

C



**ANNUAL REPORT**

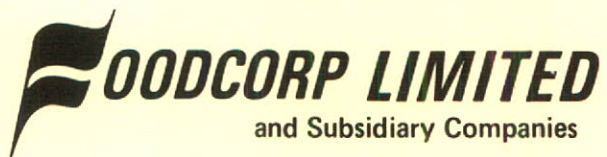
**1978**

HOWARD ROSS LIBRARY  
OF MANAGEMENT

HOWARD ROSS LIBRARY  
OF MANAGEMENT

JUL 30 1979

MCGILL UNIVERSITY



---

**HEAD OFFICE**

238 Bloor Street West  
Toronto, Ontario M5S 1T8

---

**BANKERS**

The Bank of Nova Scotia

---

**TRANSFER AGENT AND  
REGISTRAR**

The Canada Trust Company

---

**AUDITORS**

Coopers & Lybrand  
Chartered Accountants

---

## BOARD OF DIRECTORS

---

**Roger L. Beaulieu** Partner – Martineau, Walker, Allison, Beaulieu  
Appointed September 20, 1977 MacKell & Clermont

---

**Lawrence Hynes** Partner – Fraser & Beatty  
Appointed September 20, 1977

---

**Michael M. Maguire** Executive Vice President – Foodcorp Limited  
Appointed June 29, 1971

---

**J. Boyd Matchett** President – Cara Operations Limited  
Appointed September 20, 1977

---

**Richard C.W. Mauran** Chairman – Foodcorp Limited  
Appointed February 25, 1959

---

**Paul J. Phelan** Chairman – Cara Operations Limited  
Appointed September 20, 1977

---

**Thompson M. Plewes** Vice President Finance – Cara Operations Limited  
Appointed September 20, 1977

---

**Martin B. Syron** President – Foodcorp Limited  
Appointed October 7, 1968

---

## EXECUTIVE OFFICERS

---

**Richard Charles Wilfred Mauran** Chairman of the Board

---

**Martin Bernard Syron** President

---

**Michael M. Maguire** Executive Vice-President

---

**Edward John Kozak** Secretary

---



HIGHLIGHTS	1978	1977	1976	1975	1974
RESTAURANT SALES:	\$52,283,574	\$44,250,062	\$35,913,306	\$28,719,859	\$28,646,317
NUMBER OF RESTAURANTS AT END OF YEAR:	97	95	93	90	123
NET EARNINGS BEFORE EXTRAORDINARY ITEMS	\$ 3,998,684	\$ 3,617,121	\$ 2,298,614	\$ 1,638,515	\$ 1,330,168
NET EARNINGS PER SHARE BEFORE EXTRAORDINARY ITEMS BASED ON SHARES OUTSTANDING AT END OF FISCAL YEAR	\$1.41	\$1.27	68.6¢	32.9¢	25.2¢
COMMON SHARES OUTSTANDING	2,838,846	2,838,846	3,350,403	4,972,996	5,272,737
SHAREHOLDERS' EQUITY	\$21,557,664	\$17,456,155	\$19,645,532	\$19,974,713	\$19,818,121

# President's Report

---

For Foodcorp, 1978 was a successful year, producing increased sales and earnings.

Sales increased 18% to \$52,283,574 and net earnings 18% to \$4,101,509. Earnings per share were \$1.44 up from \$1.22 the previous year.

During the year four new Swiss Chalets were opened and the Harvey's inside seating program was continued.

In July, 1977 Cara Operations Limited acquired over 97% of the shares of Foodcorp Limited pursuant to its offer made to all shareholders.

The results for the year 1978 were gratifying and we thank our employees, shareholders, customers, suppliers and business associates for their efforts and co-operation throughout the year.

