experience for everyone involved. That sense of care and hospitality is what drives guest loyalty and also builds a restaurant's reputation of being a welcoming place to eat. Guests with food allergies tend to return to places where they feel seen, safe, and welcome. And because they often dine with family or friends, that loyalty multiplies. A well-trained team doesn't just serve the individual — it earns the trust of the entire table.

### TRAINING IS KEY

Beyond the guest benefits, training also sends a powerful



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message to your team: you're valued and you're part of something bigger. Investing in their knowledge and confidence improves morale, strengthens team culture, and contributes to employee retention. When staff understand how their role impacts the guest experience, especially around something as critical and as common today as food allergies, they feel more engaged and proud of their work. And that engagement can have a strong correlation with employee retention.

In today's foodservice industry, outstanding hospitality isn't just about what's on the plate, it's about how your team makes people feel. Training is the key to making every guest feel safe, included and cared for, and it also keeps your team engaged and connected to that bigger purpose. **FH**



*Kate Reid is director, Food Service at Food Allergy Canada*

ADOBE STOCK

# LABOUR ISN'T BROKEN

Operators need to re-think hiring processes

BY MIKE SHERWOOD

**I**f you're a Canadian operator reading this, you already know labour is your biggest operational challenge. Not food costs. Not rent. Not utilities. People.

After more than 30 years in this industry, and working with operators across Canada every week, I'll say this plainly: we don't have a people problem, we have a hiring process problem. Most operations are still hiring as though it were 2019, while the market and candidate expectations have shifted completely.

*Speed killed the old playbook.* The market didn't get worse, it just got faster, with candidates expecting clear next steps and quick follow-up. Long gaps or vague timelines frustrate people so they take another offer.

*Cost of living is a real Canadian pressure.* Housing, transit, food and childcare costs continue to rise. People now ask very practical questions: who will I be working for; what will my schedule really look like; and can this job actually work with my lifestyle? If those answers aren't clear early, interest drops fast.

What's actually working right now is simple and practical:

- Faster decisions beat better ads. Operators who meet good people and move quickly are filling roles faster than those waiting for the perfect resumé.
- Clarity beats clever. Job postings that clearly outline schedules, expectations, and accountability outperform those that rely on buzzwords.
- Leadership presence matters. When an operator or hiring manager joins the first conversation, even briefly, acceptance rates improve.
- Outreach still beats job boards. The strongest hires continue to come from referrals, direct outreach and honest conversations.

One practical tactic that works extremely well is paid trial shifts. Rob Velenix, owner-operator of Sweet Duchess Café in Aurora,



Ont. has used this approach since opening. After a short interview, candidates are invited in for a three-hour paid trial shift. In just a few hours, both the team and the candidate can clearly assess whether the pace, culture, and expectations are a good fit. More often than not, that short paid shift saves weeks of uncertainty and prevents the wrong hire for both parties.

None of this requires new systems, software or budgets. It requires leadership.

What's not working anymore: multi-step interviews, generic job ads, slow follow-up and waiting for applicants instead of actively building relationships. In today's market, silence feels like a no, and good people move on.

The best operators I work with have simplified their processes — fewer interviews, more honest conversations and faster alignment between hiring and how the job actually runs.

Labour isn't getting easier, but hiring can get better. You don't need to do more — you just need to do what actually works, now. **FH**



**Mike Sherwood** is a Toronto-based executive recruiter and advisor with more than 30 years of experience in Canadian hospitality and foodservice.

# Clean Plates

*Transparency and wellness are re-defining dining in 2026*

BY MARY LUZ MEJIA



The menu at Botanist in Vancouver highlights the bounty of the Pacific Northwest (left)

# C

onsumers have never been more invested in what's on their plates. As wellness

trends continue to grow, with demand for ingredient transparency keeping pace, foodservice operators across the spectrum are focusing on the way they source, communicate, and innovate. And while diners want clarity about what they're ordering, they're no longer willing to compromise on indulgence or the dining experience.

According to a report by Foodbuy Canada, 43 per cent of Canadians actively look for healthier menu options when eating out and the shift is not limited to plant-based items. There is growing interest in nutritious, balanced, and "functional" foods (whole grains, vegetables, and other minimally processed ingredients) across restaurant segments and transparency and wellness are evolving beyond buzzwords into a new baseline expectation.

## TRANSPARENCY AS A MENU ESSENTIAL

Today's diners want more insight into what they're eating, not just the ingredients that make up a dish, but where they come from and how they're grown. Yet transparency plays out differently depending on the segment.

At Vancouver's *Michelin Guide*-listed, vegetable-focused Folke Restaurant, owner/chef Colin Uyeda says transparency has been key since Day-1. "We started the restaurant to support small local farmers and producers," he says, adding, "From the food to the beverage program, we've always communicated that to guests."

At Folke, chefs deliver dishes to tables, using the interaction to share stories about the farmers, the ingredients and the dishes. When the people who prepared the food get to explain it, the connection is instant.

Botanist executive chef Hector Laguna's menu highlights the bounty of the Pacific Northwest, framing provenance as part of the brand's identity. "Storytelling is a big part of communicating the story of our local producers and foragers," he says. Menus feature farm names, and the website includes a detailed sustainability section, complete with partner profiles. The restaurant's Pacific Halibut dish, for example, sourced from Haida Gwaii, becomes an opportunity for servers to highlight fishermen and regional ecosystems. "At the table, our servers will tell this story when presenting the dish to our guests," he says.

Fast-casual guests, however, behave differently when





Folke in Vancouver offers umami-laden vegan dishes

AARON WARD



they dine out. “They don’t ask as much as you’d think,” says Mike Klassen, director of Brand Development for national fast-casual concept StrEATS Kitchens. “People talk a lot about vegan, gluten-free, halal, but that’s a small percentage of our customers. Most people just want good food and good value.” While the brand sources quality ingredients, economic pressures and value-seeking behaviours shape how much guests engage with sourcing information.

Nonetheless, Klassen believes transparency will soon become unavoidable: “With 2026 packaging regulations and warning labels coming, people will finally see what’s actually in their food. Operators need to be ready.”

### THE CRAVEABILITY FACTOR

Healthy dining has evolved. Diners want dishes that are nutrient-rich yet deeply satisfying, or wellness-focused without the old-school “health-food” stigma. At Folke, technique is Uyeda’s secret weapon. He transforms vegetables into umami-laden dishes by “smoking and dehydrating vegetables to create a satisfying, meaty texture,” he says. “Fermentation and techniques using koji (such as making our own miso) provide a lot of depth and umami to help make food craveable.”

Take its vegan desserts, for example, that “lean in to seasonal fruits, house-made ferments, and naturally sweet vegetables

## Quick Stats & Shifts: Dining in 2026

A glimpse at what’s shaping consumer choices now and next year:

- Eighty-eight per cent of Canadian diners say promotions and low-priced menu options are important in deciding where to dine, according to market research firm Leger. This trend reflects the current economic climate, where guests prioritize value while still expecting high-quality food and service.
- The same Leger report notes that roughly two-thirds of diners prioritize healthy or locally sourced ingredients, while 59 per cent say eco-friendly packaging matters. These are clear signs that sustainability and nutrition are increasingly shaping choices.
- Canadians love their staples. According to Sodexo Canada’s *Sustainable Food Barometer*, 74 per cent say they couldn’t give up meat completely, with similar feelings about fish (67 per cent) and dairy (54 per cent).
- Forty-six per cent of Canadians, however, say they’re willing to scale back animal proteins, and the same share says they’d cut down on dairy for more plant-based options.



MARK YUEN



LUIZ VALDIZON

The menu at Botanist features items such as green apple sorbet (top) and duck breast

At StrEATS Kitchens, salsas, rice bowls and vegetables are all prepped fresh, on-site



that form the backbone of our desserts, allowing us to build complexity without relying solely on refined sugars,” explains Uyeda. The team creates richness “through technique rather than excess, using nuts and oat-based components to provide creaminess, while balancing them with bright, herbal, or acidic elements that keep the flavours light. Every dessert also reflects our zero-waste philosophy — preserves, trimmings, and by-products are used in elements to add texture, depth, and surprise.”

At Botanist, Laguna’s philosophy is that decadent and healthy aren’t in opposition. “You don’t have to sacrifice one for the other,” he explains. “First and foremost, we always develop a dish with the flavour in mind. Healthy can and does taste good. It’s all about the ingredients and how you put them together.”

Guests perceive luxury not only through richness, but through craftsmanship and story, whether via a Miso Milk Chocolate Crèmeux featuring miso caramel, sesame crumble, and black-sesame semifreddo, or a local Partridge Berry Mousse featuring

white chocolate corn whipped ganache and corn ice cream with partridgeberry gelée.

In the fast-casual segment, balancing health with operational simplicity is complex. “Every new ingredient increases cost and decreases efficiency,” Klassen explains. Adding lettuce and tomato to a smash burger, for instance, increased costs on perishable products without significantly changing customer demand. “I thought 80 per cent of people wanted added veg. It ended up being closer to 50,” he says. Still, he says the brand ensures “you get your food within seven to 12 minutes with your protein being cooked on a flat top — it’s not about a burger sitting in a warmer or chicken that’s cooked an hour ago. Our fries are cooked to order, and we’re transparent. Our customers know what they’re getting, and we’re happy to tweak dishes to make them healthy.” Salsas, rice bowls and vegetables are all prepped fresh, onsite, and to order for guests seeking lighter choices.

#### PERCEPTION VERSUS REALITY

While headlines continue to celebrate alternative proteins, operators’ experiences



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are more nuanced. Folke, a vegan restaurant, avoids these entirely. “We’ve never served meat alternatives or high-tech dairy alternatives,” says Uyeda, adding, “Our food is real, just a love letter to vegetables.” He believes lab-grown meat should require “a lot of transparency,” emphasizing that guests deserve honest information to make informed choices.

Laguna echoes this sentiment: “I love vegetables, and vegetables are delicious. There are so many whole-food options for vegans and vegetarians already,” he explains, adding that meat alternatives or the proposed clone-meat options won’t be appearing on Botanist menus any time soon, if ever.

Fast-casual experiences, meanwhile, reveal where consumer expectations diverge from purchasing behaviour. Klassen recalls a period when the brand attempted a fully vegan jackfruit and lemongrass “chicken” nugget that he says you could put up against a good, 100-per-cent chicken nugget, and people couldn’t tell the difference. “We pushed really hard, and we sampled the heck out of it, but we couldn’t give it away, so we got rid of it.” He thinks the problem was also that people thought they were eating meat when they weren’t. He suspects many vegans prefer whole foods, not processed substitutes, while mainstream guests remain unconvinced by plant-based swaps.

Klassen sees lab-grown proteins as a distant, but potentially inevitable, future. “Maybe in a generation, when people are born into it. If it becomes the cleanest and cheapest option? Maybe. But not anytime soon.”

Operators across segments agree that diners’ understanding of “healthy” is evolving, sometimes faster than their habits. At Folke, Uyeda sees a shift toward whole ingredients, as Klassen observed. “Both with vegan and non-vegan guests, there is a shift towards eating whole fruits and vegetables as a source of nutrition as opposed to meat substitutes. Healthy now looks more satiating; it looks like more natural, whole foods as opposed to processed foods,” says Uyeda.

Klassen, on the other hand, points to caloric surprises for his customers. “People think tortillas and mayo aren’t that bad until they learn the calorie counts. But diners aren’t being fooled. They know fried chicken and fries aren’t ‘health’ food.” His open kitchen becomes a form of passive transparency: guests can see how dishes are cooked. But value, in his segment, remains critical, “People

are looking for affordability. Those who care to will pay for premium options, but most will seek balance.”

Laguna emphasizes an ingredient-first approach to avoid the “healthy for show” pitfall. “I don’t think you have to sacrifice to achieve fine-dining expectations. The best thing about being located on the West Coast is that we have such amazing ingredients — produce, proteins, and seafood at our fingertips,” he says.

The future of foodservice lies in clean, conscious dining that doesn’t compromise on flavour or experience. Whether it’s a vegetable-driven tasting menu, a refined regional dish, or a fast-casual taco, diners expect clarity, integrity, and deliciousness. Klassen sums it up: “Fads come and go every six months. What always lasts is eating straight from the source, through natural, wholesome ingredients.” **FH**



The open kitchens at STReats Kitchens allow guests to see how dishes are cooked (above)

Cabbage rolls at Botanist

LUIZ VALDIZON

# RESTAURANTS CANADA Show Preview

**W**ith a new host venue and an earlier time frame than previous years, the Restaurants Canada Show will be taking place March 8 to 10 at the International Centre in Mississauga, Ont. Showcasing cutting-edge products, pioneering companies and transformative ideas, the show offers attendees the chance to shop, taste, learn, connect and grow their business with multiple days of business-building action, including featured areas, competitions, workshops and RC networking events tailored to educate, motivate and inspire the industry. The RC Show features the latest trends, and a dynamic selection of innovative products designed to help operators grow their businesses.

For readers planning to attend the show, *F&H* is highlighting a few of the products that will be on display from some of our featured advertisers.

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# DELIVERY, REBOOTED

Operators re-assess delivery strategies as consumer habits and platform power evolve

BY NICOLE DI TOMASSO



What began as a survival tactic has become a permanent pillar of the foodservice business model. But as delivery sales grow, so do the complexities behind them. Rising third-party fees, fragmented customer relationships and fast-moving technology are forcing operators to re-think how food gets from kitchen to customer.

From proprietary ordering platforms to experiments with autonomous vehicles, the delivery ecosystem is undergoing a re-set. The next phase will be defined not just by speed and convenience, but by economics, data ownership and the ability to adapt to tech-driven fulfillment.

“For many operators, delivery is a double-edged sword,” says Sylvain Charlebois, director, Agri-Food Analytics Lab, Dalhousie University (Halifax). “It can help maintain volume when foot traffic weakens, but margins are often razor-thin once commissions, packaging and labour are factored in. For well-run kitchens with strong throughput, delivery can be a lifeline. For weaker operators, it can actually accelerate losses.”

## MARKET SIZE AND GROWTH

In 2024, the online Canadian food-delivery market generated approximately US\$18.9 million, according to Grand View Research. By 2030, that figure is expected to rise to roughly US\$28.6 million, growing at a CAGR (Compound Annual Growth Rate) of about 7.7 per cent annually.





**DELIVERY**



**00:10**



**TRACK ORDER**





# DELIVERY TENDS TO BE MORE RESILIENT THAN DINE-IN DURING DOWNTURNS BECAUSE IT FITS CONVENIENCE-DRIVEN BEHAVIOUR. PEOPLE MAY ORDER LESS OFTEN, BUT THEY DON'T ABANDON DELIVERY ALTOGETHER

– SYLVAIN CHARLEBOIS, DIRECTOR, AGRI-FOOD ANALYTICS LAB, DALHOUSIE UNIVERSITY (HALIFAX)



Globally, the online food-delivery market size was estimated at US\$288.84 billion in 2024 and is projected to reach US\$505.50 billion by 2030, growing at a CAGR of 9.4 per cent from 2025 to 2030.

The North-American market held a significant share of more than 27 per cent in 2024. In terms of type, the platform-to-consumer segment dominated the industry and accounted for a revenue share of more than 71 per cent in 2024.

## BEHAVIOURAL SHIFT

Consumer behaviour is fundamentally changing how people engage with online food delivery. Consumers increasingly treat food delivery as an extension of everyday e-commerce, comparing options, reading reviews and seeking deals before committing. This mindset has normalized frequent ordering and reduced brand loyalty, as consumers gravitate toward platforms that offer the easiest experience, the widest selection and the best perceived value.

According to the *2025 DoorDash Delivery Trends* report, 56 per cent of consumers prefer ordering via third-party apps and websites because they're easier to use (45 per cent), more convenient (36 per cent) and more familiar (24 per cent).

On average, consumers order food delivery from third-party apps four times each month. For Gen Z, that increases to five orders monthly, according to the report. After third-party apps, restaurant websites are the second-most preferred online-ordering channel.

Today, nearly three quarters of consumers (72 per cent) think of ordering delivery as an act of self-care, at least sometimes. Social media plays a big role in restaurant discovery, too, according to the report. Almost half of Canadians (49 per cent) have ordered a trending restaurant item from social media for delivery. Gen Z (72 per cent) are even more likely to have tried a viral item.

The top-10 foods ordered on DoorDash in 2024 are naan, butter chicken, miso soup, California roll, tandoori roll, dynamite roll, poutine, chicken biryani and steamed rice. Many are comfort foods with strong Indian and Japanese representation.

## IMPACT ON RESTAURANTS

Recently, the Agri-Food Analytics Lab at Dalhousie University projected a net loss of approximately 4,000 restaurants across Canada this year, following approximately 7,000 closures in 2025, based on

insolvencies, exits and operating pressures in the sector.

"I do expect delivery volumes to soften alongside dine-in as consumers pull back overall food spending," says Charlebois. "That said, delivery tends to be more resilient than dine-in during downturns because it fits convenience-driven behaviour. People may order less often, but they don't abandon delivery altogether."

This shift is challenging operators to meet evolving expectations around convenience and transparency without sacrificing margins.

"Being on aggregators is expensive, and the economics have actually decreased over the last three or four years," says Peter Mammias, president & CEO of Montreal-based Foodtastic. "The costs from aggregators have gone up, and the customer on the aggregator has changed. Before, customers were ordering items at full price. Today, we see customers searching for more deals, especially on third-party apps. They're more deal focused than brand focused."

At Foodtastic, Mammias says third-party delivery represents 18.3 per cent of total system sales, adding that share is higher among QSRs. While the majority of Foodtastic brands use third-party delivery (Uber, Skip, DoorDash), its chicken brands use a mix of in-house delivery and third-party apps.

Mammias says foodservice operators are facing an uphill battle when trying to steer consumers toward proprietary loyalty apps in a marketplace dominated by the convenience of third-party delivery platforms. Convincing consumers to download yet another app requires meaningful incentives, ongoing marketing investment and a frictionless digital experience, all while margins are already under pressure.

"We're trying to point as many people as we can to our specific apps, such as putting QR codes on packaging for example, but the customer is quite challenged and they're looking for deals, so it's difficult to transition that customer over to loyalty apps."

