

**Jennifer Shayko****Partner**

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Toronto



Jennifer is a leading member of Canada's franchise bar. She is recognized for her unique combination of corporate, litigation and in-house experience, paired with a relentless commitment to innovation and efficiency. Jennifer works with her franchisor clients to offer sustainable, growth-oriented solutions. She draws from nearly a decade of hands-on experience as Associate General Counsel at Recipe Unlimited Corporation, where she oversaw a portfolio of more than 20 iconic brands, including Swiss Chalet, Harvey's and New York Fries. Jennifer's front-line experience leading franchise operations within a complex corporate structure gives her a deep understanding of the real-world constraints and opportunities franchisors face.

Jennifer is a member of the firm's Corporate Group and the Leader of our Franchising Group, where she provides comprehensive advice on all aspects of franchising. Her corporate advice is informed by her years of experience at a franchise litigation boutique and her time directing outside litigation counsel while in-house at Recipe Unlimited. This allows Jennifer to adeptly negotiate complex franchise matters across various industries, including food and beverage, hospitality, trucking and logistics, automotive, fashion and retail. Jennifer offers strategic counsel on regulatory compliance, contract negotiations, system expansions and franchise transactions. She is skilled in structuring area development agreements and master franchising arrangements in Canada and internationally.

Jennifer collaborates with franchisee associations and system stakeholders to implement effective business strategies. She supports franchisors with system-wide changes, acquisitions and dispositions, as well as single-unit and multi-unit transactions. Jennifer works closely with both established and emerging franchisors, assisting in the development and evolution of franchise systems. She advises clients on updates to franchise disclosure documents, agreements and other ancillary contracts to ensure regulatory compliance while minimizing risk.

Additionally, Jennifer has provided valuable support to franchisors with leasing and subleasing arrangements, trademark portfolio management and cross-border expansion into markets such as the United States, the United Kingdom, India, the Middle East, Asia and other jurisdictions around the world.

Jennifer has appeared before the Ontario Court of Appeal, the Commercial List Court in Toronto and the Ontario Superior Court in various jurisdictions across Ontario.

**Expertise**

- > Franchising
- > Corporate/Commercial
- > Mergers & Acquisitions
- > Construction

**Selected Publications**

Co-Author, "Franchising disrupted: Are franchisees hidden employees?" *Lexpert*, September 15, 2025.

Co-Author, "A Franchisor's Best Defence Is a Strong Offence – Even on TikTok," Aird & Berlis LLP, July 17, 2025.

Co-Author, "Problems and Best Practices for Effectively Dealing with System Compliance and Change," *Ontario Bar Association*, November 28, 2024.

Co-Author, "A Comprehensive Overview of Ontario's Franchise Disclosure Requirements and Best Practices to Avoid Fatal Deficiencies," *Ontario Bar Association*, November 30, 2020.

Co-Author, "Fit for Rescission," *OBA Franchise Law Section Newsletter*, May 13, 2020.

**Professional Involvement****Memberships**

- > Ontario Bar Association – Franchise Law Section
- > International Franchise Association
- > American Bar Association – Forum on Franchising
- > Canadian Franchise Association
- > Women's Law Association of Ontario (WLAO)

**Community Involvement**

- > Donalda Golf and Country Club, Family Programming Committee
- > Sporting Life 10K, Ultra Night Run, Toronto Waterfront Marathon

**Education**

- > JD, Osgoode Hall Law School, 2011
- > BA (Hons.) (International Relations, History, Economics), University of Toronto, 2007