Yours very truly,




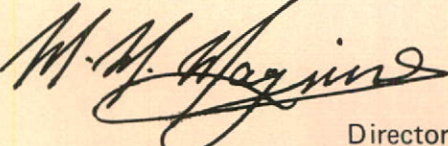
MARTIN BERNARD SYRON  
*President*

JUNE 1, 1978

---



CONSOLIDATED BALANCE SHEET AS AT APRIL 2, 1978

ASSETS	1978	1977
<b>CURRENT ASSETS</b>		
Cash	\$ 64,700	\$ 56,606
Accounts receivable (note 4)	277,551	878,485
Inventories (note 1)	218,360	192,323
Prepaid expenses and deposits	359,558	239,716
	920,169	1,367,130
<b>BALANCES RECEIVABLE ON SALE OF FRANCHISES –</b>		
contra (notes 1 and 4)	1,221,452	916,600
<b>INVESTMENTS AND MORTGAGES RECEIVABLE (notes 2 and 4)</b>		
	994,154	2,358,318
<b>FIXED ASSETS (notes 1, 3 and 5(c))</b>		
Land	12,102,400	10,929,908
Buildings, parking lots and equipment – at cost, less accumulated depreciation	14,141,872	12,733,490
Leasehold improvements – at cost, less amortization	1,754,313	979,997
	27,998,585	24,643,395
<b>OTHER ASSETS</b>		
Excess of cost of shares acquired over underlying net book value of assets (note 1)	4,146,952	4,146,952
Deferred charge, less amortization (note 1)	158,000	171,000
	4,304,952	4,317,952
<b>SIGNED ON BEHALF OF THE BOARD</b>		
 Director		
 Director		
	\$35,439,312	\$33,603,395

CONSOLIDATED BALANCE SHEET AS AT APRIL 2, 1978

LIABILITIES	1978	1977
<b>CURRENT LIABILITIES</b>		
Bank indebtedness (note 4)	\$ 701,773	\$ 2,766,404
Accounts payable and accrued charges	2,121,273	2,129,749
Income taxes	611,130	1,125,584
Current portion of long-term liabilities (note 5)	492,000	367,262
	<b>3,926,176</b>	<b>6,388,999</b>
<b>LONG-TERM LIABILITIES (note 5)</b>	<b>7,589,020</b>	<b>7,906,641</b>
<b>UNEARNED INCOME ON SALE OF FRANCHISES – contra (note 1)</b>	<b>1,221,452</b>	<b>916,600</b>
<b>DEFERRED INCOME TAXES</b>	<b>1,145,000</b>	<b>935,000</b>
	<b>13,881,648</b>	<b>16,147,240</b>
<b>SHAREHOLDERS' EQUITY</b>		
<b>CAPITAL STOCK</b>		
Authorized –		
8,038,387 common shares without par value		
Issued and fully paid –		
2,838,846 common shares	5,608,434	5,608,434
<b>CONTRIBUTED SURPLUS</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>RETAINED EARNINGS</b>	<b>11,227,037</b>	<b>7,125,528</b>
<b>EXCESS OF APPRAISED VALUE OF LAND OVER COST (note 3 (c))</b>	<b>3,722,193</b>	<b>3,722,193</b>
	<b>21,557,664</b>	<b>17,456,155</b>
	<b>\$35,439,312</b>	<b>\$33,603,395</b>



**FOODCORP LIMITED**  
and Subsidiary Companies

**CONSOLIDATED STATEMENT OF RETAINED EARNINGS**

For the fiscal year ended April 2, 1978

	1978 (52 weeks)	1977 (53 weeks)
<b>BALANCE – BEGINNING OF YEAR</b>	\$ 7,125,528	\$ 4,719,812
Excess of appraised value of land sold over cost	–	269,787
Net earnings for the year	4,101,509	3,469,851
	<b>11,227,037</b>	<b>8,459,450</b>
Excess of purchase price of common shares over the average paid-in value	–	1,313,822
Cost of share purchase warrants purchased for cancellation	–	20,100
	–	1,333,922
<b>BALANCE – END OF YEAR</b>	<b>\$11,227,037</b>	<b>\$ 7,125,528</b>