Burlington, Ont.-based WingsUp! is primarily a takeout and delivery-focused concept, which makes digital ordering and customer experience especially critical to the brand's strategy. It's currently in the process of developing its own loyalty app, but the brand is taking a measured approach to ensure it delivers real value for both guests and franchisees.

"We don't want to release an average app," says Darren Czarnogorski, president of WingsUp! Restaurants. "The problem with apps is if you download one that's not good, you're going to delete it and never look at it again. That's the challenge — whatever we do has



to be great, has to work well and has to make our customers happy.”

Overall, Mammias says, “Economically, we’re not in a great space right now. Packaging costs are going up, food costs are going up, delivery fees are

going up and discounts are going up, so something has to give in the near future. There’s a lot of operators who are trying to boost sales by discounting and accepting all the fees, but economically, unless an operator is really solid, it’s going to hurt them.”

### DRIVERLESS DELIVERY

While human drivers still dominate delivery, autonomous technology is quietly advancing. In Japan, delivery robots are being rolled out in dense urban environments. And in parts of the U.S., autonomous vehicles, drones and robotic couriers have already completed thousands of real-world deliveries.

In 2024, Uber Eats introduced a new robot delivery service in Japan in collaboration with Mitsubishi Electric and Cartken. “Uber Eats provides the platform that connects merchants, customers and delivery service providers (the robots); Cartken provides the autonomous delivery robots equipped with the latest technology; and Mitsubishi Electric acts as the local operator that monitors and maintains the autonomous vehicles,” according to an Uber blog post. The robot travels at 5.4 kilometers per hour, which is about the same pace as the average walker.

Last year, Starship Technologies and Uber Technologies revealed a global collaboration to roll out autonomous sidewalk robot delivery across multiple markets. The partnership started with the U.K. in December 2025, followed by multiple European countries in 2026 and U.S. expansion planned for 2027, according to a release. Starship’s robots will be operating at Level 4 autonomy and will have the capability to complete deliveries in under 30 minutes for distances of up to two miles.

Additionally, Uber Technologies partnered with Flytrex for its first investment in drone technology. The partnership began with pilot markets in the U.S. at the end of last year.

For Canadian operators, widespread driverless delivery isn’t imminent, but it’s no longer theoretical. Regulatory frameworks, weather conditions and urban design all pose challenges, yet pilot projects are expanding.

Magna International ran a pilot program for driverless, three-wheeled delivery vehicles in Toronto starting in June 2025, operating in areas such as Davenport, Parkdale-High Park, York South-Weston and Toronto-St.Paul’s. The project, which used “chase vehicles” for safety, was concluded in fall 2025. The vehicles were roughly the size

of a large cargo bike with the average height of a typical sedan, and space to carry small packages stored in separate locked compartments which are secured with a multi-digit code only known to the receiving customer. But, technical difficulties were reported during the pilot, according to *Global News*.

The appeal is obvious: reduced labour costs, consistent delivery times and the potential for 24/7 operation. However, the technology still requires human oversight and public acceptance remains uneven.

“It would be difficult to use [autonomous delivery] in Canada, especially in the winter,” says Mammias. “For the next decade or so, I think we’re stuck with the current state of delivery.”

### FUTURE OUTLOOK

Ultimately, the future of delivery isn’t about choosing between third-party platforms and in-house systems — it’s about integration. Successful operators will be those who treat delivery as an extension of hospitality, supported by technology, informed by data and aligned with brand values.

“The current delivery model likely needs to evolve,” says Charlebois. “Commission structures, greater transparency and more flexible partnerships will be key. We may also see more restaurants pushing direct ordering and hybrid models to re-gain margin control. Long term, sustainability in delivery will depend on aligning incentives so restaurants aren’t carrying a disproportionate share of the risk.”

AI-powered logistics platforms can unify ordering, kitchen workflow and delivery into a single ecosystem, reducing friction and improving accuracy. For guests, that could mean more reliable delivery windows, better communication and fewer mistakes. For operators, it means data-driven decisions that protect margins and improve consistency. **FH**

**It would be difficult to use [autonomous delivery] in Canada, especially in the winter. For the next decade or so, I think we’re stuck with the current state of delivery**

**PETER MAMMIAS**  
PRESIDENT & CEO, FOOTASTIC



# COMPLEX *Stability*

## IN 2026, RESTAURANT FRANCHISING FINDS ITS FOOTING

BY AMY BOSTOCK

**C**anada's restaurant franchise sector is entering 2026 in a different position than it was just a few years ago. Disciplined growth remains and expansion continues, but with it comes sharper scrutiny. And while the franchise model is still widely viewed as one of the most resilient ways to scale foodservice concepts, the economic and operational realities facing both franchisors and franchisees have become more complex.

Rising labour, real estate, construction, and food costs are compressing margins. Franchisees are demanding greater transparency, flexibility, and support, while at the same time, value-conscious consumers are forcing brands to justify every dollar spent. Yet despite these pressures, industry leaders agree that the fundamentals of franchising in Canada remain solid, particularly for brands that are willing to evolve.

"The franchise market in Canada remains strong, but more disciplined," says Ajmal Gundhra, co-master franchisor of Chaiiwala of London Canada. "Operators are more informed and selective than ever before. Concepts with strong unit economics, brand clarity, and operational discipline are performing well, while trend-driven models are finding it harder to scale sustainably."

### CAUTIOUS GROWTH

Restaurant franchising continues to represent a significant portion of Canada's foodservice landscape, with quick-service and fast-casual brands leading new-unit development. However, the days of rapid, speculative expansion are largely over.

Franchisors are becoming more cautious about where, how, and with whom they grow. Recruiting qualified franchisees — particularly

those willing to be hands-on operators — has emerged as one of the sector's most persistent roadblocks.

"One of the biggest challenges today is finding franchisees who want to actively build the business rather than passively invest," Gundhra says. "Many individuals are capital-rich but time-poor. This has encouraged franchisors to be more selective, which ultimately leads to stronger systems and better long-term outcomes."

This shift toward selectivity reflects a broader re-calibration across the industry. Franchisors are increasingly prioritizing long-term system health over short-term unit count, while franchisees are approaching opportunities with greater diligence around economics, support, and brand governance.

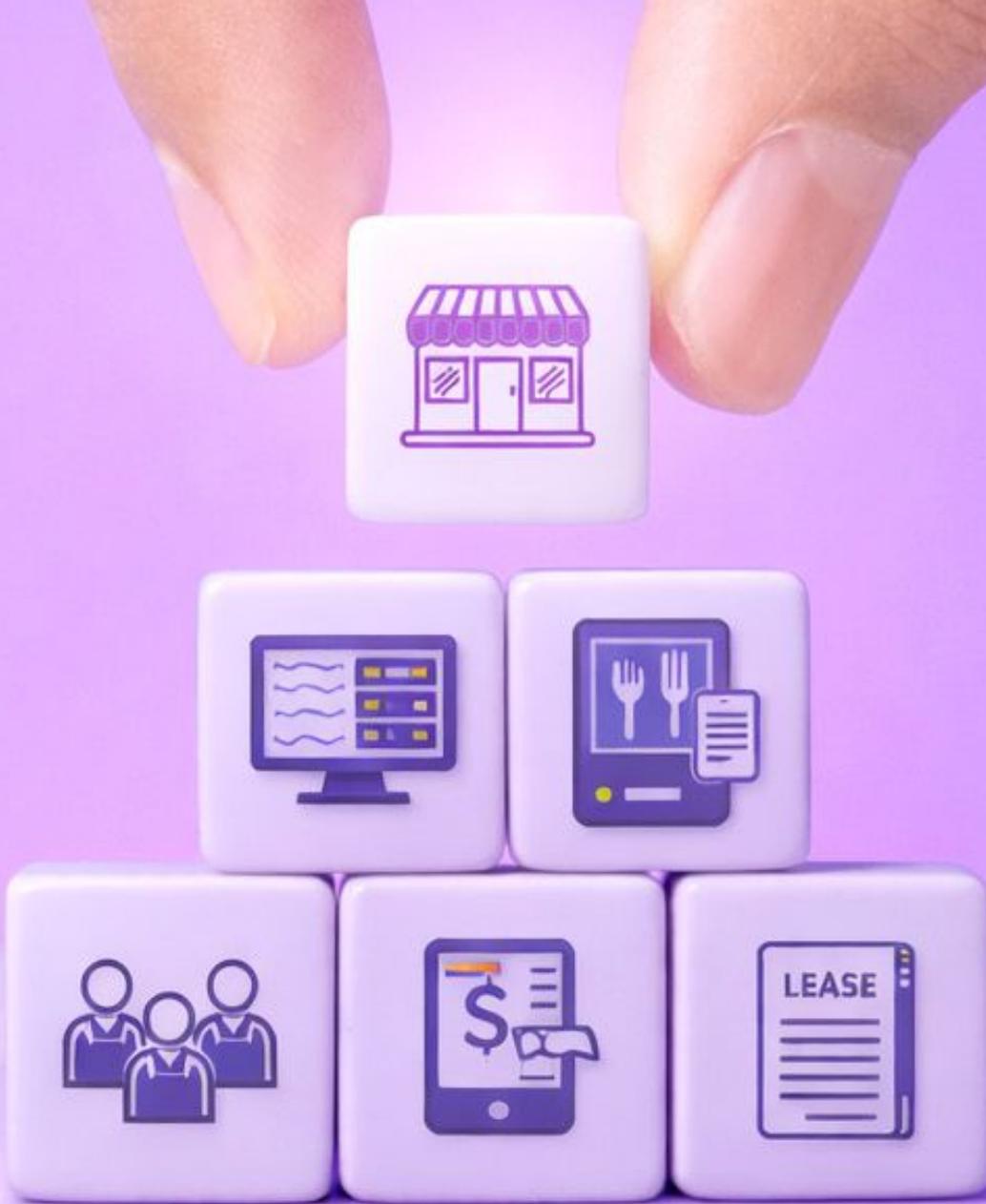
### NAVIGATING PRESSURE

Few hurdles are re-shaping the franchise conversation more than rising costs. Labour shortages, minimum-wage increases, escalating rents, and construction inflation have fundamentally altered the unit-level economics of many restaurant concepts.

"Rising costs have forced a much sharper focus on unit economics and operational discipline," says George Heos, co-founder of Eat Up Canada Inc., which franchises Mighty Bird and Playa Bowls in Canada. "They've also reinforced the importance of partnership. Franchisees want to know that the brand is adapting alongside them, not simply enforcing standards that no longer make economic sense."

In response, franchisors are re-thinking everything from store footprints and menu complexity to vendor relationships and operating hours. Value engineering, once associated primarily with development, is now a continuous operational exercise.

"Profitability today comes from discipline and planning rather than



shortcuts,” Gundhra adds, noting that smarter design, stronger supplier partnerships, and tighter controls are becoming standard tools across successful systems.

### UNDER THE MICROSCOPE

As economic pressure mounts, the franchisor/franchisee relationship is receiving unprecedented scrutiny. Transparency, communication, and alignment — long considered best practices — are now non-negotiable.

“At its core, a successful franchisor/franchisee relationship is built on alignment, transparency, and mutual accountability,” says Heos. “When both sides are aligned around long-term brand health, not short-term wins, you create a system that scales sustainably.”

Misalignment, he notes, most often emerges around expectations and economics — particularly when innovation or system changes are introduced without sufficient franchisee input, or when franchisees resist necessary evolution.

Egg Club founder Jason Yu echoes this sentiment, emphasizing that communication must increase — not decrease — as systems grow.

“Over-communication is better than under-communication,” Yu says. “Keeping franchisees closely informed about decisions, data, and rationale is essential to maintaining alignment.”

Yu adds that data transparency plays a critical role in reinforcing trust. Rather than issuing top-down directives, Egg Club uses performance data to explain why certain decisions, such as pricing strategies or promotional offers, are being implemented.

“We’re not just saying, ‘Do this,’” Yu explains. “We’re showing them the data — what worked, what didn’t, and why we’re doing it.”

### NEW REALITY

One area where alignment has improved markedly over the past decade is franchise agreements themselves. Industry leaders say modern Canadian franchise agreements are clearer, more balanced, and better suited to today’s operating realities.

“They’ve become clearer, fairer, and far more practical,” says Dave Godfrey, director of Culinary at Firkin Group of Pubs. “There’s a much stronger focus on transparency and disclosure, along with modern realities such as delivery platforms, digital marketing, and technology standards.”

Heos agrees, noting that today’s agreements are designed to endure multiple economic cycles, with greater clarity around support obligations, technology requirements, renewal terms, and exit options.

“The best agreements today are designed to last,” he says, “and to reflect economic realities, not just legal protections.”

## TECH-CENTRIC THINKING

Once considered a back-office function, technology is now a central driver of franchise performance. POS systems, data analytics, CRM platforms, and digital ordering tools are shaping everything from labour scheduling to menu design, and brands with integrated digital ecosystems are better positioned to capture evolving consumer behaviour and to defend margins in competitive markets.

“Technology is no longer optional,” Heos says. “It’s a core driver of profitability and guest loyalty.”

In fact, according to a report from the Canadian Franchise Association, delivery and digital ordering are expanding rapidly, with double-digit growth across many franchise brands in 2025.

For franchisors, technology enables consistency and visibility across the system. For franchisees, it provides real-time insights into labour costs, food waste, and customer behaviour — critical advantages in a tight-margin environment.

Godfrey notes that investment in technology has become both a necessity and a challenge, as franchisors balance system-wide upgrades with franchisee affordability.

“Franchisors need to invest in technology and brand standards while trying to make sure franchisees remain profitable [but it’s] not easy,” he says.

## LABOUR WOES

Labour shortages continue to plague the restaurant industry, but franchised brands are increasingly re-framing the issue around culture and retention rather than recruitment alone.

“Labour challenges have pushed brands to focus more on culture, leadership, and long-term development,” Gundhra says. “Retention starts with respect, opportunity, and strong leadership.”

Franchisors that invest in training, career pathways, and supportive work environments are seeing more stability, even as competition for talent remains fierce.

Looking ahead, most industry leaders agree that quick-service, fast-casual, and delivery-led concepts will continue to dominate franchise growth in Canada because they align closely with consumer demand for convenience, value, and consistency.

“Whatever is in the middle is going to have a hard time,” Yu says, referring to brands that struggle to clearly define themselves as either value-driven or premium.

He says systems that can deliver quality and affordability without operational complexity will be best positioned to thrive.

Godfrey similarly points to convenience-focused models as the primary growth engines, noting that traditional dine-in concepts face greater margin pressure in the current environment.

Despite ongoing challenges, few industry leaders view the future of Canadian restaurant franchising pessimistically. Instead, the prevailing sentiment is one of cautious optimism, grounded in realism.

“The systems that will thrive in 2026 are the ones that listen closely, adapt quickly, and support franchisees through change,” Yu says. “Those that ignore economic realities will fall behind.”

Heos adds that Canada will continue to attract strong domestic and international concepts, but success will depend on thoughtful localization, disciplined growth, and genuine partnership. **FH**

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# SPREADING ITS WINGS

WingsUp! is committed to slow and steady growth

BY NICOLE DI TOMASSO

**F**ounded in 1988 in Milton, Ont., WingsUp! operated as a single location for seven years before opening its second restaurant in 1995. What followed was a period of ownership changes that left the brand without a clear or consistent identity.

That began to change in 2004 when Darren Czarnogorski stepped in. Leaving his role at an investment firm at the urging of his father, Czarnogorski bought WingsUp! at a time when the concept had just four locations, three of them franchised. His first priority was stabilization, followed by deliberate, measured growth.

“It was about slow growth,” says Czarnogorski. “We were opening mostly corporate stores, opening one, and, then in another year and a half, opening another. We grew to about 11 units.”

Approximately seven years ago, the

company made a strategic shift, selling off its corporate locations and committing fully to a franchise-only model.

Today, WingsUp! operates 38 locations across Canada. The brand continued to grow through the pandemic, buoyed by a business model built around takeout and delivery.

WingsUp! restaurants are compact, small-format units designed for dense urban markets, with delivery managed entirely in-house rather than through third-party platforms. Locations range from 1,500 sq. ft. to 1,800 sq. ft., with initial franchise investments between \$480,000 and \$850,000. The concept supports pickup, delivery and catering.

“Approximately 30 per cent of the sales mix still comes in through third-party channels, but we can still use our own delivery drivers,” says Czarnogorski. “We see value in those delivery exchanges at the door, and we want to offer the best delivery service.”

As part of its next growth phase, WingsUp! is actively recruiting franchisees, promoting a lower-barrier entry model backed by training, marketing and supply-chain support.

Nearly 30 years after launching its first franchise journey, WingsUp! is now setting its sights on U.S. expansion, with Florida and Texas identified as priority markets. Georgia and South Carolina are likely to follow, though Czarnogorski notes that openings south of the border aren’t expected in the immediate future.

Looking ahead, Czarnogorski says there are a lot of opportunities when it comes to technology, such as an AI assistant for takeout orders, but the company is evaluating all options at this point

“There’s so much technology out there, but only so much of the budget to spend on it, so we have to be careful about what we pick and choose.” **FH**

# JOIN THE CLUB

Egg Club's operation is designed to scale without cracking under pressure

BY AMY BOSTOCK



JOHN LEE

When Egg Club launched its first location in Toronto in September 2020, the timing appeared counterintuitive as the restaurant industry navigated unprecedented disruption and uncertainty. But for Jason Yu, president of Egg Club, the moment also underscored a gap in the Canadian market — and an opportunity to build a brand designed for scale from Day-1.

Yu identified what he saw as a “missing middle” in breakfast: high-quality, made-to-order food delivered at fast-food speed. “There was nothing in between,” he says. “It was either microwave breakfast or full dine-in. There was nothing that was high quality, made to order, but fast.”

That insight became the foundation of Egg Club's business model. The fast-casual concept focuses on a tightly curated menu of nine to 10 egg sandwiches, built around

Japanese milk bread and proprietary sauces, assembled in under a minute. The brand's signature menu includes sandwiches such as the Classic, Bacon and Cheese, BLT, Meat Lovers and Chipotle Lobster. Pricing varies by location, with most sandwiches priced between \$10 and \$15. The simplicity is intentional. By limiting menu complexity, Egg Club created an operation that is both efficient and highly replicable — an essential requirement for franchising.

