
MENU
CANADA'S FOODSERVICE MAGAZINE
The Rise, Fall & Rebirth of Canada's Foodservice Industry
Scenes from a pandemic: In their words, stories from the frontlines
Les Cuisines Solidaires
Turning ovens back on during a pandemic
NOW WHAT?
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There's no denying that the Canadian foodservice industry is undergoing one of the most challenging times in our generation.

800,000 foodservice jobs have already been lost nationwide due to COVID-19 and they might not return if current conditions continue. Nearly one out of 10 restaurants have already closed permanently and another 18 per cent will permanently close within a month if current conditions continue.

This is a devastating time for everyone in our community and we want to reassure our valued members as well as the entire foodservice and hospitality community, that Restaurants Canada is committed, now more than ever, to supporting your needs.

As the voice of the foodservice and hospitality industry, we understand that our community is seeking the most relevant information, guidance, and resources as they navigate the effects of COVID-19.

We are working with governments and suppliers to ensure you and your teams are kept up to date on all key announcements, government programs updates, and legislative and supplier program changes. We encourage you to stay connected with us by subscribing to our newsletter and by visiting our dedicated COVID-19 resource page at restaurantscanada.org/covid19 for the best tools, resources and the latest information at your fingertips

In this issue you will find stories of how operators are coping with this devastating hit. You will read about changes in legislation that are helping to support the foodservice industry, and you will read about members of our community that are beacons of hope, working to bolster their neighborhoods and cities in incredible ways.

We encourage you to read not only MENU Magazine, but also take advantage of our COVID-19 resource page on restaurantscanada.org.

These are certainly trying times, but we will get through this. We are Stronger Together!



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March/April 2020
Volume 5 Number 2

Restaurants Canada
The voice of foodservice | La voix des services alimentaires

5.2

MENU is published six times per year by Restaurants Canada

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HST Registration No. #
106866460 RT0001

Subscription price:
CANADIAN PRICE: $75 per year: most single issues $18.95.

Publication Mail Agreement
No. 400009977
ISSN 2371-4883

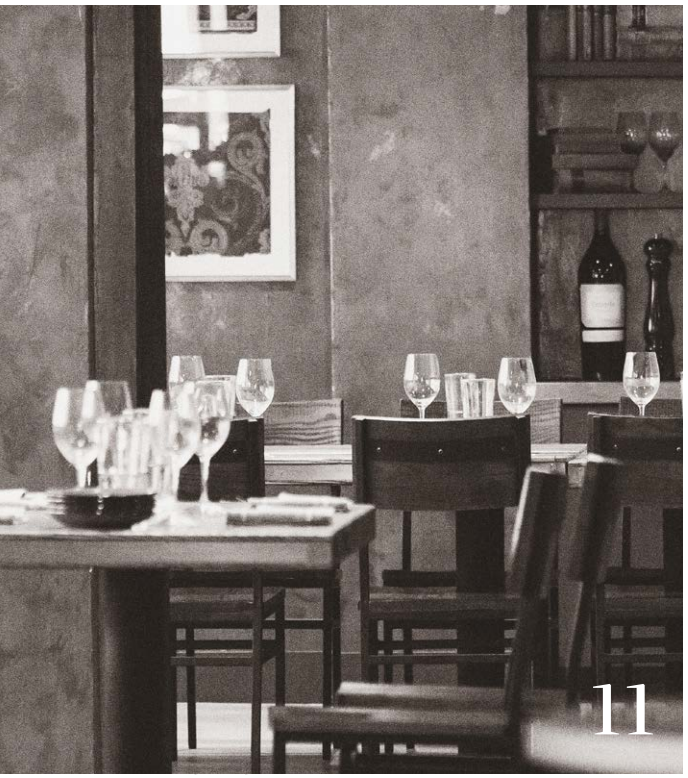
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CANADA TAKEOUT

Delivery and takeout have become essential for foodservice operations to stay afloat. Our community wants to know how they can encourage ordering, instill consumer confidence, and support the industry at large. Working with a number of key industry players, Restaurants Canada is proud to announce the #TakeoutDay campaign, launching April 15th, 2020. From April 15th and onward, every Wednesday is now #TakeoutDay! Chefs, social influencers, brands, and culinary leaders are invited to spread the message and encourage cities across Canada to order delivery and takeout from their favourite local restaurants. For more information on how to get involved, visit canadatakeout.com.