**AUDITORS' REPORT TO THE SHAREHOLDERS**

May 25, 1978

We have examined the consolidated balance sheet of Foodcorp Limited as at April 2, 1978 and the consolidated statements of earnings, retained earnings and changes in financial position for the fiscal year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these consolidated financial statements present fairly the financial position of the company as at April 2, 1978 and the results of its operations and the changes in its financial position for the fiscal year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Coopers & Lybrand

Toronto, Ontario

Chartered Accountants



**CONSOLIDATED STATEMENT OF EARNINGS**

For the fiscal year ended April 2, 1978

	1978 (52 weeks)	1977 (53 weeks)
<b>GROSS REVENUE</b>		
Franchise operations	\$ 4,676,404	\$ 4,096,975
Company-operated restaurants	26,887,218	22,301,548
Investment income	37,851	264,581
	<b>31,601,473</b>	<b>26,663,104</b>
<b>EXPENSES</b>		
Operation of restaurants	21,309,320	17,556,313
Administrative and other expenses	1,457,450	1,328,012
Financing expenses including interest on long-term debt and amortization of bond discount of \$884,473 (1977 - \$733,681) and interest on bank advances of \$163,000 (1977 - \$112,000)	1,072,628	905,640
Depreciation and amortization of fixed assets	882,455	753,213
	<b>24,721,853</b>	<b>20,543,178</b>
	<b>6,879,620</b>	<b>6,119,926</b>
<b>GAIN ON SALE OF INVESTMENTS</b>	<b>97,064</b>	<b>24,500</b>
	<b>6,976,684</b>	<b>6,144,426</b>
<b>EQUITY IN EARNINGS OF EFFECTIVELY CONTROLLED COMPANY (note 1)</b>	<b>—</b>	<b>86,100</b>
<b>EARNINGS BEFORE INCOME TAXES AND EXTRAORDINARY ITEMS</b>	<b>6,976,684</b>	<b>6,230,526</b>
<b>PROVISION FOR INCOME TAXES</b>		
Current	2,768,000	2,353,405
Deferred	210,000	260,000
	<b>2,978,000</b>	<b>2,613,405</b>
<b>EARNINGS FOR THE YEAR BEFORE EXTRAORDINARY ITEMS</b>	<b>3,998,684</b>	<b>3,617,121</b>
<b>EXTRAORDINARY ITEMS (note 7)</b>	<b>102,825</b>	<b>(147,270)</b>
<b>NET EARNINGS FOR THE YEAR (note 9)</b>	<b>\$ 4,101,509</b>	<b>\$ 3,469,851</b>



**CONSOLIDATED STATEMENT OF CHANGES  
IN FINANCIAL POSITION**

For the fiscal year ended April 2, 1978

	1978 (52 weeks)	1977 (53 weeks)
<b>SOURCE OF WORKING CAPITAL</b>		
Earnings for the year before extraordinary items	\$ 3,998,684	\$ 3,617,121
Items not affecting working capital –		
Depreciation and amortization	895,455	766,213
Deferred income taxes	210,000	260,000
Equity on earnings of effectively controlled company	–	(86,100)
Gain on sale of investments	(97,064)	(24,500)
Provided from operations	5,007,075	4,532,734
Issue of 15% second mortgage bonds	–	3,000,000
Proceeds of issue of common shares	–	500,000
Proceeds of disposal of fixed assets	–	457,596
Recovery of income taxes	32,434	46,000
Proceeds of sale of subsidiaries, effectively controlled company and other investments, less working capital sold of \$29,227	1,208,739	–
Decrease (increase) in investments and mortgages receivable	56,845	(66,071)
Proceeds of sale of marketable securities	805,113	–
	7,110,206	8,470,259
<b>USE OF WORKING CAPITAL</b>		
Redemption of 452,000 Class B preference shares	–	3,520,000
Cost of common shares purchased for cancellation	–	2,619,128
Additions to fixed assets	4,820,752	3,995,254
Repayment of long-term liabilities	273,592	432,393
Cost of share purchase warrants purchased for cancellation	–	20,100
	5,094,344	10,586,875
<b>INCREASE (DECREASE) IN WORKING CAPITAL DEFICIENCY</b>	(2,015,862)	2,116,616
<b>WORKING CAPITAL DEFICIENCY – BEGINNING OF YEAR</b>	5,021,869	2,905,253
<b>WORKING CAPITAL DEFICIENCY – END OF YEAR</b>	\$ 3,006,007	\$ 5,021,869