From inception, Egg Club was engineered to grow. Yu began developing the concept in 2018, spending nearly two years refining systems, menus, and processes with one core question in mind: “Is it franchisable?” Even the first location was built with future franchisees in mind, ensuring that equipment, workflows, and training could be easily transferred across markets.

Before opening the franchise floodgates,

Egg Club took a deliberate approach. The company opened three corporate-owned locations between 2020 and 2021 to test the concept across different footprints, from square to rectangular layouts, and even smaller spaces. Today, the ideal Egg Club location is approximately 1,000 sq. ft. with 15 to 20 seats, positioned in high-foot-traffic areas near offices or commuter corridors. Average cheque size hovers around \$15, reinforcing the brand's value-driven positioning.

Franchising became the clear growth vehicle. “We wanted to dominate the Canadian market as the breakfast sandwich brand,” Yu explains. “With corporate stores, we would have more control, but it would take much more time. Franchising allows us to scale faster.”

Central to Egg Club's franchise strategy is data. The company tracks customer behaviour, seasonal trends, promotions, and store-level performance in granular detail. Daily receipt surveys feed real-time insights back to franchisees, while head office uses historical data to inform pricing, promotions, and

menu decisions. “We are a very numbers-driven company,” Yu says. “We don't just look at whether a store is doing well, we look at why.”

That data-first mindset extends to franchise relationships. Egg Club prioritizes “over-communication,” ensuring franchisees understand not just the rules, but the rationale behind them. Yu likens the relationship to a “10-year marriage,” emphasizing alignment, trust, and shared success.

As Egg Club eyes continued growth across the GTA, Ottawa, Western Canada, and eventually Montreal, its formula remains consistent: a focused menu, disciplined site selection, and a franchise system built on operational clarity and data-backed decision-making. In a value-conscious economy, Egg Club is betting that quality, speed, and simplicity will continue to resonate — with customers and franchisees alike. **FH**

## FRANCHISE COSTS

INITIAL FRANCHISE FEE  
\$40,000

TOTAL COST  
\$450,000 TO \$720,000

ADVERTISING FEE  
3%

ROYALTY FEE  
6%

# HIGH BAR

## Bar Burrito sees rapid Canadian expansion

BY AMY BOSTOCK

Since opening its first location in downtown Toronto in 2005, Bar Burrito has evolved into one of Canada's most successful fast-casual restaurant brands. Franchising since 2009, the Tex-Mex concept has grown to more than 400 locations across the country, positioning itself as Canada's largest and fastest-growing burrito brand.

According to Chief Development Officer Jeff Young, the brand's growth has been anything but accidental. "The foundation for our long-term success has been creating happy and successful franchise partners," he says, pointing to a development strategy built on quality franchisee recruitment, disciplined real-estate selection, and comprehensive franchisor support.

A key differentiator in Bar Burrito's business model is how it approaches franchise development. Unlike many systems that sign franchisees before identifying locations, Bar Burrito marries real estate and franchisees simultaneously. Prospective partners are presented with approved sites, complete with demographic data, before any agreements are signed or fees are paid. "This way, the franchisee has all of the information they need to make an informed decision," Young explains.

The brand has also taken a methodical approach to market expansion, prioritizing suburban, secondary, and tertiary markets before moving into dense urban centres and working closely with a national network of commercial real-estate brokers. The ideal location is 1,000 sq. ft. to 1,500 sq. ft. and the typical unit is 1,200 sq. ft., which will accommodate approximately 15 to 20 seats.

While Ontario remains its most mature market, recent growth has shifted west, with increasing activity in British Columbia and other emerging regions.

"Our preferred location is an end cap of



[a standalone shopping centre] with daily needs tenants situated in a suburban market," says Young, adding key real-estate attributes include high visibility, prominent signage, easy ingress and egress, ample parking, strong daytime population, solid traffic volume and complimentary co-tenancies, particularly national QSR brands. "If we're able to include a pick-up lane/window, that is most welcomed. Food courts and urban locations are not settings that are an area of expansion for us, unless it is in a non-traditional venue."

Franchisee alignment and profitability remain central to the system's health. Young describes Bar Burrito as a "franchisee-centric franchisor," noting that profitability is the lens through which all initiatives are evaluated. "Franchisee profitability is the bedrock of a successful franchise system," he says, adding that the company invests significant time breaking down unit economics to ensure franchisees understand and support new programs.

That focus appears to be paying off. Approximately 50 per cent of Bar Burrito's network is made up of multi-unit operators, some with more than 10 locations. "For us as a franchisor, this is a very strong validator of franchisee confidence," Young notes.

In a challenging operating environment marked by rising labour, food, and occupancy costs, Bar Burrito has doubled down on cost containment and operational efficiency. The company offers a turnkey build-out model, negotiates leases

on behalf of franchisees, leverages national purchasing power, and supports access to preferred bank financing. On the consumer side, a recently launched value menu starting at \$5.99 responds to price sensitivity without eroding franchisee margins. The average Bar Burrito cheque sits around \$18 and even higher on the third-party aggregators, since these orders often are for multiple guests.

Looking ahead, Young sees significant runway for growth, both in untapped Canadian markets such as Quebec and through non-traditional locations including hospitals, campuses, and travel hubs. Combined with rising digital and delivery sales, Bar Burrito's scalable, disciplined franchise model positions the brand for sustained growth in an increasingly competitive fast-casual landscape. **FH**



### FRANCHISE COSTS

#### INITIAL FRANCHISE FEE

**\$25,000**

#### TOTAL COST

**\$390,000 TO  
\$420,000**



# SPICE IT UP

Chaiiwala of London brings its global tea brand to Canada

BY AMY BOSTOCK

opening 40 new Canadian locations by the end of 2026, mainly in downtown core plazas, food courts, or transit hubs.

Gundhra says Canada emerged as a natural growth market due to its cultural diversity and an existing, if under-represented, tea-drinking culture, noting brand awareness preceded the company's official market entry, driven by travel, word-of-mouth and strong ties between the U.K. and Canadian South-Asian communities. "That familiarity helped us build trust and momentum from day-1," he says.

From a business model standpoint, Chaiiwala has taken a measured approach to localization. Core products such as karak chai (a rich, spiced tea, \$5.20) and street food favourites such as Desi Breakfast (\$14), Bombay Toastie (\$8), and Gulab Jamun Cheesecake (\$7.50) remain unchanged, while sweetness levels, portion sizes and beverage formats are adjusted to align with Canadian preferences. "The focus is always on evolution without dilution," Gundhra explains, emphasizing ongoing product innovation and experience-driven updates as the brand scales.

Pricing is strategically positioned between established chains such as Tim Hortons and Starbucks, with store formats tailored to local demographics, ranging from university campuses to suburban hubs.

Franchising sits at the heart of Chaiiwala's expansion strategy, but growth is deliberately controlled. The brand prioritizes owner-operators and cultural alignment over rapid unit count. Its ideal franchise partners are those who have a proven track record of operating their own businesses, whether in foodservice or those running their own

businesses outside the industry. The selection process has multiple steps: an online application form; a discovery call; application review by the management team; and then a one-on-one meeting with the company's directors. Selected franchisees receive end-to-end support, including site selection, design and construction guidance, training, supply-chain access, marketing and ongoing operational oversight. "Our goal is long-term success, not short-term store count," Gundhra says.

That disciplined approach has helped Chaiiwala surpass 20 cafés across multiple provinces, validating demand for a chai-led café concept. In the near term, the company is focused on building density in strategic markets rather than aggressive national rollout. Long term, Chaiiwala has set an ambitious but measured goal of reaching 100 locations by 2030. "We would rather be slightly slower and stronger than fast and fragmented," Gundhra adds.

Operationally, consistency is achieved through standardized recipes, centralized purchasing and strong supplier partnerships — critical issues as the brand navigates complex permitting and construction environments in markets such as the GTA and Greater Vancouver Area. While often compared to major coffee chains, Chaiiwala sees itself

occupying a different space. "We're not a replacement for coffee chains. We're a lifestyle café with cultural depth," Gundhra says, pointing to what he believes is chai's moment to move into the mainstream.

With Canada serving as a breeding ground, Chaiiwala is already laying the foundation for broader North American growth, positioning the brand as both culturally authentic and operationally scalable. **FH**

**C**haiiwala of London is positioning itself as a category-defining player in Canada's evolving café and quick-service landscape, blending cultural authenticity with a disciplined franchise growth strategy. Founded in the U.K. and based on the idea of elevating chai from a traditional household staple into a modern café experience, the brand has translated its heritage into a scalable business model now gaining traction across Canada.

"At its core, Chaiiwala is about taking an everyday ritual deeply rooted in South-Asian culture and presenting it in a way that feels familiar yet fresh," says Ajmal Gundhra, co-master franchisor of Chaiiwala of London Canada, who acquired the rights to the brand in 2020 along with partner Shiraj Kothiwala. That philosophy informs everything from menu development to store design and customer engagement, creating cafés that function both as lifestyle destinations and community hubs.

The brand opened its first Canadian location in Scarborough, Ont. in 2021 and has grown to 25 units in four provinces (Ontario, Alberta, B.C. and Quebec), with eight units under construction and seven in negotiations. The company has an ambitious goal of

**FRANCHISE COSTS**

**INITIAL FRANCHISE FEE**  
\$55,000

**TOTAL COST**  
\$350,000 TO \$650,000

**ADVERTISING FEE**  
2%

**ROYALTY FEE**  
6%



# BETTER BOWLS

Playa Bowls makes its move into Canada

BY AMY BOSTOCK

**P**laya Bowls, one of the fastest-growing brands in the U.S. “better-for-you” dining space, is officially making its move into Canada through a master franchise agreement with Eat Up Canada Inc., marking the brand’s first international expansion. The deal signals both confidence in the Canadian consumer market and a disciplined approach to long-term growth, rooted in operational simplicity and lifestyle-driven branding.

For Eat Up Canada, which specializes in introducing high-potential U.S. restaurant concepts north of the border, Playa Bowls stood out immediately.

“Playa Bowls stood out as a category-defining brand with strong unit economics, a passionate guest following, and a clear point of differentiation,” says Eat Up Canada co-founder George Heos, adding beyond the menu and market demand, his company was equally focused on the brand’s leadership and infrastructure.

“Just as important was the strength of the corporate team,” says Heos, pointing to the balance between founder-led authenticity and the operational discipline required to scale responsibly.

The master franchise agreement outlines plans to develop more than 160 locations across Canada, beginning with a phased rollout designed to establish brand awareness before accelerating franchise growth.

“Our initial focus is on Ontario, followed by other major provinces with strong demographics for the brand such as Alberta and B.C.,” Heos notes. Early company-owned locations will anchor the brand, including a flagship opening at Toronto’s The Well (in April), followed by additional units to validate operations, supply chain and consumer response before expanding further through franchising.

A key advantage of the Playa Bowls model is its flexibility across real-estate formats. According to Heos, the brand “performs well in a range of formats — from urban street fronts to non-traditional and lifestyle-oriented locations,” allowing the system to adapt to diverse Canadian markets while maintaining consistency and efficiency. This versatility supports both urban density and suburban growth strategies as the network expands. The ideal units are prominent end cap or unit line units, ranging in size from 1,000 sq. ft. to 1,500 sq. ft. with 20 to 30 seats, as well as food court and other non-traditional locations of 400 sq. ft. to 600 sq. ft.

## FRANCHISE COSTS

INITIAL FRANCHISE FEE  
\$40,000

TOTAL COST  
\$400,000 TO \$550,000

ADVERTISING FEE  
3%

ROYALTY FEE  
6%

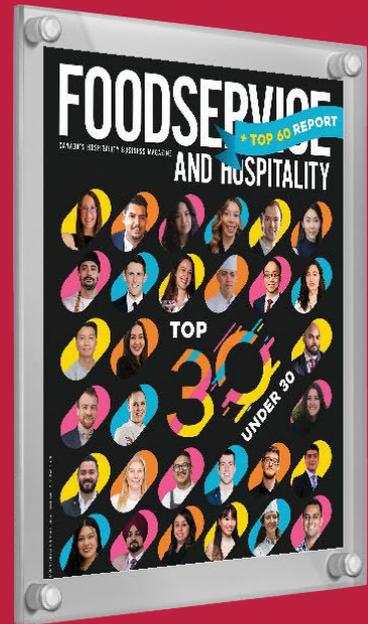
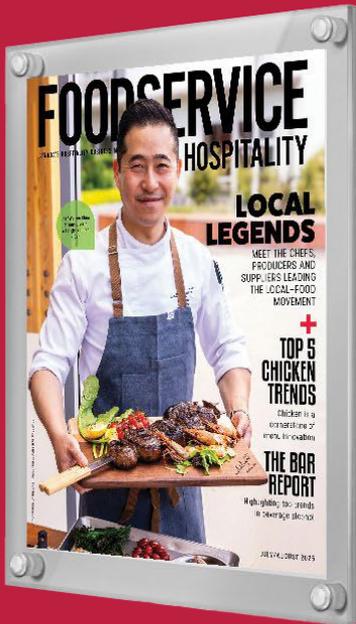
Franchisee selection will play a critical role in sustaining that growth with the ideal franchisee being “strong operators first and foremost,” says Heos, adding that while multi-unit experience is valuable, success within the system ultimately comes down to execution and engagement. “This is a hands-on, guest-centric business, and success follows operators who embrace that mindset.”

Founded in New Jersey, Playa Bowls is the U.S.’ leading superfruit bowl shop, serving up an extensive menu of more than 40 items, including acai, pitaya, green and coconut bowls alongside oatmeal bowls, juices, smoothies, and cold brew made with the freshest, high-quality ingredients. In an increasingly crowded bowls-and-smoothie category, Playa Bowls positions itself beyond functional health claims.

“Playa Bowls isn’t just ‘better-for-you.’ It’s aspirational, lifestyle-driven, and emotional,” says Heos. That emotional connection, paired with operational depth and a proven franchise system, is expected to give the brand a competitive edge as Canadian consumers continue to seek craveable food that aligns with wellness and lifestyle values. **FH**

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## 241 PIZZA (2006) LTD CHAIRMAN'S BRAND CORP.

77 Progress Ave.  
Toronto, ON M1P 2Y7VP  
Operations & Business Development:  
Tariq El-Noqrashy

### History, Plans

- established in 1986 in Toronto
- 64 units in Canada

### Franchise Costs

- franchise fee \$30,000
- training fee \$5,000
- architectural drawings \$15,000
- leasehold improvements \$185,000
- signage & interior art package \$15,000
- equipment & smallwares \$115,000
- grand opening package \$10,000
- royalty fee 5%

### Services

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

## ANNINA'S BAKESHOP & CAFE

300 Hwy. 47  
Goodwood, ON L0C 1A0  
Owner: Marco Cassano

### History, Plans

- established in 2007 in Goodwood, Ont.
- one location in Canada

### Franchise Costs

- initial franchise fee \$40,000
- advertising fee 2%
- royalty fee 6%
- corporate marketing fund 1% of gross sales

### Services

- information available upon request



## A&W FOOD SERVICES OF CANADA INC.

171 W. Esplanade, Ste. 300  
North Vancouver, BC V7M 3K9  
Senior director of Franchising:  
Ryan Picklyk

### History, Plans

- established in 1956 in Winnipeg
- 1,095 units in Canada

### Franchise Costs

- Standard Franchise Program:*
- investment level \$575,000 to \$700,000
  - initial franchise fee \$55,000 (20-year term)
  - advertising fee 2.5%
  - royalty fee 3.5%

### Services

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

## ALLO MON COCO MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

### History, Plans

- established in 2001 in Montreal
- more than 40 locations in Quebec and Ontario

### Franchise Costs

- initial franchise fee \$55,000
- initial investment \$800,000 to \$1,200,000
- advertising fee 1% (March 1, 2025 to February 28, 2026) 1.5% (March 1, 2026 to February 28, 2027) 2% (March 1, 2027 onwards)
- royalty fee 5%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## APPLEBEE'S

**DINE BRANDS GLOBAL**  
450 North Brand Blvd.  
Glendale, CA 91203  
President: John Cywinski

### History, Plans

- established in 1983 in Decatur, Ga.
- 13 units in Canada; 2,200 globally

### Franchise Costs

- initial franchise fee US\$40,000
- estimated build costs US\$556,000 to US\$2,600,000
- national advertising fee 3.5%
- royalty fee 4%

### Services

- information available upon request

## BACARO PIZZERIA FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC, H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

### History, Plans

- established in 2015 in Montreal
- franchising since 2016
- five units in Canada

### Franchise Costs

- initial franchise fee \$30,000
- investment required \$300,000 to \$350,000

### Services

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

## BAR BURRITO

1120 Finch Ave W., Ste. 703  
Toronto, ON M3J 3H7  
Chief Development Officer: Jeff Young

### History, Plans

- established in 2005 in Toronto
- 400 units in Canada

### Franchise Costs

- initial franchise fee \$25,000
- investment required \$390,000 to \$420,000

### Services

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

## BASKIN-ROBBINS INSPIRE BRANDS

130 Royall St.  
Canton, MA 02021  
CEO: Paul Brown

### History, Plans

- established in 1945 in Glendale, Calif.; first Canadian store opened in 1971
- 115 units in Canada (all franchised)

### Franchise Costs

- initial franchise fee \$25,000 (20-year term)
- technology \$1,440 to \$15,000
- opening inventory \$5,000 to \$8,000
- total costs \$293,840 to \$626,360
- continuing franchise fee 5.9%
- continuing advertising fee 5%

### Services

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

## BATON ROUGE MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

### History, Plans

- established in 1992 in Laval, Que.
- 28 units in Canada

### Franchise Costs

- starting capital \$900,000 to \$1,000,000
- initial franchise fee \$65,000
- required investment \$3,000,000 to \$3,500,000
- national marketing fund 2%
- local store marketing fund 1.5%
- royalties 5%

# THE 2026 FRANCHISE REPORT

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## BEN & FLORENTINE RESTAURANTS INC.

