

24th Annual OBA Franchise Law Conference

Here Be Dragons: Safely Navigating Dangerous Waters

Franchise Law

Date: Thursday, November 27, 2025 | 9:00 am to 4:30 pm
Location: OBA Conference Centre 20 Toronto Street, 2nd Floor, Toronto

Agenda: 8:30 am Registration
9:00 am Program Commences
4:30 pm Program Concludes

Program Chairs: **Cassandra Da Re**, Dale & Lessmann LLP
Lucas Versteegh, Osler, Hoskin & Harcourt LLP



Live In person



Live Online



For CPD hours, please see: [Accreditation Chart](#)
The OBA has been approved as an Accredited Provider of Professionalism Content by The Law Society of Ontario.

The OBA Franchise Law Section is pleased to invite you to its flagship event, the 24th Annual Franchise Law Conference. This event offers a unique opportunity to gain insights into franchise law from a distinguished faculty of legal experts.

Whether you're a seasoned practitioner or looking to deepen your understanding of franchise law, this Conference promises valuable insights and guidance on the latest trends and developments, covering both transactional and litigation aspects.

Whether you represent franchisees or franchisors, join your peers for a comprehensive day of professional growth and networking at this enriching Conference.

9:00 am	Welcome and Opening Remarks	11:20 am	Networking Break
9:10 am	Presentation of Markus Cohen Memorial Award	11:35 am	Roundtables 1 [In-person attendees: choose one of nine topics; Virtual roundtables will cover topics #3 & #7]. Note: Roundtable sessions will not be recorded.
9:15 am	Plenary: Franchising in a Time of Tariffs Chad Finkelstein , Dale & Lessmann LLP Debi Sutin , Sotos LLP Darrell Jarvis , Fasken Martineau DuMoulin LLP Unpack the impacts of US/Canada tariffs on: <ul style="list-style-type: none">disclosure and disclaimersgood faith and the franchisor’s discretionsupporting franchisees on changing costs, suppliers, backlash from consumers, crisis management and more.	1. Crisis Management Advice from a PR Professional Wendy Kauffman , Wendolyn Reputation Management	
10:15 am	Networking Break	2. Post-Termination Enforcement Lara Di Genova , Blaney McMurtry LLP	
10:30 am	Breakout Workshops (<i>choose <u>one</u> of two workshops</i>)	3. Current Best Practices for Disclosure (Note: in-person & virtual at 11:35am) Jonathan Mesiano-Crookston , Goldmans LLP (in-person) Frank Robinson , Cassels Brock & Blackwell LLP (virtual)	
	[A] Underwater: Managing Insolvency and Bankruptcy in Franchise Systems Craig Mills , Miller Thomson LLP Bryan Gelman , Albert Gelman Inc. <ul style="list-style-type: none">Warning signs and proactive steps to prepareWhat happens when franchisee is insolvent or bankrupt?Key clauses for franchisor to protect and prepare itselfExtra-contractual considerations	4. Risk Management: Understanding Franchisor and Franchisee’s Risk Profiles Michael D. Segal , Michael Segal Professional Corporation	
	[B] Future Proofing in a Climate of Uncertainty Noah Leszcz , Cassels Brock & Blackwell LLP Ryan McCabe , Osler, Hoskin & Harcourt LLP Amy Delisle , Keyser Mason Ball, LLP Hear practical advice on how to best position your clients for the future in our current economic environment. Explore strategies for both operations and structure, and the franchise agreement to best assist both parties in navigating future challenges.	5. Franchise Models in Current Economic Landscape Andrew MacIver , Siskinds LLP	
		6. Practical Applications of AI in Franchising Imran Ahmad , Norton Rose Fulbright LLP	
		7. State of DEI in Canada (Note: in-person at 11:35AM & virtual at 12:05PM) Charlene Theodore	
		8. The Role of Franchisee Associations and Franchisee Advisory Councils Richard Leblanc , Miller Thomson LLP	
		9. Impact of New Trademark and Translation Requirements in Quebec Stéphanie Destrepes , Cain Lamarre	
		12:05 pm	Roundtables 2

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12:30 pm Networking Lunch

1:10 pm Breakout Workshops (*choose one of two workshops*)

[C] Supply Chain Management and Distribution Challenges

[Jiahui \(Jennifer\) Zhang](#), MTY Food Group

[Helen Fotinos](#), Dentons Canada LLP

[George Eydt](#), Hodgson Russ LLP

- Cross-border supply chain considerations
- Practical use of an Approved Supplier clause
- Expansion/growth: how and when to diversify suppliers and leverage technology

[D] Leasing Protections – Negotiating the Lease to Better Protect the Franchised Business

[Arturo Pugliese](#), Weirfoulds LLP

[Imdad H. Junejo](#), Keyser Mason Ball, LLP

[Katherine Aikenhead](#), BarBurrito

Examine the lease arrangements, documents and specific clauses available to franchisors and franchisees to better protect the franchised business, including lease riders, ROFR, trademark protections, branded protection as well as critical sublease issues.

2:00 pm Networking Break

2:15 pm Breakout Workshops (*choose one of two workshops*)

[E] Managing Exiting Franchisees

[Tommy Gelbman](#), Osler, Hoskin & Harcourt LLP

[Kate Byers](#), Cassels Brock & Blackwell LLP

[Jordan Druxerman](#), Garfinkle Biderman LLP

- Best practices for franchisors to protect the brand
- How to ensure a smooth exit and avoid litigation
- Post-exit remedies.

[F] Sales Process: Financial Disclosure and Earnings Projections in Unstable Times

[Andrae Marrocco](#), McMillan LLP

[Ashley Caldwell](#), Sotos LLP

[David Kornhauser](#), Loopstra Nixon LLP

- Franchisor best practices for sharing financial disclosure or projections
- Key franchisee concerns when financial information is provided (or not) and what may constitute a rescission or misrepresentation claim.

3:05 pm Networking Break

3:20 pm Caselaw and Legislative Update

[Yulia Vasilyeva](#), MBI Law

[Daniel So](#), Dale & Lessmann LLP

Ensure you are up-to-date on the latest developments, including Saskatchewan Rules of Civil Procedure and key cases in 2025.

4:20 pm Closing Remarks and Program Concludes

4:30 pm Networking Reception at the Beer Bistro

Please join us immediately following the program for a reception at Beer Bistro (18 King St E, Toronto, ON M5C 1C4).

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