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**For the fiscal year ended April 2, 1978**

**1. SUMMARY OF ACCOUNTING POLICIES**

- (a) Principles of consolidation
- (i) The consolidated financial statements include the accounts of the company and its operating subsidiaries:
- First Bedford Investment Corporation  
 Les Placements Swisque Inc.  
 Swiss Chalet Bar-B-Q, Inc. (1977 only - note 7)  
 Richco Properties Inc. (1977 only - note 7)
- (ii) in 1977 the company accounted for its investment in Plumbing Mart Corporation, an effectively controlled corporation, by the equity method (Note 7).
- (iii) During the year, the company sold its investments in Swiss Chalet Bar-B-Q, Inc., Richco Properties Inc. and Plumbing Mart Corporation and other non-marketable investments (note 7).
- (b) Sales of franchises  
 The company records income on the sale of franchises on a cash basis as deposits and balances receivable are collected. Under certain circumstances, the company may be required to repurchase franchises. A provision is made for possible future repurchases.
- (c) Inventories  
 Inventories are valued at the lower of cost and net realizable value.
- (d) Balances receivable and unearned income on sale of franchises  
 These represent balances due from franchise operators in respect of the purchase of franchise rights and will be recorded as income as cash is received. The balances are secured by notes receivable which are payable over a five to fifteen year period by blended monthly payments of principal and interest at 7% to 10% per annum for the first five years from the effective date and 7% to 12% per annum for the balance of the term.
- (e) Fixed assets  
 Additions to fixed assets are recorded at cost. Land acquired prior to November 1, 1973 is carried at

appraised values on November 1, 1973. Subsequent purchases are carried at cost.

Depreciation is provided commencing in the month following the month that assets are acquired and at the following annual rates:

Buildings	5% reducing balance
Parking lots	4% reducing balance
Equipment	10% reducing balance
Leasehold improvements	Straight-line over the term of the lease

- (f) Excess of cost of shares acquired over underlying net book value of assets  
 The excess of cost of shares acquired over the underlying net book value of assets, which arose on the amalgamation of the predecessor companies, is not being amortized since, in the opinion of management, there has been no diminution in value.
- (g) Deferred charge  
 The discount arising on the issue of the 8 3/4% first mortgage bonds is being amortized on the straight-line basis over the term of the bonds.

**2. INVESTMENTS AND MORTGAGES RECEIVABLE**

(a)	1978 \$	1977 \$
Mortgages and notes receivable, less current portion . . . . .	994,154	1,050,999
Investments in securities with quoted market value - at cost, less provision for decline in value . . . . .	-	708,049
Investments in securities without quoted market value and in effectively controlled company - at adjusted cost (note 1(a)) . . . . .	-	599,270
	<u>994,154</u>	<u>2,358,318</u>

- (b) Mortgages and notes receivable include \$194,590 advanced to an officer.

**3. FIXED ASSETS**

- (a) Buildings, parking lots, equipment and accumulated depreciation thereon are made up of the following:

	1978			1977
	Cost \$	Accumulated depreciation \$	Net \$	Net \$
Buildings . . . . .	11,978,029	2,595,512	9,382,517	8,910,226
Parking lots . . . . .	115,906	42,542	73,364	76,421
Equipment . . . . .	<u>7,144,081</u>	<u>2,458,090</u>	<u>4,685,991</u>	<u>3,746,843</u>
	<u>19,238,016</u>	<u>5,096,144</u>	<u>14,141,872</u>	<u>12,733,490</u>

- (b) Fixed assets include \$918,143 of construction in progress, at cost, relating to new locations and extensions to existing locations.
- (c) An appraisal was made of all the land held by Foodcorp Limited at November 1, 1973, on the basis of its value to an owner-user, by the Royal Trust Company Limited in the amount of \$11,776,904. The excess of the appraised value of land over the original cost was \$5,632,020 of which \$1,640,040 was used to reduce the excess of cost of shares acquired for cancellation on amalgamation over the underlying net book value of assets.