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- founded in 2008 in Montreal
- more than 60 units in Canada
- plans to expand into Ontario and Maritimes, as well as continued growth in Quebec

## Franchise Costs

- initial franchise fee \$40,000
- initial investment \$800,000 to \$950,000
- advertising fee 3%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## BIG RIG BREWERY

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

## History, Plans

- established in 2012 in Montreal
- franchising since 2019
- three units in Canada

## Franchise Costs

- initial franchise fee \$40,000
- investment required \$575,000 to \$625,000

## Services

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

## BIG SMOKE BURGER

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded in 2007
- four corporate locations in Canada
- expanding in Ontario and national markets

## Franchise Costs

- franchise fee \$40,000
- initial investment \$475,000 to \$550,000
- personal investment 35%
- marketing/advertising 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## BLENZ COFFEE

2285 Clark Dr., Ste. 250  
Vancouver, BC V5N 3G9  
Franchise Development Director:  
Mike Chapman

## History, Plans

- established in 1992 in Vancouver
- 58 units in Canada

## Franchise Costs

- franchise fee \$35,000
- store cost \$250,000 to \$550,000
- advertising fee 2%
- royalty fee 8%

## Services

- advertising/marketing
- operational support
- training

## BOOSTER JUICE

3050 Parsons Rd. NW  
Edmonton, AB T6N 1B1  
President & CEO: Dale S. Wishevan

## History, Plans

- established in 1999 in Sherwood Park, Alta.
- 470 units in Canada

## Franchise Costs

- initial franchise fee \$30,000
- total costs \$419,000 to \$435,000 (turnkey investment)
- advertising fee 3.5%
- royalty fee 6%

## Services

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

## BOSTON PIZZA

### BOSTON PIZZA INTERNATIONAL INC.

1 City Centre Dr., Ste. 708  
Mississauga, ON L5B 1M2  
Director of National Development:  
Cailin White

## History, Plans

- established in 1964 in Edmonton
- 374 units in Canada

## Franchise Costs

- initial franchise fee \$60,000
- total investment \$1,145,000 to \$3,017,000
- advertising fee 3% (food and non-alcoholic beverage sales only)
- royalty fee 7% (food and non-alcoholic beverage sales only)

## Services

- information available upon request

## BROWNS SOCIALHOUSE

### BROWNS RESTAURANT GROUP

3540 W. 41st Ave., Ste. 207  
Vancouver, BC V6N 3E6  
Business Development: Bruce Fox

## History, Plans

- established in 2004 in North Vancouver
- 67 units in Canada (one corporate)
- primarily focused on Western Canada
- infill and Ontario expansion

## Franchise Costs

- initial franchise fee \$75,000
- equipment/site costs \$4,000,000
- other costs \$500,000
- total costs \$4,500,000
- royalty fee 6% (all in)
- no marketing/co-op fees

## Services

- culinary development
- lease negotiation
- opening support
- operational reviews and field support
- POS and payment platforms
- purchasing
- site selection
- supplies



## BURGER KING

### BK CANADA SERVICE ULC

130 King St. W., Ste. 300  
Toronto, ON M5X 2A2  
General manager, Canada:  
Daniel Mclean

## History, Plans

- founded in 1954
- 376 units in Canada; 19,633 globally
- continuing global expansion through 2026

## Franchise Costs

- initial franchise fee \$55,000
- advertising fee 4%
- royalty fee 4.5%

## Services

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

## (THE) BURGER'S PRIEST RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com

## History, Plans

- established in 2010
- 28 units in Canada (three franchised)

## Franchise Costs

- initial franchise fee \$25,000
- total investment costs starting from \$500,000 site dependent
- advertising fee 2% national; 1% local
- royalty fee 5%

## Services

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

## CAFE DEPOT MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- established in 1994 in Montreal
- more than 50 units in Canada (Quebec)

## Franchise Costs

- initial investment \$250,000 to \$450,000
- franchise fee \$30,000
- personal investment 30 to 35%
- royalty fee 6%
- marketing/advertising 2%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## CAFÉ LANDWER LW COFFEE INC.

5000 Yonge St. N.  
Toronto, ON M2N 7E9  
franchise@landwer.ca

## History, Plans

- established in Toronto in 1997
- formally re-launched a franchise program in 2021
- four units in Canada

## Franchise Costs

- franchise fee \$60,000
- equipment/site cost \$1,000,00 to \$1,200,000
- advertising fee 1%
- royalty fee 6.5%

## Services

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

## CAPT. SUB GRINNERS FOOD SYSTEMS LTD.

105 Walker St.  
Truro, NS B2N 5G9  
franchising@grinners.ca

## History, Plans

- established in 1972 in Charlottetown
- 39 units in Canada

## Franchise Costs

- franchise fee \$30,000
- total investment \$204,500 to \$278,500
- advertising fee 3%
- royalty fee 5%

## Services

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

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## CARLOS & PEPES FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

### History, Plans

- established in 1984 in Montreal
- franchising since 2014
- five units in Canada

### Franchise Costs

- initial franchise fee \$40,000
- investment required \$520,000 to \$600,000

### Services

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

## CASA GRECQUE MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

### History, Plans

- established in 1980 in Montreal

### Franchise Costs

- starting capital \$200,000 to \$300,000
- franchise fee \$35,000
- total investment \$750,000 to \$900,000
- advertising fee 2%
- royalty fee 4%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## CHICKEN CHEF FAMILY RESTAURANTS CHICKEN CHEF CANADA LTD.

97 Plymouth St.  
Winnipeg, MB R2X 2V5  
President: Jeff Epp

### History, Plans

- established in 1978 in Carmen, Man.
- 36 units in Canada (all franchised)

### Franchise Costs

- initial franchise fee \$12,000
- equipment/site costs \$180,000
- royalty fee 3%

### Services

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

## CHICKEN DELIGHT CHICKEN DELIGHT OF CANADA LTD.

395 Berry St.  
Winnipeg, MB R3J 1N6  
President: Jim Cartman

### History, Plans

- established 1958 in Portage la Prairie, Man.
- 20 units in Canada

### Franchise Costs

- initial franchise fee \$20,000
- total cost \$428,900 to \$603,100
- advertising fee 3%
- royalty fee 5%

### Services

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

## CHAIWALA OF LONDON

13569 76 Ave., Ste. 101  
Surrey, BC V3W 2W3  
Franchising contact: Saroj Bhattarai

### History, Plans

- established in Canada 2021
- 25 units in Canada
- eight units under construction

### Franchise Costs

- initial franchise fee \$55,000
- total cost \$350,000 to \$650,100
- advertising fee 2%
- royalty fee 6%

### Services

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

## (THE) CHOPPED LEAF INNOVATIVE FOOD BRANDS

531 North Service Rd. E.  
Oakville, ON L6H 1A5  
Brand President and Founder:  
Blair Stevens

### History, Plans

- established in 2009 in Kelowna, B.C.
- 121 units in Canada (all franchised)

### Franchise Costs

- initial franchise fee \$30,000
- total costs \$375,000 to \$500,000
- advertising fee 4%
- royalty fee 6%

### Services

- development
- IT support
- marketing
- operations
- training

## CHUCK'S ROADHOUSE BAR AND GRILL OBSIDIAN GROUP INC.

1770 Argentia Rd.  
Mississauga, ON L5N 3S7  
Franchise Development  
manager: Elaine Macheras

### History, Plans

- established in 2015 in Ontario
- 80 units in Canada

### Franchise Costs

- franchise fee \$50,000
- estimated development cost \$375,000 to \$700,000
- marketing fee 1.25%
- royalty fee 3.75%

### Services

- advertising/marketing
- design and construction
- financial assistance

- lease negotiation
- management
- supplies & purchasing
- site location
- staff training

## CHURCH'S TEXAS CHICKEN

980 Hammond Dr. NE., Ste. 1100  
Atlanta, GA 30328  
Canadian franchising contact:  
Russ Sumrall

### History, Plans

- established in 1952 in
- 47 units in Canada

### Franchise Costs:

- estimated development fee \$10,000
- initial fee \$15,000
- site work \$5,000 to \$50,000
- building and improvements \$230,200 to \$620,000
- equipment/signs \$150,000 to \$200,000
- estimated total \$464,350 to \$1,101,300
- royalty fee 5%

### Services

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

## CLUCK CLUCKS TWISTED FOOD CONCEPTS INC.

190 Harwood Ave. S.  
Ajax, ON L1S 2H6  
CEO & President: Syed Raza Hashim  
COO: Maryam Rizvi

### History, Plans

- established in 2015
- seven units in Canada
- three units under development in the U.S.

### Franchise Costs

- franchise fee \$30,000 (Canada); US\$35,000 (U.S.)
- advertising fee 2%
- royalty fee 6%

### Services

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

## COFFEE CULTURE CAFÉ & EATERY

### OBSIDIAN GROUP INC.

1770 Argentia Rd.  
Mississauga, ON L5N 3S7  
Franchise Development  
manager: Elaine Macheras

#### History, Plans

- established in 2006 in Ontario
- 23 locations in Canada

#### Franchise Costs

- 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

## COFFEE TIME CHAIRMAN'S BRANDS

77 Progress Ave.  
Toronto, ON M1P 2Y7  
Director of Franchising and Real-Estate  
Development: Tariq El-Noqrashy

#### History, Plans

- established in 1982 in Toronto
- 41 locations globally

#### Franchise Costs

- franchise fee \$25,000
- training fee \$5,000
- architectural drawings \$25,000
- leasehold improvements \$225,000
- signage fee \$30,000
- equipment \$190,000
- advertising fee 3%
- royalty fee 5%

#### Services

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

## COPPER BRANCH FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

#### History, Plans

- established in 2013
- franchising since 2014
- nine units in Canada

#### Franchise Costs

- initial franchise fee \$30,000
- project cost \$200,000 to \$230,000

#### Services

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

## CORA BREAKFAST AND LUNCH

### CORA FRANCHISE GROUP INC.

16 Sicard St.  
Sainte-Thérèse, QC J7E 3W7  
Manager, Operation Standards:  
Danica Varjacic

#### History, Plans

- established in 1987 in  
St-Laurent, Que.
- more than 125 units in Canada

#### Franchise Costs

- initial franchise fee \$45,000
- development costs \$591,000  
to \$883,000
- advertising fee 3%
- royalty fee 6%

#### Services

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

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# THE 2026 FRANCHISE REPORT

## COUNTRY STYLE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 1963
- more than 250 units in Canada

#### Franchise Costs

- franchise fee \$35,000
- total investment up to \$350,000
- royalty fee 4.5%
- advertising fee 3.5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## CRABBY JOE'S TAP & GRILL

### OBSIDIAN GROUP INC.

1770 Argentia Rd.  
Mississauga, ON L5N 3S7  
Franchise Development  
manager: Elaine Macheras

#### History, Plans

- established in 1996 in Ontario
- 12 units in Canada

#### Franchise Costs

- estimated development costs \$700,000 to \$850,000
- franchise fee \$35,000
- advertising fee 2%
- royalty fee 5%

#### Services

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

## CULTURES

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- founded in 1979
- more than 55 locations across Canada and internationally

#### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$280,000 to \$350,000
- advertising fee 3%
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## DAGWOODS

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 1989 in Montreal

#### Franchise Costs

- construction cost \$340,000 to \$380,000
- unencumbered cash requirement 35%
- initial franchise fee \$35,000
- advertising fee 3%
- royalty fee 5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## DAIRY QUEEN CANADA INC.

1111 International Blvd., Ste. 601  
Burlington, ON L7L 6W1  
Director, Franchising: Tony Watters

#### History, Plans

- established in 1940 in Illinois
- 712 units in Canada

#### Franchise Costs

- initial franchise fee \$45,000
- investment range \$800,000 to \$1,200,00+
- advertising fee 5% to 6%
- royalty fee 4%

#### Services

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

## DENNY'S

### DENNY'S, INC.

203 E. Main St.  
Spartanburg, SC 29319  
Director of Franchise Development:  
Bobby Naicker

#### History, Plans

- established in 1953 in Lakewood, Calif.
- 75 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- total costs \$1,300,000 to \$2,500,000
- advertising fee 3%
- royalty fee 5%

#### Services

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

## DIXIE LEE FRIED CHICKEN

### DIXIE LEE CAPITAL CORPORATION

RR2, 21 Sandy's Rd.  
Bruce Mines, ON P0R 1C0  
franchising@dixieleafriedchicken.com

#### History, Plans

- established in 1964 in Belleville, Ont.
- 38 locations in Canada

#### Franchise Costs

- initial franchise fee \$25,000
- total investment costs \$160,000 to \$369,000
- royalty fee 4%

#### Services

- advertising/marketing
- design
- lease negotiation

- management
- purchasing
- site location

## DRUXY'S

### DRUXY'S INC.

52 Abbotsford Rd.  
Gormley, ON L4A 2C1  
VP, Marketing: Peter Druxerman

#### History, Plans

- established in 1976 in Toronto
- 44 units in Canada (all franchised)

#### Franchise Costs

- initial franchise fee \$30,000
- total cost \$175,000 to \$225,000 (full size café)
- advertising fee 1%
- royalty fee 6.5%

#### Services

- advertising/marketing
- design
- franchisee/staff training
- intranet and regional director support
- lease negotiation
- purchasing
- site location

## EAST SIDE MARIO'S

### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

#### History, Plans

- established in 1987
- 61 units in Canada (58 franchised)

#### Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$1,600,000 \*site dependant
- advertising fee 3% national; 1% local
- royalty fee 5%

#### Services

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

## EDO JAPAN

6807 Railway St. SE., Ste. 310  
Calgary, AB T2H 2V6  
VP, Operations, Franchising:  
Terry Foster

### History, Plans

- established in 1979 in Calgary
- approximately 160 units in Canada

### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$400,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

### Services

- information available upon request

## EGG CLUB

6807 Railway St. S.E. Ste. 310  
Calgary, AB T2H 2V6  
VP, Operations, Franchising:  
Terry Foster

### History, Plans

- established in 1979 in Calgary
- approximately 160 units in Canada

### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$400,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

### Services

- information available upon request

## EGGSMART FOOD CORP. CHAIRMAN'S BRANDS

77 Progress Ave.  
Toronto, ON M1P 2Y7  
Director of Franchising and Real-Estate  
Development: Tariq El-Noqrashy

### History, Plans

- established in 2008 in Toronto
- 51 units in Canada

### Franchise Costs

- initial franchise fee \$35,000
- training fee \$5,000
- architectural drawings \$20,000
- leasehold improvements \$350,000
- signage & interior art fee \$23,000
- equipment, smallwares & furniture \$140,000
- advertising fee 3%
- royalty fee 5%

### Services

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

## EGGSPECTATION RESTAURANTS

### EGGSPECTATION CANADA

7960 St. Denis St., 2nd Fl.  
Montreal, QC H2R 2G1  
President & COO: Jon Hinkle

### History, Plans

- established in 1993 in Montreal
- 13 locations in Canada

### Franchise Costs

- initial franchise fee \$50,000
- advertising fee 2%
- royalty fee 5%
- local marketing 1%

### Services

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

## EXTREME PITA

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

### History, Plans

- established in 1997 in Waterloo, Ont.

### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$325,000 to \$400,000
- advertising fee 3%
- royalty fee 6%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## FAMOSO ITALIAN PIZZERIA + BAR

### FDI BRANDZ

1901 Rosser Ave., Ste. 401  
Burnaby, BC V5C 6S3  
partner@famoso.ca

### History, Plans

- founded in 2007 in Edmonton
- 30 units in Canada

### Franchise Costs

- initial investment \$350,000 to \$750,000
- marketing fee 2%
- royalty fee 6%

### Services

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

## FAT BASTARD BURRITO CO. MBI BRANDS INC.

100 Renfrew Dr., Ste. 200  
Markham, ON L3R 9W7  
franchising@marybrowns.com  
Franchising specialist: Shrikant Muta

### History, Plans

- approximately 90 units in Canada

### Franchise Costs

- build cost \$400,000 to \$475,000
- \$150,000 available in unencumbered cash with the ability to finance the remainder
- franchise fee \$25,000
- royalty fee 8%
- advertising fee 2%

### Services

- coaching
- construction
- marketing/accounting
- operational support
- real estate/procurement
- training



## FATBURGER

### FATBURGER - CANADA

1901 Rosser Ave., Ste. 401  
Burnaby, BC V5C 6S3  
franchise@fatburgercanada.com

### History, Plans

- founded in 1952 in Los Angeles;
- first Canadian location opened in Vancouver in 2005
- 66 units in Canada

### Franchise Costs

- initial franchise fee \$50,000
- total required investment \$650,000 to \$750,000
- marketing fee 3%
- royalty fee 6%

### Services

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

## FAT FRANKS

10560-114 St.  
Edmonton, AB T5H 3J7  
info@fatfranks.ca

### History, Plans

- founded in 1995 in Edmonton
- 17 units in Canada

### Franchise Costs

- initial franchise fee \$15,000
- minimum cash required \$150,000
- total average investment \$85,000 to \$110,000
- royalty fee 5%
- advertising fee 2%

### Services

- central purchasing
- complete turnkey package
- development and design
- field support
- inspection system
- lease negotiation
- management training

# THE 2026 FRANCHISE REPORT

- lease negotiation
- management training
- quality assurance
- quality control
- staff training
- technical services

## FETA & OLIVES

### FETA & OLIVES MEDITERRANEAN GRILL

1 Palace Pier Ct., Ste. 809  
Toronto, ON M8V 3W9  
President & CEO: Vicki Vasiliou

#### History, Plans

- established in 2006 in Barrie, Ont.
- 13 units in Canada (all franchised)
- opportunities available in Ontario, Quebec, Nova Scotia, British Columbia and Alberta

#### Franchise Costs

- information available upon request

#### Services

- information available upon request

## FIONN MACCOOL'S FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

#### History, Plans

- established in 1996
- franchising since 1998
- 15 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- investment required \$520,000 to \$600,000

#### Services

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



## FIREHOUSE SUBS

### FIREHOUSE SUBS OF CANADA, LTD

130 King St. W., Ste. 300  
Toronto, ON M5X 2A2  
General manager, Canada: Sam Gallant

#### History, Plans

- established 1994 in Jacksonville, Fla.
- established in Canada in 2015 (Oshawa, Ont.)
- 173 units in Canada; 1,331 globally
- continuing global expansion through 2026

#### Franchise Costs

- initial franchise fee \$30,000
- advertising fee 5%
- royalty fee 6%

#### Services

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

## (THE) FIRKIN GROUP OF PUBS

### FIRKIN CAPITAL CORP.

20 Steelcase Rd. W., Unit 1C  
Markham, ON L3T 1B2  
VP: Paul Saraiva

#### History, Plans

- established in 1987 in Toronto
- 21 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- build-out and equipment \$500,000 to \$1,200,000
- capital requirement \$200,000 to \$480,000
- royalty fee 5%