# OODCORP LIMITED

and Subsidiary Companies

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the fiscal year ended April 2, 1978

#### 4. BANK INDEBTEDNESS

Bank indebtedness is secured by an assignment of book debts, balances receivable on sale of franchises, fire insurance on equipment and buildings, with any loss proceeds payable, after the claims of the bond-holders, to the Royal Bank of Canada, and a \$5,000,000 floating charge debenture. The company has also given an undertaking that assets of the company will not be further encumbered without the prior approval of the bank.

#### 5. LONG-TERM LIABILITIES

	1978	1977
	\$	\$
(a) First and second mortgages payable with interest rates ranging from 6 1/2% to 11 1/2% ..	1,931,658	1,959,872
8 3/4% first mortgage bonds maturing October 1, 1990 ...	3,192,028	3,327,235
15% second mortgage bonds maturing September 1, 1996 .	<u>2,957,334</u>	<u>2,986,796</u>
	<u>8,081,020</u>	<u>8,273,903</u>
Less: Current portion	<u>492,000</u>	<u>367,262</u>
	<u><u>7,589,020</u></u>	<u><u>7,906,641</u></u>

(b) The principal repayments of the first and second mortgages and mortgage bonds are as follows:

	\$
(i) Within five years —	
1979	492,000
1980	532,000
1981	388,000
1982	422,000
1983	<u>459,000</u>
	2,293,000
(ii) Between five and ten years	2,408,000
(iii) After ten years	<u>3,380,020</u>
	<u><u>8,081,020</u></u>

(c) As security for the first and second mortgages and mortgage bonds, the company has pledged land, buildings and equipment shown on the balance sheet at a cost or appraised value of \$27,288,716.

#### 6. LEASE AND CAPITAL COMMITMENTS

(a) Total rentals paid for the fiscal year ended April 2, 1978 amounted to \$395,916. The total minimum rental liability under leases existing at April 2, 1978 (excluding tax and related expenses) to the date of expiry is as follows:

	\$
1979 - 1983	1,636,374
1984 - 1988	1,135,599
1989 - 1993	451,886
1994 - 1998	360,982
Within the remainder of the term	<u>224,550</u>
	<u><u>3,809,391</u></u>

(b) As at April 2, 1978 the company had contracted for capital expenditures of approximately \$852,000.

#### 7. EXTRAORDINARY ITEMS

	1978	1977
	\$	\$
Profit on sale of U.S. subsidiaries and effectively controlled company	70,391	—
Recovery of income taxes on application of prior years' losses of a subsidiary company .....	32,434	46,000
Loss on expropriation of property and sale of vacant land computed on the basis of appraised values at November 1, 1973 .....	<u>—</u>	<u>(193,270)</u>
	<u><u>102,825</u></u>	<u><u>(147,270)</u></u>

#### 8. REMUNERATION OF DIRECTORS AND SENIOR OFFICERS

The aggregate direct remuneration paid during the year to the directors and senior officers, as defined by the Ontario Business Corporations Act, amounted to \$444,518 (1977 — \$347,803).

#### 9. EARNINGS PER COMMON SHARE

	1978	1977
	\$	\$
(a) Basic earnings per share based on the weighted average of the number of common shares outstanding during the fiscal year —		
Before extraordinary items ...	<u>1.41</u>	<u>1.12</u>
Net earnings for the year ....	<u><u>1.44</u></u>	<u><u>1.07</u></u>
(b) Earnings per share based on 2,838,846 common shares outstanding at the end of the fiscal year —		
Before extraordinary items ...	<u>1.41</u>	<u>1.27</u>
Net earnings for the year ....	<u><u>1.44</u></u>	<u><u>1.22</u></u>

#### 10. ANTI-INFLATION ACT

The company and its subsidiaries are subject to restraint of profit margins, prices, dividends and compensation under the terms of the Anti-Inflation Act which became effective October 14, 1975 and Regulations thereunder.

Calculations in accordance with the Anti-Inflation Regulations indicate that the company was in an excess revenue position for the fiscal year ended April 2, 1978. The Anti-Inflation Board has indicated that the company will be deemed to have eliminated excess revenues for all compliance periods if the company agreed to maintain its selling prices and franchise fees at the levels in existence on October 13, 1975 to December 31, 1978. The company has agreed to this and has estimated that no material financial effect will result therefrom.

#### 11. COMPARATIVE FIGURES

Certain of the 1977 figures have been reclassified to conform with the 1978 presentation.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the Fiscal year ended April 2, 1978

---

### 12. SUBSEQUENT EVENT

On April 20, 1978 the directors of the Company approved in principle the submission to the shareholders of an arrangement by which the 63,245 outstanding common shares held by shareholders other than Cara Operations Limited would be reclassified as redeemable preference shares with a par value of \$12.50 each and redeemed at par promptly after the arrangement becomes effective. The cost of redemption of the proposed preference shares would be \$790,563.

---

**HARVEY'S  
LOCATIONS**

**ONTARIO  
TORONTO**

9471 Yonge Street  
Richmond Hill, Ontario

805 The Queensway  
Toronto, Ontario

3128 Eglinton Avenue East  
Scarborough, Ontario

650 Lakeshore Road East  
Port Credit, Ontario

1791 Avenue Road  
Toronto, Ontario

238 Bloor Street West  
Toronto, Ontario

3520 Danforth Avenue  
Scarborough, Ontario

3120 Dufferin Street  
Toronto, Ontario

2029 Jane Street  
Downsview, Ontario

228 Queen Street West  
Toronto, Ontario

1500 St. Clair Avenue West  
Toronto, Ontario

23 Adelaide Street West  
Toronto, Ontario

1440 Yonge Street  
Toronto, Ontario

278 Jarvis Street  
Toronto, Ontario

356 College Street  
Toronto, Ontario

1115 Finch Avenue West  
Downsview, Ontario

2280 Islington Ave.  
Etobicoke, Ontario

**HAMILTON**

1014 Barton Street East  
Hamilton, Ontario

1655 Main Street  
Hamilton, Ontario

724 Queenston Road  
Hamilton, Ontario

**NIAGARA FALLS**

6839 Lundy's Lane  
Niagara Falls, Ontario

**OTTAWA**

797 Richmond Road  
Ottawa, Ontario

1339 Bank Street  
Ottawa, Ontario

660 Montreal Road  
Ottawa, Ontario

336 Rideau Street  
Ottawa, Ontario

1296 Baseline Road  
Ottawa, Ontario

3736 Richmond Road  
Ottawa, Ontario

**PETERBOROUGH**

250 Water Street  
Peterborough, Ontario

**KITCHENER  
WATERLOO**

410 King Street North  
Waterloo, Ontario

376 King Street East  
Kitchener, Ontario

**ST. CATHARINES**

347 Ontario Street  
St. Catharines, Ontario

**SAULT STE. MARIE**

168 Great Northern Road  
Sault Ste. Marie, Ontario

**LONDON**

158 Wharncliffe Road South  
London, Ontario

590 Dundas Street  
London, Ontario

**WINDSOR**

2380 Wyandotte Street West  
Windsor, Ontario

2550 Tecumseh Road  
Windsor, Ontario