#### Services

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

## FORNELLO PRESTO IL FORNELLO CORPORATION

576 Danforth Ave.  
Toronto, ON M4K 1R1  
President: Ian Sorbie

#### History, Plans

- new fast-casual/quick-service concept based on the Il Fornello model

#### Franchise Costs

- franchise fee \$35,000
- equipment costs \$80,000 to \$140,000
- turnkey costs \$250,000 to \$600,000
- advertising fee 1%
- royalty fee 4%

#### Services

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

## (THE) FORTUNATE FOX THE PEGASUS GROUP

44 Upjohn Rd.  
Toronto, ON M3B 2W1  
terry@pegasusgroup.ca

#### History, Plans

- established 2018 in Toronto
- one unit in Canada
- seeking franchise partners across Canada and internationally

#### Franchise Costs

- initial franchise fee \$40,000
- royalty fee 4%
- advertising fee 1.5%
- estimated total costs \$520,000 to \$1,700,00

#### Services

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

## FOX & FIDDLE THE PEGASUS GROUP

44 Upjohn Rd.  
Toronto, ON M3B 2W1  
terry@pegasusgroup.ca

#### History, Plans

- established in 1989 in Toronto
- 12 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- estimated total costs \$520,000 to \$1,700,00

#### Services

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

## FROZU!

### GRINNERS FOOD SYSTEMS LTD.

105 Walker St.  
Truro, NS B2N 5G9  
Director of Real Estate: Donald Glenjen

#### History, Plans

- founded in 2013 in Truro, N.S.
- six units in Canada
- plans to expand in Atlantic Canada, Ontario and Western Canada; clip-concept also available

#### Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$22,085 to \$43,085
- total costs \$39,985 to \$60,985
- advertising fee 4%
- royalty fee 5%

#### Services

- advertising/marketing
- design
- lease-negotiation advice
- management training
- purchasing
- site-location training and support

## GABBY'S RESTAURANT & BAR

### URBAN DINING GROUP INC.

41 Industrial St., Unit 204  
Toronto, ON M4G 0C7  
President: Todd Sherman

## History, Plans

- established in 1989 in Toronto
- 18 units in Canada (eight franchised)

## Franchise Costs

- initial franchise fee \$25,000
- equipment/site cost \$275,000
- other costs \$275,000
- total costs \$575,000
- advertising fee flat fee
- royalty fee flat fee

## Services

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

## GATTO MATTO FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

## History, Plans

- established in 2018
- five units in Canada

## Franchise Costs

- initial franchise fee \$40,000
- investment required \$800,000 to \$900,000

## Services

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

## GIORGIO MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- more than 35 years in business

## Franchise Costs

- investment \$750,000
- franchise fee \$35,000
- unencumbered cash requirement 30% of project

- advertising fee 2%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## GOOD EARTH COFFEEHOUSE GOOD EARTH CAFES LTD.

4020 7th St. S.E.  
Calgary, AB T2G 2Y8  
Founders: Nan Eskenazi & Michael Going  
President & COO: Gerry Docherty

## History, Plans

- established 1991 in Calgary
- 60 units in Canada
- expansion across Canada in 2026 includes focus on Ontario and the British Columbia lower mainland

## Franchise Costs

- initial franchise fee \$35,000
- site costs \$395,000 to \$595,000
- marketing fee 3%
- royalty fee 7%

## Services

- commissioning support
- design/construction
- field support
- lease negotiation
- marketing
- product development
- site selection
- staff training
- supply chain management

## (THE) GREAT CANADIAN BAGEL

P.O. Box 43160  
RPO Mavis Rd.  
Mississauga, ON L5B 4A7  
President: Ed Kwiatkowski

## History, Plans

- established in 1993 in Toronto
- 18 units in Canada

## Franchise Costs

- initial franchise fee \$20,000 to \$30,000
- equipment/site cost (full production) \$300,000 to \$350,000
- non-production fee \$85,000 to \$175,000

- advertising fee 1.5%
- royalty fee 6%

## Services

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

## GRECO PIZZA

### GRINNERS FOOD SYSTEMS LTD.

105 Walker St.  
Truro, NS B2N 5G9  
Director of Real Estate: Donald Glenjen

## History, Plans

- established in 1977 in Moncton, N.B.
- more than 100 units in Canada
- plans to expand in Nova Scotia, New Brunswick, P.E.I. and Newfoundland

## Franchise Costs

- initial franchise fee \$20,000
- equipment/site cost \$85,000 to \$105,000
- other costs \$79,500 to \$108,500
- total costs \$184,500 to \$233,500
- advertising fee 4%
- royalty fee 5%

## Services

- advertising/marketing
- design
- lease negotiation advice
- management training
- purchasing
- site location training and support



## HARVEY'S RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

## History, Plans

- established 1959 in Ontario
- 295 units in Canada (276 franchised)

## Franchise Costs

- initial franchise fee \$25,000

- total investment cost starting from \$600,000 \*site dependant
- advertising fee 4% national; 1% local
- 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  
President: John Lettieri

## History, Plans

- established in 2003 in Toronto
- 50 units in Canada; one globally

## Franchise Costs

- equipment/site cost \$160,000
- other costs \$140,000
- total costs \$275,000 to \$300,000
- advertising fee 2%
- royalty fee 6%

## Services

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

## IS YOUR COMPANY MISSING?

Make sure your franchise  
is featured in the 2027  
Franchise Report!

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# THE 2026 FRANCHISE REPORT



## HUMPTY'S BIG PLATE FDF BRANDZ

1901 Rosser Ave., Ste. 401  
Burnaby, BC V5C 6S3  
stacey@rickysr.com

### History, Plans

- Established in 1977 in Blackie, AB
- 25 units in Canada

### Franchise Costs

- franchise Fee \$45,000
- advertising fee 3%
- royalty fee 5%

### Services

- advertising/marketing
- architecture/design
- lease negotiation
- purchasing
- site location
- field support
- training
- quality assurance audits
- quality control

## IHOP CANADA K2 GROUP

2700 Matheson Blvd E.  
Mississauga, ON L4W 5M2  
Managing Director: Thomas Jacob

### History, Plans

- established 2017
- four units in Canada

### Franchise Costs

- advertising fee 3% of gross sales
- royalty fee 5.5% of gross sales
- brand fee 1% of gross sales

### Services

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

## IL FORNELLO

### IL FORNELLO RESTAURANTS

576 Danforth Ave.  
Toronto, ON M4K 1R1  
President: Ian Sorbie

### History, Plans

- established in 1986
- six units in Ontario (four franchised)

### Franchise Costs

- franchise fee \$35,000
- equipment costs \$100,000 to \$160,000
- turnkey costs \$350,000 to \$800,000
- advertising fee 1%
- royalty fee 4%

### Services

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

## JIMMY JOHN'S FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

### History, Plans

- established in 1983
- 12 units opening in Canada

### Franchise Costs

- initial franchise fee \$30,000
- investment required \$240,000 to \$400,000

### Services

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

## JIMMY THE GREEK INC.

1 First Canadian Pl.  
100 King St. W., P.O. Box 334  
Toronto, ON M5X 1E1  
President: Jim Antonopoulos

### History, Plans

- established in 1985 in Toronto
- 55 units in Canada (54 franchised)

### Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost available upon request
- advertising fee 2%
- royalty fee 5%

### Services

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

## JOEY'S SEAFOOD / JOEY'S FISH SHACK / STREETS KITCHENS

### JOEY'S FRANCHISE GROUP

3048 9th St. S.E.  
Calgary, AB T2G 3B9  
VP: Max Gagnon

### History, Plans

- established 1985 in Calgary
- 67 units in Canada (66 franchised)

### Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$182,000 to \$385,000
- advertising fee 3%
- royalty fee 5% of net sales

### Services

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

## JUGO JUICE MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

### History, Plans

- founded in 1998 in Calgary
- more than 100 units in Canada

### Franchise Costs

- initial franchise fee \$30,000
- initial investment \$225,000 to \$350,000
- marketing fee 4%
- royalty fee 6%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## JUNGLE JIM'S SAFARI EATERTAINMENT INC.

657 Topsail Rd.  
St. John's, NL A1E 2E3  
Partners: Stephen Pike;  
Barry Walsh; Sean Brake

### History, Plans

- founded in 1991 in St. John's
- 24 units in Canada (all franchised)

### Franchise Costs

- equipment/site cost \$600,000 to \$750,000
- advertising fee 2%
- royalty fee 4%

### Services

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

## (THE) KEG STEAKHOUSE & BAR

### RECIPE RESTAURANT GROUP KEG RESTAURANTS LTD.

10100 Shellbridge Wy.  
Richmond, BC V6X 2W7  
SVP, Franchising: Buster Edwards

### History, Plans

- established 1971 in North Vancouver
- 96 units in Canada (54 franchised);  
eight units in the U.S. (one franchised)

### Franchise Costs

- initial franchise fee \$75,000
- equipment/site cost \$5,000,000 to \$7,000,000
- marketing fee 2%
- royalty fee 6%

### Services

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

## KELSEYS

### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

#### History, Plans

- established 1978 in Ontario
- 67 units in Canada (62 franchised)

#### Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$1,600,000 \*site dependant
- advertising fee 3%
- royalty fee 5%

#### Services

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

## KFC

### KFC CANADA COMPANY

191 Creditview Rd., Ste. 100  
Vaughan, ON L4L 9T1  
President & GM: Ryan Koon

#### History, Plans

- established 1952 in Salt Lake City, Ut.
- 640 units in Canada; 22,600 globally

#### Franchise Costs

- initial franchise fee US\$52,000
- equipment/site cost available upon request
- advertising fee 5%
- royalty fee 6%

#### Services

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

## KIMCHI

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- founded in 2007

#### Franchise costs

- initial franchise fee \$35,000
- initial investment: \$450,000 to \$550,000
- advertising fee 2% (mall) 3% (street)
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## KINTON RAMEN

### KINKA FAMILY

294 College St.  
Toronto, ON M5T 1R9  
franchising@kinkfamily.com

#### History, Plans

- established 2012
- 53 units in Canada
- more than 20 units under development

#### Franchise Costs

- franchise fee \$50,000
- advertising fee 2%
- royalty fee 6%

#### Services

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

## KORYO KOREAN BBQ

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- founded in 2004

#### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$450,000 to \$550,000
- advertising fee 2% (mall) 3% (street)
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## KOYA JAPAN

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

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

#### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$375,000 to \$563,000
- advertising fee 2%
- royalty fee 6% to 7%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## KUTO

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

#### History, Plans

- founded in 2016
- 35 units in Canada

#### Franchise Costs

- basic investment \$250,000 to \$325,000
- down payment 40%
- franchise fee \$25,000
- advertising fund 1%
- royalty fee 5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation

- ongoing management support
- purchasing
- site location
- supplies
- training/support

## LA BELLE ET LA BOEUF

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established in 2012 in Montreal
- franchising since 2014
- 19 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- investment required \$600,000 to \$700,000

#### Services

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

## LA CAGE - BRASSERIE SPORTIVE

### SPORTSCENE GROUP INC.

1180 Place Nobel, Ste. 102  
Boucherville, QC J4B 5L2  
President: Jean Bédard

#### History, Plans

- established 1984 in Montreal
- 38 units in Canada (12 franchised)

#### Franchise Costs

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

#### Services

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

# THE 2026 FRANCHISE REPORT

## LA CARNITA

### PEGASUS GROUP

44 Upjohn Rd.  
Toronto, ON M3B 2W1  
terry@pegasusgroup

#### History, Plans

- established 2011 in Toronto; franchising since 2015
- six units in Canada (five franchised); two units globally

#### Franchise Costs

- initial franchise fee \$40,000
- advertising fee 1.5%
- royalty fee 5%
- estimated total costs \$500,000 to \$1,700,000

#### Services

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

## LA CHAMBRE

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established in 2013 in Montreal
- one unit in Canada

#### Franchise costs

- franchise fee \$35,000
- projected cost \$360,000 to \$450,000

#### Services

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

## LA CREMIERE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 1979

#### Franchise Costs

- initial franchise fee \$30,000 (Que.), \$35,000 (rest of Canada)
- cost of project \$150,000 to \$200,000
- initial investment 30%
- royalty fee 5%
- advertising fee 2.5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## LA DIPERIE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 2014 in Montreal

#### Franchise Costs

- initial franchise fee \$30,000 (five-year agreement)
- equipment & furniture \$90,000 to \$130,000
- leasehold improvements \$60,000 to \$150,000
- advertising fee 2.5%
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## LA PREP

4500 Dixie Rd.  
Mississauga, ON L4W 1V7  
CEO: John Essaris  
VP, Franchise Development:  
John Beuparlant

#### History, Plans

- established in 2010 in Montreal
- 55 units in Canada
- expansion planned in Canada and U.S.

#### Franchise Costs

- initial franchise fee \$35,000
- total cost \$450,000 to \$650,000
- advertising fee 2%
- royalty fee 6%

#### Services

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

## LES ROTISSERIES AU COQ/ BENNY ROTISSERIES

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
franchise@foodtastic.ca  
CEO: Peter Mammias

#### History, Plans

- established in 1960 in Montreal
- 14 units in Canada

#### Franchise Costs

- initial franchise fee \$30,000
- investment required \$300,000 to \$350,000

#### Services

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

## L'GROS LUXE

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
VP, Franchising: George Trichas

#### History, Plans

- established in Montreal
- four units in Canada

#### Franchise Costs

- franchise fee \$30,000
- investment required \$800,000 to \$1,000,000

#### Services

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

## LIBERTY KITCHEN

### BROWNS RESTAURANT GROUP

3540 W. 41st Ave., Ste. 207a  
Vancouver, BC V6N 3E6  
EVP, Business Development: Bruce Fox

#### History, Plans

- five locations in operation (all franchised)
- one additional B.C. site in development

#### Franchise Costs

- initial franchise fee \$75,000
- equipment/site costs \$4,000,000
- other costs \$500,000
- total costs \$4,500,000
- royalty fee 6% (all in)
- no marketing/co-op fees

#### Services

- culinary development
- lease negotiation
- opening support
- operational reviews and field support
- POS and payment platforms
- purchasing
- site selection
- supplies

## LITTLE CAESARS PIZZA

### LITTLE CAESAR OF CANADA ULC

2301 Royal Windsor Dr.  
Mississauga, ON L5J 1K5  
Director of Real Estate & Franchise  
Development: James Jenkins

#### History, Plans

- established 1959 in Garden City, Mich.
- 200 units globally
- opportunities available across Canada

#### Franchise Costs

- initial franchise fee \$20,000, and \$15,000 per unit thereafter
- royalty fee 6%

#### Services

- advertising/marketing
- design
- lease negotiation
- supplies

## MADISON

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 2006 in Dollard des Ormeaux, Que.

#### Franchise Costs

- re-model \$300,000
- new model \$1,000,000
- downpayment 30% of project
- advertising fee 2%
- royalty fee 5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## MANCHU WOK

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 1990

#### Franchise Costs

- franchise fee \$35,000
- initial investment \$450,000 to \$600,000
- royalty fee 7%
- marketing fee 2% (mall), 3% (street)

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## MANDARIN RESTAURANT

### MANDARIN RESTAURANT FRANCHISE CORPORATION

8 Clipper Ct.  
Brampton, ON L6W 4T9  
President: James Chiu

#### History, Plans

- established in 1979 in Brampton, Ont.
- 30 units in Canada

#### Franchise Costs

- initial franchise fee \$300,000
- equipment/site cost \$1,500,000
- other costs \$1,200,000
- total costs \$3,000,000
- advertising fee \$10,000
- royalty fee \$25,000

#### Services

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

## MARY BROWN'S CHICKEN

### MBI BRANDS INC.

100 Renfrew Dr., Ste. 200  
Markham, ON L3R 9W7  
info@marybrowns.com

#### History, Plans

- established in 1969 in St. John's, NL
- more than 290 units in Canada

#### Franchise Costs

- initial franchisee fee \$30,000
- liquid capital \$300,000
- total cost \$875,000+
- advertising fee 4%
- royalty fee 5%

#### Services

- advertising/marketing
- design/construction
- operations/marketing support
- lease negotiation
- management/staff training
- purchasing/supply chain
- site location

## MCDONALD'S RESTAURANTS OF CANADA LIMITED

1 McDonald's Pl.  
Toronto, ON M3C 3L4  
Franchising manager: Tom Marlow

#### History, Plans

- established 1967 in Richmond, B.C.
- 1,491 units in Canada

#### Franchise Costs

- information available upon request

#### Services

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

## MENCHIE'S FROZEN YOGURT

### YOGURTWORLD ENTERPRISES

259 Yorkland Rd., 3rd Fl.  
Toronto, ON M2J 5B2  
President: David Shneer

#### History, Plans

- established in 2010 in Toronto
- 58 units in Canada; more than 300 globally

#### Franchise Costs

- initial franchise fee \$40,000
- equipment cost \$140,000
- site cost/construction \$150,000
- total costs \$300,000 to \$350,000
- advertising fee 2%
- royalty fee 6%

#### Services

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

## MICHEL'S BAKERY CAFE

### THREECAP BRANDS CANADA INC.

55 Administration Rd., Unit 37  
Vaughan, ON L4K 4G9  
Director of Operations: Ian McDougall

#### History, Plans

- established in 1979 in Toronto
- five units in Canada (four 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

## MIGHTY BIRD

197 N Queen St., Unit B  
Etobicoke, ON M9C 1A7  
Owners: George Heos & Alex Gerzon  
info@mightybird.ca

#### History, Plans

- established 2023
- three units in Canada

#### Franchise Costs

- total investment \$550,000 to \$650,000
- franchise fee \$40,000

#### Services

- construction
- financing assistance
- marketing/advertising
- quality assurance
- real-estate selection and lease negotiation
- supply chain
- training and ongoing support

## MILESTONES GRILL AND BAR

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established 1989 in B.C.
- franchising since 1991
- 46 units in Canada

#### Franchise Costs

- initial franchise fee \$40,000
- total costs \$800,000 to \$900,000

#### Services

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

## MONTANA'S

### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4k 0b8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

#### History, Plans

- established in 1995 in Ontario
- 95 units in Canada (78 franchised)

## Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$1,900,000 (site dependant)
- advertising fee 3%
- royalty fee 5%

## Services

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

## MONZA

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

## History, Plans

- established in 2009 in Montreal
- franchising since 2018
- 10 units in Canada

## Franchise Costs

- franchise fee \$40,000
- investment required \$550,000 to \$600,000

## Services

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

## MR. GREEK RESTAURANTS INC.

44 Upjohn Rd.  
Toronto, ON M3B 2W1  
franchising@mrgreek.com

## History, Plans

- established 1988 in Toronto
- 10 units in Canada
- plans to expand in Ontario

## Franchise Costs

- initial franchise fee \$35,000
- start-up capital required \$150,000
- total investment \$300,000 (retro) to \$400,000+ (new)
- advertising fee 2%
- royalty fee 5%

## Services

- administrative support
- advertising/marketing
- design
- construction (turnkey)
- lease negotiation
- location
- menu development
- purchasing
- training

## MR. MIKES RESTAURANT CORPORATION

### RAMMP HOSPITALITY BRANDS INC.

3700 N. Fraser Wy., Ste. 100  
Burnaby, BC V5J 5H4  
President & COO: Tony Zidar

## History, Plans

- established 1960 in Vancouver
- 42 units in Canada

## Franchise Costs

- initial franchise fee \$50,000
- total investment \$1,700,000 to \$1,900,000
- advertising fee 2%
- royalty fee 6%

## Services

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

## MR. SOUVLAKI

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded in 1997
- 20 units in Canada

## Franchise Costs

- initial franchise fee \$35,000
- initial investment \$450,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation

- ongoing management support
- purchasing
- site location
- supplies
- training/support

## MR. SUB

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded in 1968
- more than 230 units in Canada

## Franchise Costs

- initial franchise fee \$30,000
- initial investment \$350,000 to \$400,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## MUCHO BURRITO

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- established 2006 in Mississauga, Ont.