**KINGSTON**

890 Princess Street  
Kingston, Ontario

**GUELPH**

12 Gordon Street  
Guelph, Ontario

**CHATHAM**

25 St. Clair Street  
Chatham, Ontario

**SARNIA**

321 N. Christina Street  
Sarnia, Ontario

**SUDBURY**

1324 Lasalle Blvd.  
Sudbury, Ontario

894 The Kingsway  
Sudbury, Ontario

**GALT**

77 North Water Street  
Galt, Ontario

**BRANTFORD**

578 Colborne Street  
Brantford, Ontario

**BELLEVILLE**

233 North Front Street  
Belleville, Ontario

**NEW BRUNSWICK  
MONCTON**

835 Mountain Road  
Moncton, New Brunswick

**SAINT JOHN**

370 Rothesay Avenue  
Saint John, New Brunswick

**FREDERICTON**

460 Regent Street  
Fredericton, New Brunswick

**NOVA SCOTIA  
DARTMOUTH**

171 Wyse Road  
Dartmouth, Nova Scotia

**QUEBEC  
MONTREAL**

7100 Sherbrooke Street East  
Montreal, Quebec

8725 Pie IX Blvd.  
Montreal, Quebec

1853 St. Catherine Street West  
Montreal, Quebec

470 Cure Labelle  
Chomedey  
Ville de Laval, Quebec

9000 Airlie  
Ville Lasalle, Quebec

7505 Lacordaire Blvd.  
Montreal, Quebec

6775 Cote des Neiges  
Montreal, Quebec

2330 Lapiniere Blvd.  
Brossard, Quebec

23 Notre Dame East  
Repentigny, Quebec

1377 Henri Bourassa East  
Montreal, Quebec

850 Chemin de Chambly  
Longueuil, Quebec

170 Labelle Blvd.  
Rosemere, Quebec

900 Mont Royal East  
Montreal, Quebec

441 Lafleur  
Ville Lasalle, Quebec

3585 Masson Street  
Montreal, Quebec

1305 Laurentide Blvd.  
Vimont, Quebec

---

6966 St. Jacques West  
Montreal, Quebec

9513 Lajeunesse  
Montreal, Quebec

7505 St. Hubert  
Montreal, Quebec

255 Crémazie West  
Montreal, Quebec

2850 Laurentian Blvd.  
St. Laurent, Quebec

#### **QUEBEC CITY**

3090 Ste. Anne Blvd.  
Giffard, Quebec

385 Hamel Blvd.  
Ville Vanier, Quebec

#### **HULL**

541 St. Joseph Blvd.  
Hull, Quebec

365 Taché Blvd.  
Hull, Quebec

#### **CO. BAGOT**

Trans Canada Hwy. No. 20  
St. Hélène  
Co. Bagot, Quebec

#### **ST. EUSTACHE**

101 Sauvé Blvd.  
St. Eustache, Quebec

#### **KIRKLAND**

2986 St. Charles Blvd.  
Kirkland, Quebec

#### **SHERBROOKE**

2360 King Street West  
Sherbrooke, Quebec

#### **PIERREFONDS**

11655 Gouin Blvd.  
Pierrefonds, Quebec

#### **GATINEAU**

318 Maloney Blvd.  
Gatineau, Quebec

#### **SWISS CHALETS**

234 Bloor Street West  
Toronto, Ontario

1415 Yonge Street  
Toronto, Ontario

362 Yonge Street  
Toronto, Ontario

2990 Eglinton Avenue East  
Scarborough, Ontario

735 Queenston Road  
Hamilton, Ontario

260 Dundas Street  
London, Ontario

2955 Bloor Street West  
Etobicoke, Ontario

1113 Finch Avenue West  
Downsview, Ontario

1225 Dundas St. East  
Mississauga, Ontario

7240 Woodbine Ave.  
Markham, Ontario

549 Kerr Street  
Oakville, Ontario

269 Rexdale Boulevard  
Etobicoke, Ontario

1881 Leslie Street  
Scarborough, Ontario

269 Queen Street East  
Brampton, Ontario

267 Weber Street  
Kitchener, Ontario

2964 Carling Avenue  
Ottawa, Ontario

1110 O'Connor Drive  
Scarborough, Ontario

---