## Franchise Costs

- initial franchise fee \$35,000
- initial investment \$450,000 to \$575,000
- advertising fee 4%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## MUFFIN PLUS

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- established in 1982 in Montreal

## Franchise Costs

- estimated project cost \$275,000 to \$325,000
- initial franchise fee \$30,000
- advertising fee 2%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## NEW ORLEANS PIZZA

### CHAIRMAN'S BRANDS CORP.

77 Progress Ave.  
Toronto, ON M1P 2Y7  
Director of Franchising & Real-Estate  
Development: Tariq El-Noqrashy

## History, Plans

- established 1978 in Waterloo, Ont.
- 35 units in Canada

## Franchise Costs

- initial franchise fee \$30,000
- training fee \$5,000
- architectural drawings \$15,000
- signage fee \$11,500
- leasehold improvements \$165,000
- equipment \$100,000
- advertising fee 3%
- royalty fee 5%

## Services

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

## NAAN KABOB

### NK GROUP

2-31 Railside Rd.  
Toronto, ON M3A 1A3  
VP Marketing & Development:  
Fahim Ahmadi

#### History, Plans

- established in 2010 in Toronto
- 10 units in Canada
- actively expanding through a structured corporate and franchise model

#### Franchise Costs

- initial franchise fee available upon request
- total investment available upon request
- advertising fee 2% of gross sales
- royalty fee 6% of gross sales

#### Services

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

## NEW YORK FRIES

### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

#### History, Plans

- established 1983 in Toronto
- 114 units in Canada; 20 globally (108 franchised)

#### Franchise Costs

- initial franchise fee \$30,000
- total investment cost starting from \$500,000 \*site dependant
- advertising fee 2%
- royalty fee 6%

#### Services

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

## NICKELS DELICATESSEN

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established 1990 in Montreal
- franchising since 1991
- nine units in Canada

#### Franchise Costs

- franchise fee \$25,000
- investment required \$300,000 to \$350,000

#### Services

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

## NOODLEBOX

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established in 2001
- 72 units in Canada

#### Franchise Costs

- initial franchise fee \$25,000
- investment required \$135,000 to \$200,000

#### Services

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

## (THE) OLD SPAGHETTI FACTORY

### OLD SPAGHETTI FACTORY CANADA LTD.

55 Water St., Ste. 210  
Vancouver, BC V6B 1A1  
COO: Ken Lobson

#### History, Plans

- established 1970 in Vancouver
- 15 units in Canada

#### Franchise Costs

- information available upon request
- royalty fee 5%
- advertising fee 3%

#### Services

- marketing assistance
- opening assistance
- procurement
- research/development
- site approval
- staff training
- support and development

## ODD BURGER

### ODD BURGER CORPORATION

505 Consortium Crt.  
London, ON N6E 2S8  
Franchise administrator:  
Sherrie Abrantes

#### History, Plans

- established in 2014 in London, Ont.
- 22 units in Canada

#### Franchise Costs

- franchise fee \$35,000
- equipment/site cost \$100,000; equipment \$300,000 to \$400,000 leasehold improvements
- advertising fee 2.5%
- royalty fee 5%

#### Services

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

## OPA! OF GREECE

### OPA! SOUVLAKI FRANCHISE GROUP INC.

7235 Flint Rd. S.E.  
Calgary, AB T2H 1G2  
President & CEO: Dorrie Karras

#### History, Plans

- founded 1998 in Calgary
- more than 100 units

#### Franchise Costs

##### Food court

- initial franchise fee \$25,000
- equipment cost \$181,000 to \$186,000
- leaseholds \$235,000 to \$259,000
- total investments \$441,000 to \$470,000
- advertising fee 3% of sales
- royalty fee 6% of sales

##### Street front

- initial franchise fee \$25,000
- equipment cost \$205,000 to \$231,000
- leaseholds \$236,000 to \$309,000
- total costs \$466,000 to \$565,000
- advertising fee 3% of sales
- royalty fee 6% of sales

#### Services

- advertising/marketing
- design
- lease negotiation
- management
- purchasing
- site location
- franchisee training
- ongoing operational support
- opportunity for multi-unit franchisee operation

## ORIGINAL JOE'S RESTAURANT & BAR

### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

#### History, Plans

- established 1997 in Calgary
- 50 units in Canada (35 franchised)

#### Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$1,500,000 \*site dependant
- advertising 2%
- royalty fee 5%

#### Services

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

## OSMOW'S

407 Matheson Blvd. E.  
Mississauga, ON L4Z 2H2  
CEO & head of Franchise Operations:  
Ben Osmow

### History, Plans

- established in 2001 in Streetsville, Ont.
- 217 units in Canada, seven globally

### Franchise Costs

- Initial franchise fee \$45,000
- total investment required \$550,000
- royalty fee 5%
- advertising fee 3%

### Services

- information available upon request

## PANAGIO'S ALL DAY GRILL PANAGIO'S INC.

6085 Creditview Rd., Unit 17  
Mississauga, ON L5B 0C5  
info@panagios.ca

### History, Plans

- established in 2008
- one unit in Canada

### Franchise Costs

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

### Services

- advertising/marketing
- business development
- lease negotiation
- opening assistance
- pricing/quality controls
- procurement
- research/development
- site selection
- training

## PANAGO PIZZA

### PANAGO PIZZA INC.

33149 Mill Lake Rd.  
Abbotsford, BC V2S 2A4

### History, Plans

- established 1986 in Abbotsford, B.C.
- 172 units in Canada (170 franchised)

### Franchise Costs

- initial franchise fee \$25,000
- total costs \$650,000
- royalty fee 5%
- advertising fee 5%

### Services

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

## PAPA MURPHY'S CANADA MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

### History, Plans

- founded in 1981; in Canada since 2006
- 18 locations in Canada

### Franchise Costs

- initial investment approx. \$300,000
- initial franchise fee \$35,000 for first store; \$30,000 for second store; \$25,000/additional store
- minimum liquid assets \$80,000
- minimum net worth \$250,000
- royalty fee 6%
- advertising fee 3%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## PARAMOUNT FINE FOODS

10 Four Seasons Pl., Ste. 601  
Toronto, ON M9B 6H7  
Franchise Co-ordinator:  
Magda Chelminska

### History, Plans

- founded 2006
- more than 70 units in Canada
- plans to expand across Canada and internationally

### Franchise Costs

- information available upon request

### Services

- advertising/marketing
- lease negotiations
- regional operations support
- site selection
- supplies
- training

## PARIS BAGUETTE

171 W. Esplanade, Ste. 300  
North Vancouver, BC V7M 3K9  
Director of Franchising: Ryan Picklyk

### History, Plans

- established in Canada in 2023
- 15 units in Canada

### Franchise Costs

- initial franchise fee \$50,000
- total costs: \$652,565 to \$1,750,900
- marketing fee 2%
- royalty fee 5%

### Services

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

## PERKINS RESTAURANT & BAKERY

6075 Poplar Ave., Ste. 800  
Memphis, TN 38119-4709  
VP, Franchising: Dave Blouin

### History, Plans

- established 1958 in Cincinnati, OH
- 16 units in Canada; 355 globally
- seeking to expand in Alberta, B.C., Manitoba, Ontario, Quebec and Saskatchewan

### Franchise Costs

- advertising fee 3%
- local advertising commitment 0.5%
- royalty fee 4%

### Services

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

## PINKBERRY

### PINKBERRY CANADA INC.

210 Shields Ct.  
Markham, ON L3R 8V2  
Chairman and CEO: Aaron Serruya

### History, Plans

- established 2005 in Los Angeles
- 87 units in Canada

### Franchise Costs

- initial franchise fee US\$45,000
- total costs US\$150,000 to US\$500,000
- advertising fee 3% of gross sales
- royalty fee 6% of gross sales

### Services

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

## PITA PIT CANADA FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

### History, Plans

- established in 1995 in Kingston, Ont.
- franchising since 1997
- 249 units in Canada

### Franchise Costs

- initial franchise fee \$30,000
- total investment \$150,000 to \$175,000

### Services

- information available upon request

## PIZZA 73

### PIZZA PIZZA LIMITED

4949 51 St. S.E.  
Calgary, AB T2B 3S7  
SVP, Operations and Development:  
Philip Goudreau

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## History, Plans

- established in 1985 in Edmonton
- 90 traditional units in Canada; 14 non-traditional locations

## Franchise Costs

- initial partnership fee \$50,000
- advertising fee 8%
- administration fee 3%

## Services

- accounting/finance
- call centre operations
- IT infrastructure
- operational support
- payroll
- real-estate development/renewals
- training

## PIZZA DELIGHT MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- established 1968 in Shediac, N.B.
- more than 70 franchised units in Canada

## Franchise Costs

- initial franchise fee \$35,000 (full service); \$20,000 (takeout & delivery and express)
- total investment \$450,000 to \$900,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## PIZZA HUT

### YUM! BRANDS INC.

191 Creditview Rd., Ste. 100  
Vaughan, ON L4L 9T1  
Director of Development:  
Marco Moretto

## History, Plans

- established 1958 in Wichita, Kan.
- 419 units in Canada

## Franchise Costs

- initial franchise fee US\$24,200
- application fee \$12,000
- advertising fee 5%
- royalty fee 6%

## Services

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

## PIZZA NOVA®

*Est. 1963*

### PIZZA NOVA

1260 Lawrence Ave. E.  
Toronto, ON M3A 1C4  
President: Domenic Primucci  
Sr. Franchise Development manager:  
John Consales

## History, Plans

- established 1963 in Toronto
- 154 units in Canada
- continued expansion into key markets with plans to add up to 10 units

## Franchise Costs

- franchise fee \$20,000
- total costs \$575,000 to \$650,000
- 30% to 40% downpayment/unencumbered cash
- advertising fee 4%
- royalty fee 6%

## Services

- design & buildout (turnkey)
- lease management
- location identification
- marketing support
- staff training



## PIZZA PIZZA

### PIZZA PIZZA LIMITED

500 Kipling Ave.  
Toronto, ON M8Z 5E5  
VP, Franchising: Chuck Farrell

## History, Plans

- established 1967 in Toronto
- more than 800 locations in Canada
- continued growth planned in B.C., Maritimes and Quebec

## Franchise Costs

- initial franchise fee \$30,000
- equipment/site cost \$450,000 to \$500,000.00 (varies by location; turnkey)
- advertising fee 6%
- royalty fee 6%

## Services

- call centre operations
- financing assistance
- IT infrastructures
- marketing support
- operational support
- real-estate development
- training

## PIZZAVILLE INC.

741 Rowntree Dairy Rd., Unit 1  
Woodbridge, ON L4L 5T9  
President and CEO: Angelo Contardi

## History, Plans

- established in 1963 in Toronto
- 90 units in Canada (all franchised)

## Franchise Costs

- total costs \$500,000 to \$600,000
- flat-fee advertising (weekly)
- flat royalty fee (weekly)
- more information available upon request

## Services

- information available upon request

## PLAYA BOWLS

486 Front St. W.  
Toronto, ON M5V 0V2  
Franchise contact: Alex Gerzon

## History, Plans

- established 2014
- one unit in Canada

## Franchise Costs

- total investment \$400,000 to \$550,000
- franchise fee \$40,000
- advertising fee 3%
- royalty fee 6%

## Services

- construction
- financing assistance
- marketing/advertising
- quality assurance
- real-estate selection and lease negotiation
- supply chain
- training and ongoing support

## POKEWORKS

197 N. Queen St., Unit B  
Etobicoke, ON M9C 1A7  
Owners: George Heos & Alex Gerzon

## History, Plans

- established 2015
- eight units in Canada

## Franchise Costs

- total investment \$450,000 to \$550,000
- franchise fee \$40,000
- advertising fee 3%
- royalty fee 6%

## Services

- construction
- financing assistance
- marketing/advertising
- quality assurance
- real-estate selection and lease negotiation
- supply chain
- training and ongoing support



## POPEYES LOUISIANA KITCHEN INC.

### RESTAURANT BRANDS INTERNATIONAL

130 King St. W., Ste. 300  
Toronto, ON M5X 2A2  
General manager, Canada: Brian Trier

## History, Plans

- founded 1972 in New Orleans
- 382 units in Canada; 5,413 globally
- continuing global expansion through 2026; Canadian opportunities in Quebec and Ontario

## Franchise Costs

- initial franchise fee US\$35,000 to US\$50,000
- advertising fee 5%
- royalty fee 5%

## Services

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

## PUMPERNICKELS

### JSF FRANCHISE GROUP INC.

90 Adelaide St. W., Ste. 700  
Toronto, ON M5H 4A6  
Franchising contact: Joel Friedman

#### History, Plans

- established 1986
- 15 units in Canada
- plans to expand in the GTA and other parts of Canada

#### Franchise Costs

- initial franchise fee \$35,000
- advertising fee 2%
- royalty fee 6.5%

#### Services

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

## PÜR & SIMPLE

### EAT IT BRANDS INC.

2035 Côte-de-Liesse, Ste. 207  
St-Laurent, QC H4N 2M5  
CDO: Sean Sarrami

#### History, Plans

- established in Quebec in 2016
- 35 units in Canada
- 15 units under development in Canada

#### Franchise Costs

- franchise fee \$35,000
- equipment/site cost \$750,000 to \$850,000
- advertising fee 3%
- royalty fee 5%

#### Services

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

## QUESADA MEXICAN GRILL

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established in 2004
- 233 units in Canada

#### Franchise Costs

- initial franchise fee \$30,000
- investment required \$150,000 to \$175,000

#### Services

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



## RICKY'S GROUP OF FAMILY STYLE RESTAURANTS

### DFD BRANDZ

1901 Rosser Ave., Ste. 401  
Burnaby, BC V5C 6S3

#### History, Plans

- established 1962 in Vancouver
- 70 units in Canada

#### Franchise Costs

- initial franchise fee \$45,000
- advertising fee 3%
- royalty fee 5%

#### Services

- advertising/marketing
- architecture/design
- lease negotiation
- purchasing
- site location
- field support
- training
- quality assurance audits
- quality control

## ROBINS

### CHAIRMAN'S BRANDS

77 Progress Ave.  
Toronto, On MIP 2Y7  
Director of Franchising & Real-Estate Development: Tariq El-Noqrashy

#### History, Plans

- established in 1975 in Thunder Bay, Ont.
- 131 units in Canada

#### Franchise Costs

- initial franchise fee \$25,000
- training fee \$5,000
- architectural drawings \$25,000
- leasehold improvements \$225,000
- signage & interior art fee \$30,000
- equipment \$190,000
- advertising fee 3%
- royalty fee 5%

#### Services

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

## SALAD LOOP

### SALAD LOOP GROUP INVESTMENTS INC.

124 W. 1st St., Unit 1002  
North Vancouver, BC V7M 3N3  
President: Sean Kim

#### History, Plans

- founded 2000 in Vancouver
- 10 units in Canada

#### Franchise Costs

- information available upon request

#### Services

- information available upon request

## SAWMILL PRIME RIB & STEAK HOUSE

4180 Calgary Trail S., 2nd Fl.  
Edmonton, AB T6H 5H5  
Director of Operations: Len McCullough

#### History, Plans

- founded in 1976 in Edmonton
- nine units in Canada (seven franchised)

#### Franchise Costs

- initial franchise fee \$50,000
- equipment/site cost \$1,500,000 to \$3,000,000 (based on size/location)
- total costs \$1,500,000+
- advertising fee 2%
- royalty fee 5%

#### Services

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

- staff training
- supplies

## SCORES

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- established in 1995 in Montreal
- more than 40 units in Canada

#### Franchise Costs

- initial franchise fee \$55,000
- total costs \$1,800,000 to \$2,000,000
- advertising fee 3%
- royalty fee 4%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## SECOND CUP COFFEE CO.

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

#### History, Plans

- established 1975 in Toronto
- franchising since 1980
- 172 units in Canada

#### Franchise Costs

- initial franchise fee \$30,000
- total investment: \$200,000 to \$250,000

#### Services

- advertising/marketing
- design
- lease negotiation
- regional operations support
- site location
- training

## SHOELESS JOE'S SPORTS GRILL

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

## History, Plans

- founded 1985 in Toronto
- 21 units in Canada

## Franchise Costs

- initial franchise fee \$40,000
- investment required \$520,000 to \$600,000

## Services

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

## SMITTY'S CANADA INC.

501 18th Ave. S.W., Ste. 500  
Calgary, AB T2S 0C7  
Franchise Development: Roger Aube

## History, Plans

- established 1960 in Calgary
- more than 80 units in Canada

## Franchise Costs

- initial franchise fee \$40,000
- equipment/site costs \$180,000 to \$300,000
- leasehold improvements \$100,000 to \$800,000
- advertising fee 3%
- royalty fee 5%

## Services

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

## SMOKE'S POUTINERIE

### SMOKE'S POUTINERIE INC.

85 Kingston Rd. E., Unit 5  
Ajax, ON L1S 7J4  
President & COO: Mark Cunningham

## History, Plans

- established 2009 in Toronto
- more than 102 units in Canada; nine additional countries with locations

## Franchise Costs

- initial franchise fee \$30,000
- total costs \$350,000 to \$450,000
- advertising fee 2%
- royalty fee 6%

## Services

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

## SOUTH STREET BURGER

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- established 2005 in Toronto
- 40 units in Canada
- additional units planned in Canada and internationally

## Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost \$450,000 to \$650,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## SOUVLAKI BAR

### FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

## History, Plans

- established 2017
- 21 units in Canada

## Franchise Costs

- franchise fee QSR \$20,000; FSR \$35,000
- investment required QSR \$180,000 to \$220,000; FSR \$380,000 to \$420,000

## Services

- advertising/marketing
- design
- lease negotiation
- management

- purchasing
- site location
- staff training
- supplies

## ST. LOUIS BAR & GRILL

### ST. LOUIS FRANCHISE LIMITED

2040 Yonge St., Ste. 200B  
Toronto, ON M4S 1Z9  
CEO & Founder: Brent Poulton

## History, Plans

- established 2002 in Toronto
- more than 70 units in Canada

## Franchise Costs

- initial franchise fee \$40,000
- total costs \$850,000 to \$950,000
- advertising fee 1.75%
- royalty fee 6%

## Services

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

## STATE & MAIN

### KITCHEN & BAR

#### RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

## History, Plans

- established in 2012
- 27 units in Canada (18 franchised)

## Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$2,000,000 \*site dependant
- advertising fee 2%
- royalty fee 5%

## Services

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

## STEAK FRITES

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
Saint-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- established in 1986 in Montreal

## Franchise Costs

- initial franchise fee \$35,000
- initial investment \$750,000
- advertising fee 3%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## SUBWAY

185 The West Mall, Ste. 701  
Etobicoke, ON M9C 1B8  
Senior Director of Development,  
Canada: Ismail Azmy

## History, Plans

- established 1965 in Bridgeport, Conn.
- 3,010 locations in Canada

## Franchise Costs

- initial franchise fee \$15,000
- advertising fee 4.5%
- royalty fee 8%

## Services

- advertising/marketing
- business development
- design
- ongoing training
- site selection assistance
- staff training

## SUKIYAKI

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded 1988

## Franchise Costs

- cash investment \$75,000
- investment range \$275,000 to \$500,000
- franchise fees \$35,000

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## SUNNYSIDE GRILL

2 Jane St., Ste. 202  
Toronto, ON M6S 4W3  
President: Jeff Parissi

## History, Plans

- established 2004
- 12 units in Canada (all franchised) plus three non-conventional F&B contracts
- plans to grow by one to two units per year

## Franchise Costs

- initial franchise fee \$35,000
- total turnkey build-out cost \$200,000
- advertising fee 2%
- royalty fee 4%

## Services

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



## SUNSET GRILL RESTAURANTS LTD.

5100 Erin Mills Pkwy.  
P.O. Box 53036  
Mississauga, ON L5M 5H0  
CEO: Angelo Christou

## History, Plans

- established 1985 in Toronto
- Original Famous All Day Breakfast® restaurant in Canada
- 101 units in Canada (all franchised), one unit globally
- expansion planned across Canada and in the U.S.

## Franchise Costs

- initial franchise fee \$55,000
- total costs \$700,000
- advertising fee 1%
- royalty fee 5%

## Services

- field support and coaching
- financing options
- initial drawing & design
- lease negotiation
- marketing support
- operational support
- procurement
- quality assurance and control
- site selection
- training
- turnkey buildouts

## SUSHI MA MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- purchased in 2014

## Franchise Costs

- initial franchise fee \$30,000
- initial investment \$300,000 to \$400,000
- advertising fee 2%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## SUSHI SHOP MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- founded 2000
- 150 units in Canada

## Franchise Costs

- initial franchise fee \$35,000
- initial investment \$300,000 to \$450,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support



## SWISS CHALET ROTISSERIE AND GRILL RECIPE RESTAURANT GROUP

199 Four Valley Dr.  
Vaughan, ON L4K 0B8  
franchising@recipeunlimited.com  
VP, Franchising: Winnie Minos

## History, Plans

- established in 1954 in Ontario
- 186 units in Canada (148 franchised)

## Franchise Costs

- initial franchise fee \$60,000
- total investment cost starting from \$1,500,000 \*site dependant
- advertising fee 4% national; 1% local
- royalty fee 5%

## Services

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

## SYMPOSIUM CAFE INC.

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

## History, Plans

- established in 1996 in London, Ont.; franchising since 2004
- 21 units in Canada all franchised

## Franchise Costs

- initial franchise fee \$50,000
- equipment/other costs \$85,000 to \$130,000
- total costs \$625,000 to \$675,000
- advertising fee 2%
- royalty fee 5%

## Services

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

## TACO BELL

### TACO BELL CANADA COMPANY

191 Creditview Rd., Ste. 100  
Woodbridge, ON L4L 9T1  
Development manager: Alex Grudkin

## History, Plans

- established 1952 in Downey, Calif.
- more than 170 units in Canada, (all franchised); 7,000 globally
- plans to expand throughout Canada

## Franchise Costs

- initial franchise fee \$49,100
- equipment/site cost \$700,000
- build cost \$1,200,000 to \$1,400,000
- other costs \$500,000
- total cost \$1,249,100

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- marketing fee 4.7% of gross sales; 1% local store marketing
- royalty fee 6%

#### Services

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

## TACO TIM

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

#### History, Plans

- founded 1978
- more than 100 units in Canada

#### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$325,000 to \$550,000
- advertising fee 4%
- royalty fee 5%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TAHINIS

### TAHINIS FRANCHISING CORP

657 Wilton Grove Rd., Unit 1  
London, ON N6N 1N7

#### History, Plans

- established 2012 and started to franchise in 2019
- 53 units in Canada

#### Franchise Costs

- franchise fee \$40,000
- build-out cost \$450,000 to \$550,000
- advertising fee 2%
- royalty fee 5%

#### Services

- advertising/marketing
- design

- financial assistance
- lease negotiation
- purchasing
- site location
- staff training

## TASTE OF MEDITERRANEAN

### T.O.M FRANCHISE INC.

2 Toronto St., Ste. 324  
Toronto, ON M5C 2B5  
CEO: Sam Hussein

#### History, Plans

- established 2004 in Toronto
- nine units in Canada; one globally (all franchised)

#### Franchise Costs

- initial franchise fee \$12,000
- equipment/site cost \$99,000 to \$175,000
- royalty fee \$1,000 flat

#### Services

- financing
- lease negotiation
- marketing
- site location
- store set up
- training

## TCBY

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO: Jason Brading

#### History, Plans

- established in 1980 in Little Rock, Ark.
- established in Canada in 1990 in Montreal and Toronto

#### Franchise costs

- initial franchise fee \$30,000; \$10,000 for co-brand
- initial investment \$326,000 to \$480,000
- advertising fee included in cost of goods; 3% for co-brand
- royalty fee included in cost of goods; 5% for co-brand

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## THAI EXPRESS

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
SVP, Innovation: Dennis Ng

#### History, Plans

- founded 2000 in Montreal
- 297 units

#### Franchise Costs

- initial franchise fee \$35,000
- total costs \$450,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## THAI ZONE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining: Marie-Line  
Beauchamp

#### History, Plans

- founded 2007
- 34 units in Quebec

#### Franchise Costs

- initial franchise fee \$30,000
- total costs \$450,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## THE COOP WICKED CHICKEN

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- founded 1983
- five units in Canada

#### Franchise Costs

- initial franchise fee \$30,000 (10-year term)
- investment \$675,000 to \$900,000
- financial liquidity \$350,000 to \$500,000
- royalty fee sliding scale up to 5%
- advertising fee 2%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TIKI MING

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

#### History, Plans

- founded 1983

#### Franchise Costs

- initial franchise fee \$35,000
- initial investment \$400,000 to \$578,000
- advertising fee 2%
- royalty fee 6%

#### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TILTED KILT PUB & EATERY

### JSF FRANCHISE GROUP INC.

3636 Bathurst St., Ste. 1611  
Toronto, ON M6A 2Y5  
VP, Franchising: Joel Friedman

#### History, Plans

- founded 2005 in Arizona
- six units in Canada; 100 globally (all franchised)

# THE 2026 FRANCHISE REPORT

## Franchise Costs

- initial franchise fee \$75,000
- equipment/site cost \$500,000
- total costs \$1,750,000
- advertising fee 2% (national) 4% (local)
- royalty fee 6%

## Services

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

*Tim Hortons*

## TIM HORTONS

### THE TDL GROUP CORP.

130 King St. W., Ste. 300  
Toronto, ON M5X 2A2  
President, Canada & U.S.: Axel Schwan

## History, Plans

- established 1964 in Hamilton, Ont.
- 3,903 units in Canada; 2,329 units globally
- continuing Canadian and global expansion through 2026

## Franchise Costs

- initial franchise fee \$50,000
- advertising fee 4%
- royalty fee 4.5% to 6%

## Services

- advertising/marketing
- design
- management
- purchasing
- staff training
- furniture
- equipment

## IS YOUR COMPANY MISSING?

Make sure your franchise is featured in the 2027 Franchise Report!

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## TOMMY CAFÉ FOODTASTIC

9300 Trans-Canada Hwy., Ste. 310  
Montreal, QC H4S 1K5  
CEO: Peter Mammias

## History, Plans

- established in Montreal in 2018
- 10 units in Canada

## Franchise Costs

- franchise fee \$30,000
- investment required \$250,000 to \$300,000

## Services

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

## TOPPER'S PIZZA TOPPER'S FRANCHISING COMPANY INC.

551 Bryne Dr., Unit N  
Barrie, ON L4N 9Y3  
Director of Franchise Development:  
Jenn Lacey

## History, Plans

- established 1982 in Sudbury, Ont.
- 100 units in Canada

## Franchise Costs

- initial franchise fee \$25,000
- advertising fee 2%
- royalty fee 5%

## Services

- advertising/marketing
- design
- equipment sourcing and purchasing
- financial review (resales)
- lease negotiation
- site location
- staff training
- supply chain management

## TOSTO

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- established in 2015

## Franchise Costs

- initial franchise fee \$35,000 to \$45,000
- initial investment \$355,000 to \$500,000
- royalty fee 6%
- advertising 2%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TOUJOURS MIKES MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
Saint-Laurent, QC H4S 1M5  
COO of Casual Dining: Marie-Line  
Beauchamp

## History, Plans

- established in 1967 in Quebec

## Franchise Costs

- initial franchise fee \$50,000
- total costs \$650,000 to \$695,000
- advertising fee 3%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TRIPLE O'S RESTAURANT WHITE SPOT LIMITED

8223 Sherbrooke St., Ste. 200  
Vancouver, BC V5X 4E6  
Business Development manager:  
Karen Dosen

## History, Plans

- founded 1997 in Vancouver
- 72 units in Canada (59 franchised)
- focusing on growth in Western Canada and Ontario

## Franchise Costs

- initial franchise fee \$40,000
- equipment/site cost approx.

- \$1,100,000 (depending on site)
- total cost approx. \$1,140,000 (depending on site)
- advertising fee 2.0%
- royalty fee 6.0%
- other fees 1.0%

## Services

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

## TURTLE JACK'S MUSKOKA GRILL MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
Saint-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

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

## Franchise Costs

- initial franchise fee \$55,000
- total costs \$1,800,000 to \$2,100,000
- advertising fee 2%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## TUTTI FRUTTI MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
Saint-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- founded 1996

## Franchise Costs

- initial franchise fee \$40,000
- initial investment \$800,000 to \$850,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## VALENTINE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- founded in 1984
- more than 100 units in Canada (95 franchised)

## Franchise Costs

- initial franchise fee \$30,000
- initial investment \$375,000 to \$450,000
- advertising fee 2.5%
- royalty fee 5%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## VAN HOUTTE

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

## History, Plans

- established 1919 in Montreal

## Franchise Costs

- franchise fee \$30,000
- initial investment \$250,000 to \$450,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation

- ongoing management support
- purchasing
- site location
- supplies
- training/support

## VANELLIS

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- established in 1981

## Franchise Costs

- initial franchise fee \$30,000
- initial investment \$250,000 to \$550,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## VIA CIBO ITALIAN STREET FOOD

### VIA CIBO FRANCHISING INC.

808 York Mills Rd.  
Toronto, ON M3B 1X8  
CEO: Alex Rechichi

## History, Plans

- established 2014
- eight units in Canada
- plans to expand franchises in British Columbia, Alberta, Ontario and Quebec

## Franchise Costs

- initial franchise fee \$35,000
- equipment/site cost \$500,000 to \$650,000
- turnkey costs \$600,000 to \$750,000
- advertising fee 1.5%
- royalty fee 5%

## Services

- advertising/marketing
- design
- lease negotiation
- management
- operational support
- purchasing
- social media

- site location
- staff training (opening)
- supplies

## VIE & NAM

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
SVP, Innovation: Dennis Ng

## History, Plans

- established in 2008 in Montreal

## Franchise Costs

- initial investment \$250,000 to \$550,000
- initial franchise fee \$30,000
- advertising fee 3%
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## VILLA MADINA

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded in 2003
- more than 30 units in Canada

## Franchise Costs

- initial franchise fee \$35,000
- initial investment \$350,000 to \$550,000
- advertising fee 3% (mall/office tower) and 4% street
- royalty fee 6%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## WASABI GRILL & NOODLE MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

## History, Plans

- founded in 2012

## Franchise Costs

- franchise fee \$30,000
- initial investment \$350,000 to \$450,000
- marketing fee 1%
- royalty fee 7%

## Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## WENDY'S RESTAURANTS OF CANADA INC.

5515 N. Service Rd., Ste. 201  
Burlington, ON L7L 6G4  
Manager: Steven McNulty

## History, Plans

- established in 1969 in Columbus, OH; established in Canada 1975 in Hamilton, Ont.
- 435 units in Canada (all franchised)

## Franchise Costs

- application/training fee \$5,000 (new franchisees)
- initial franchise fee \$50,000
- total investment \$500,000 to \$2,000,000
- advertising fee 4%
- royalty fee 4%

## Services

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

# THE 2026 FRANCHISE REPORT

## WETZEL'S PRETZEL MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

### History, Plans

- more than 390 locations

### Franchise Costs

- franchise fee \$35,000
- initial investment \$285,000 to \$385,000
- royalties 7%
- corporate advertising fee 2%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## WHAT A BAGEL

### W.A.B BAKERY FRANCHISING LTD.

7117 Bathurst St.  
Thornhill, ON L4J 2J6  
Owner: Danny Farbman

### History, Plans

- established in Toronto in 1997
- formally re-launched a franchise program in 2021
- 11 units in Canada (six corporate, five franchised)

### Franchise Costs

- franchise fee \$45,000
- equipment/site cost \$600,000 to \$900,000
- advertising fee 1.5%
- royalty fee 3.5%

### Services

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

## WHITE SPOT RESTAURANT WHITE SPOT LIMITED

8223 Sherbrooke St., Ste. 200  
Vancouver, BC V5X 4E6  
Franchise Relationship & Leasing  
Manager: Karen Dosen

### History, Plans

- founded 1928 in Vancouver
- 55 units in Canada (35 franchised)
- focusing on growth in Western Canada

### Franchise Costs

- initial franchise fee \$75,000
- equipment/site cost approx. \$2,000,000 (depending on site)
- total cost approx. \$2,075,000 (depending on site)
- advertising fee 2.5%
- royalty fee 5%
- other fees 0.5%

### Services

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

## WILLIAMS FRESH CAFE INC.

52 Abbotsford Rd.  
Gormley, ON L4A 2C1  
VP, Marketing: Peter Druxerman

### History, Plans

- established 1993 in Stratford, Ont.
- more than 25 units in Canada

### Franchise Costs

- initial franchise fee \$30,000
- total cost \$180,000 (express unit) to \$650,000 (sit-down café)
- advertising fee 1%
- royalty fee 6.5%

### Services

- advertising/marketing
- design
- franchisee/staff training
- intranet
- lease negotiation
- purchasing
- regional director support
- site location

## WIMPY'S DINER INC.

160 Konrad Crest., Unit 1  
Markham, ON L3R 9T9  
GM: Vasco Andreevski

### History, Plans

- founded 1961
- 49 units in Canada

### Franchise Costs

- initial franchise fee \$30,000
- total cost \$250,000 to \$500,000
- advertising fee 2%
- royalty fee 4%

### Services

- information available upon request

## WINGSUP! RESTAURANTS

5035 N. Service Rd., Unit B4  
Burlington, ON L7L 5V2  
President: Darren Czarnogorski

### History, Plans

- established 1988
- 38 units in Canada
- 10 units under development

### Franchise Costs

- franchise fee \$34,500
- advertising/marketing fee 4%
- royalty fee 6%

### Services

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

## WOK BOK FRESH ASIAN KITCHEN

19074 22nd Ave., Unit 102  
Surrey, BC V3S 3S6  
CEO: Lawrence Eade

### History, Plans

- established 2004 in Edmonton
- 60 units in Canada
- expanding in Western Canada during the next two years; planned growth in Ontario and Eastern Canada

### Franchise Costs

- initial franchise fee \$30,000
- capital \$150,000 owners' equity
- advertising fee 3%
- royalty fee 6%

### Services

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

- staff training
- supplies

## (THE) WORKS

### MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of QSR: Jason Brading

### History, Plans

- established 2001 in Ottawa
- 27 units in Canada (23 franchised)

### Franchise Costs

- initial franchise fee \$50,000
- total investment \$850,000 to \$1,300,000
- advertising fee 2%
- royalty fee 6%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

## YEH!

### YEH! GLOBALLY INC.

210 Shields Ct.  
Markham, ON L3R 8V2  
CEO: Aaron Serruya

### History, Plans

- established 2008 in Quebec
- seven units in Canada
- plans to expand across Quebec

### Franchise Costs

- initial franchise cost \$32,000
- total costs \$219,850 to \$399,500
- advertising fee 3%
- royalty fee 6%

### Services

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

## YOGURTY'S YOGURTIINC.

210 Shields Ct.  
Markham, ON L3R 8V2  
Founder: Aaron Serruya

### History, Plans

- established 1987 in Toronto
- 15 units in Canada
- plans to expand across Canada

### 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

## YUZU SUSHI MTY GROUP

8150 Trans-Canada Hwy., Ste. 200  
St-Laurent, QC H4S 1M5  
COO of Casual Dining:  
Marie-Line Beauchamp

### History, Plans

- established in 2002
- first Yuzi franchise in 2007
- Yuzi Sushi Express at IGA Supermarkets created in 2016

### Franchise Costs

#### Storefront

- franchise fee \$35,000
- project cost \$350,000
- royalties 6%
- advertising fee 3%

### Grocery store counter

- franchise fee \$12,000
- project cost \$50,000
- royalties 5%
- advertising fee 2%

### Services

- advertising/marketing
- construction and equipment
- design & drawings
- lease negotiation
- ongoing management support
- purchasing
- site location
- supplies
- training/support

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## FOODSERVICE CANADA'S HOSPITALITY BUSINESS MAGAZINE AND HOSPITALITY

# FOLLOW US ON INSTAGRAM

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# SMART CHOICES

## Smart technology is re-shaping restaurant operations

BY DANIELLE SCHALK

As operating conditions continue to evolve at an ever-increasing rate, more Canadian restaurants are embracing smart technology.

“We’re seeing an unmistakable shift toward smart, connected technology,” shares Karisa Marra, head of Sales for Square Canada. “Our sellers are adopting solutions that help streamline day-to-day workflows, such as automated inventory management and integrated point-of-sale (POS) platforms that unify front- and back-of-house data.”

Recent years have seen many large foodservice chains publicly invest in smart solutions through collaborations, as well as proprietary systems. Upgrades include connected kitchen equipment, systems enhanced with real-time analytics and optimization, and AI integration.

One example is Starbucks’ Smart Queue sequencing algorithm, which is being rolled out as part of the brand’s Green Apron Service model. “Since implementation, more than 80 per cent of our U.S. company-operated coffeehouses had café service times averaging four minutes or less,” Brian Niccol, Chairman & CEO of Starbucks Corp. shared during the company’s Q4 2025 earning call.

As part of its Project Fresh plan, Wendy’s has committed to transforming the ordering experience at its restaurants through investment in Wendy’s FreshAI (developed in partnership with Google), digital menu boards and digital kiosks.

“We are leveraging technology, including digital menu boards and FreshAI, to deliver more consistent, high-quality drive-thru interactions. It’s improving upselling and productivity, and, while still early, the results are promising for both our teams and customers,” Ken Cook, interim CEO and CFO of Wendy’s, said during the company’s Q3 2025 earnings call. “Investments [also] include new

kitchen equipment to ensure the highest quality, best-tasting food, and technology upgrades, such as digital menu boards, to enhance productivity and give our teams more time to focus on hospitality.”

In fact, the company’s Chief Accounting Officer, Suzie Thuerk, shared that the company’s capital expenditures for Q3 included \$15.1 million invested in technology initiatives.

These recent investments are part of a larger wave that Nourish Food Marketing’s *2026 Trend Report* refers to as “a remarkable investment boom in artificial intelligence.”

And, while a number of the most public foodservice-industry investments in AI are focused on AI order agents, the technology stands to have a much greater impact on marketing and analytics.

“The future of marketing...is A to B and A to C, where AI agents become the primary intermediaries between brands and consumers and businesses,” says Jo-Ann McArthur, president of Nourish Food Marketing. “This shift could represent the biggest retail disruption since the introduction of e-commerce, with AI agents predicted to drive \$9-trillion in sales by 2030, while also fundamentally changing how food is discovered, rated and purchased.”

Overall, the capacity to gather data and quickly glean insights from it is creating major shifts for operators. “This visibility empowers restaurants to optimize menus, reduce waste, and create more personalized guest experiences,” shares Marra, noting that the ROI for implementing smart technologies in restaurants “is both immediate and long-term.”

“Smart technology isn’t just a convenience anymore — it’s a competitive advantage. It helps restaurants stay agile, deliver better guest experiences, and ultimately protect their bottom line,” Marra adds. “Operators are using real-time insights to understand everything from



## HELPING HAND

In August, Maryland-based fast-casual Mediterranean chain, CAVA, invested \$5 million in food-robotics company Hyphen, with an additional \$5 million commitment subject to undisclosed terms. This follows Chipotle's ongoing investment and collaboration since 2022.

Hyphen is the company behind the Augmented Makeline that Chipotle began testing in 2024. Augmented Makeline uses automated technology to build bowls and salads in an under-counter makeline while Chipotle employees operate the top makeline to assemble tacos, burritos and other menu items.

The automated makeline utilizes intelligent dispensers to dynamically portion each ingredient into the bowl for each order.

Hyphen's automated makeline platform combines advanced robotics and AI in order to expand peak-hour capacity, improve order accuracy, and free-up staff to focus on hospitality.

"As we continue to scale, we're eager to invest in and test technology that can enhance — not replace — the human experience," Brett Schulman, co-founder and CEO of CAVA, said in an announcement. "By piloting Hyphen's automated digital makeline, we have the opportunity to increase order accuracy and speed during peak digital hours, while reducing complexity for our team members."

peak dining times to menu item performance, to the effectiveness of marketing campaigns."

And, the large brands are far from the only ones embracing these technologies. According to Square's *The Future of Restaurants Report: 2025 Edition*, more than 40 per cent of Canadian mid-size restaurants are investing in technology in response to wage inflation or price pressure.

The report also indicates more than 75 per cent of restaurant leaders believe AI or automation will improve tasks such as marketing, inventory management, and payments. Additionally, 85 per cent of restaurant leaders surveyed indicated intentions to invest in technology to help improve their business over the next 12 months.

New entrants into the space are also prioritizing smart technology. Fast-casual breakfast brand Hatchd opened its first location in Edmonton in late 2025. And, as a brand focused on providing a streamlined experience for on-the-go consumers, technology has been built into the brand's concept.

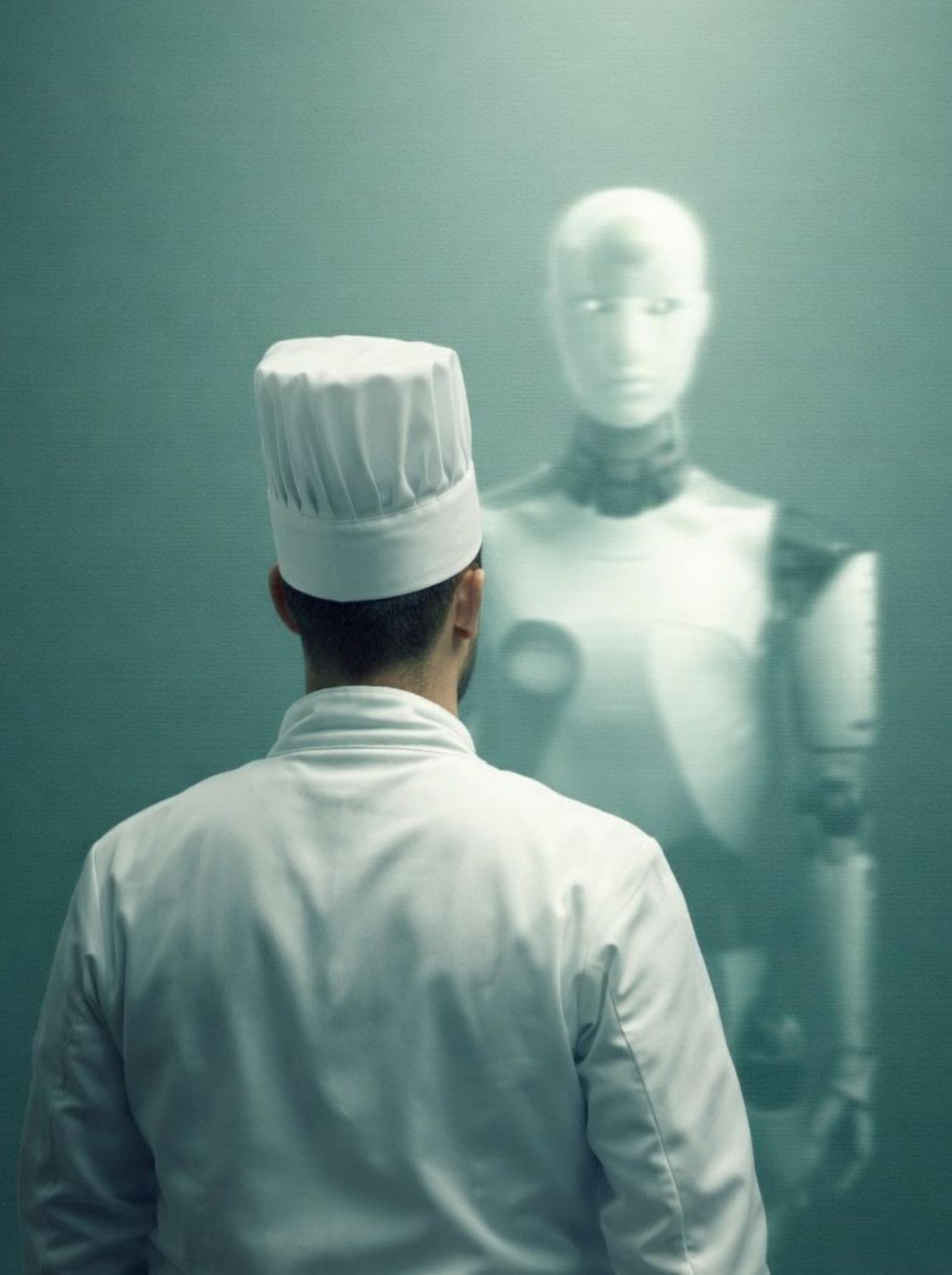
"At Hatchd, incorporating technology into our day-to-day operations is focused on making the guest experience faster, easier, and more intuitive," shares Brett Verhulst, brand lead, Hatchd. "Hatchd uses Toast as our primary POS and ordering platform."

As Verhulst explains, this integrated system conveniently unifies traditional at-counter orders, online ordering, self-serve kiosks, and the brand's loyalty program through a single platform. And, the convenience of these systems benefits both operator and customer.

"We've embraced systems that allow for quick ordering, seamless payment, and the option to order ahead when it suits [the guest's] schedule. These tools help reduce wait times and support a smooth, efficient experience for guests on the go, while still preserving the welcoming, human feel of the brand," Verhulst adds. "Technology, for us, is about meeting guests where they are and supporting the pace of their day."

Whether focused on enhancing the guest experience, augmenting workflow or streamlining back-of-house operations, smart technologies are re-shaping foodservice.

"The common thread is that smart technology lets operators reclaim time, reduce manual errors, and run their business with greater visibility," says Marra. "Five years ago, most restaurant tools only solved one problem at a time. What's changed is the rise of fully connected ecosystems. Modern restaurant technology automates tasks while also synchronizing everything under one system." **FH**



# THE AI EFFECT

Interest in AI may be high, but execution will take human input

BY DENISE DEVEAU

## ARTIFICIAL INTELLIGENCE (AI)

has gone beyond a buzzword and is now playing an important role in foodservice operations. While awareness and interest may be strong, execution is in its infancy and relegated to specific operational areas.

Datassential reports that nearly two-thirds of operators have not yet researched or discussed AI. Those that are engaged are focusing on behind-the-scenes, time-consuming, low-risk functions, such as analysis, accounting, reporting, food costing, inventory tracking, and monitoring.

Front-of-house tools (e.g. chatbots, dynamic pricing, loyalty program personalization, marketing), where human interaction plays a bigger role, are further down their priority lists.

Momentum is building however, as use cases grow and technology becomes more accessible. “AI is rapidly becoming an operational necessity for restaurant operators in Canada,” says Samir Zabaneh, chairman and CEO, TouchBistro.

TouchBistro’s *2026 Canadian State of Restaurants Report* shows that 79 per cent of independent operators feel positive about using AI. The percentage usage, however, depends on the size and how advanced they have become, says Zabaneh. “Large QSRs with kiosks are far different from a small independent.”

Predictive modeling tools are particularly valuable for staffing and revenue generation. Voice-activated tools in areas such as online and drive-thru ordering are also gaining traction. Reputational marketing is another area that can create efficiencies. “It used to be people went to Yelp to understand what guests like, requiring a lot of manual reading. With AI you can quickly get a summary analysis and recommendations,” says Zabaneh.

While AI adoption makes for a compelling argument on paper, not all solutions are created equal, cautions Larry McCabe, owner of Pazzo Pizzeria and Café Bouffon in Stratford, Ont. Having conducted several trials with different vendors, he has experienced both the ups and downs of implementing AI solutions — and where AI makes the most sense for his operations.

“Right now, we are in the early stages for this [technology]. Everyone is jumping on the bandwagon at the same time. We have learned to be very cautious about deliverables on some of the offerings.”

He has learned that AI tools have proven to be effective in areas such as inventory management, ordering, scheduling, and analytics. However, utilizing AI tools for menu development and marketing

provided some assistance but didn’t offer tangible deliverables for his restaurants.

For McCabe, the real value of AI hinges on an integration platform that can pull data from multiple systems such as reservations, POS, ordering, scheduling, and inventory. Integration can have a measurable impact in terms of reducing mistakes, lowering waste, and providing real-time updates. “We are hoping those will be more effective in time, but I have yet to see a ‘killer tool’ that does everything I need.”

For those still in the exploration stage, Zabaneh offers a few guidelines. He stresses the importance of identifying specific areas that deliver on efficiency and can help build sales. “You could spend a lot of time on this and overinvest. The smaller number of suppliers you have, the better. Start a bit slower and become more engaged as you learn. Focus on back of house and use real proven models to manage food and labour costs better.”

In a customer-facing business, there are places where AI may not deliver on its promise, especially in casual- and fine-dining circles that rely heavily on human interaction.

Space planning, concept, and branding is another area where human input is essential. “People can put too much faith in tools like ChatGPT for their business planning and brand development,” says Olivia Harrison, director, Design & Brand at The 15 Group Inc. “While AI is a really great tool for that, it needs to be used with a skeptical lens. AI can be a helpful inspirational tool and iterating ideas, but it’s important to remember that it’s basically a mirror that reflects back things it has already seen. It won’t give you anything brand new or out of the box.”

McCabe says that AI will continue to rely on human input in many forms, particularly in data collection. “AI comes down to staff input. The weakest link in any organization is the consistency with which data is being updated. For example, getting data quickly to know what your food costs are looking like means you can take corrective actions earlier.”

Data collection however can be a sticking point for some. Datassential reports that just 22 per cent of operators would be comfortable letting AI autonomously manage operational tasks, and more than half (51 per cent) say they’re uncomfortable with the idea. Only 26 per cent would be comfortable sharing their sales, customer, or labour data to train AI systems.

Operators can rest assured they don’t have to rush their plans. “Every day AI gets better and better,” says Zabaneh. “So, it’s not as if you have to worry about losing out.” **FH**



# RESPECTING SIMPLICITY

Chef Mark Perrier explores the regional breadth of Italian cuisine at Giusti

BY NICOLE DI TOMASSO

**M**ark Perrier's path to the kitchen was anything but linear. With a degree in Forestry from the University of British Columbia, Perrier didn't enter the restaurant industry until the age of 24 — a detour that ultimately shaped his grounded, ingredient-first approach to cooking.

While studying forestry, he learned to cook out of necessity, preparing meals for himself and discovering a natural aptitude that would quietly re-direct his career.

"I learned to cook for myself, and I really enjoyed it," says Perrier. "I decided it was the industry for me."

Recognizing that his passion ran deeper than a hobby, Perrier

enrolled at the Pacific Institute of Culinary Arts in Vancouver. He entered professional kitchens in 2000, cutting his teeth in a series of upscale French restaurants.

A pivotal chapter in his career came during his time at Two Rivers Specialty Meats, where he immersed himself in whole-animal butchery. The experience sharpened his understanding of sourcing, sustainability and the responsibility chefs carry toward the products they use.

Perrier later became a partner in two well-known Vancouver Italian restaurants — Savio Volpe and Pepino's Spaghetti House — deepening his connection to Italian culinary traditions. Along the way, he also explored entrepreneurial ventures outside the fine-dining segment, including building a burger brand.

Now at Giusti in Vancouver, Perrier has found a home for his culinary identity. He describes his style as "simple and rustic," guided by a desire to let the "spirit of the

ingredients shine." His cooking celebrates the abundance of British Columbia while drawing inspiration from regional Italian cuisine.

Giusti's concept centres on regional Italian dishes expressed through handmade pasta, showcasing pasta shapes that aren't commonly seen, and vegetable-forward *verdure di stagione* antipasti. The menu reflects a balance of craft and comfort: roast potato and cippollini with smoked scamorza and aged balsamic (\$23); Bagna Cauda with hot garlic and anchovy and autumnal vegetables (\$26); fettuccini with chanterelles, leek and cream (\$29); Corzetti Nero, fruits of the sea, garlic, white wine (\$31); and Orecchiette Grano Arso with sausage, dandelion and chili (\$29).

In the kitchen, Perrier is joined by Tew Udomchaisakul (previously Locanda dell'Orso, Savio Volpe), a *pastaio*, and sous chef Marquella Uhrigh (previously Locanda dell'Orso, Fred's Restaurant and Savio Volpe).

"In Italian cooking, it's all about flavour and letting the ingredients speak for themselves," says Perrier. "You don't need a lot of stuff on the plate, just the best ingredients, minimally altered." **FH**

## BITS & BITES

**Favourite ingredient to cook with?**

Pork

**If you weren't a chef, what would you be?**

Retired

**What do you do in your spare time?**

Hunt

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