#TAKEOUTDAY

53%

As the COVID-19 pandemic continues to evolve, **53 per cent of restaurants, bars and cafes have been temporarily closed across the country.** This has left over 800,000 foodservice workers across Canada out of work since March 1. In order to support the food-service industry, we're pleased to announce the launch of the Canadian Hospitality Foundation (CHF) Employee Relief Fund. The CHF Employee Relief Fund is intended to provide immediate financial assistance to cooks, servers, dishwashers, bartenders and more, who suddenly find themselves in distress. Learn more about how you can support this initiative or apply for financial assistance at: thechf.ca.



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SCENES FROM A PANDEMIC

BY IVY KNIGHT

As a food journalist and former restaurant worker; I spend most of my time today speaking to chefs, owners, staff, researchers and the list goes on. When you work in hospitality, the restaurant is your home and the crew becomes your family. All your meals are eaten at work, all your socializing is done with your colleagues. We face trials and tribulations in the industry all the time (I poke fun at these experiences (@allezceline)). Most of the time we can laugh at this stuff.

But when something catastrophic hits—it hits us all. The COVID-19 pandemic has caused unprecedented disruption and fallout throughout our industry. The restaurant industry is the fourth-largest private sector employer in Canada and employs close to 1.2 million people (as of 2016).

A restaurant is a perpetual motion machine, we're all connected in this industry—for everyone from the dishwasher to the owners, the suppliers, to the servers, the educators and journalists. Protecting small businesses and restaurants; enabling you to do business and ride this out is vital.

We matter. You matter. Since that first Sunday evening in March I have been interviewing industry folks from across the country to get their take on the state of the world right now. I didn't ask them for solutions or answers, I just let them talk.

↣ CONTINUED ON PAGE 12

SCENES FROM A PANDEMIC

SUNDAY MARCH 15TH

Toronto, ON – My great-grandfather started the company 60 years ago, I'm 4th generation in this business. Our customers and our employees are part of our family. I can't tell restaurants whether to stay open or stay closed but I can do my best to support [them] during what is one of the darkest times in the industry. Everyone is hurting.

Social distancing is the complete opposite of what we do in hospitality. It's a pretty dark time.

Ben Halberstadt, Faster Linen

Verdun, QC – Friday night we had a busy evening, just as the news was coming out. We were all very much on edge, uncomfortable with our regular restaurant service being part of the problem. It really got to us. We called a lot of our staff yesterday and told them if they didn't feel comfortable coming in they didn't have to come in. The only reason we're doing takeout is to keep people employed. Nobody knows what's going on, there's so much uncertainty.

Ariel Schor, co-owner,
Restaurant Beba

MONDAY MARCH 16TH

Toronto, ON – For us to stay open right now, we're hoping to provide some semblance of normalcy and just another essential option. In this day and age, I'm pretty sure people are not used to cooking three meals a day, especially under these circumstances. As long as we can stay open safely we're going to do that. We're trying to be as positive about this as long as possible.

Shlomo Buchler, Maker Pizza

Toronto, ON – When I checked the books on Tuesday, we had 160 for Saturday. By the time we opened on Saturday, we were down to 44. On Sunday we stayed open till 8 pm and only did about 4 covers. It's a surreal time to be living through right now. I'm hoping when this is done people will have had enough of being cooped up in their houses and will rush back to support bars and restaurants and places that they love. But I don't know. I'm afraid for smaller bars and restaurants, how they're going to stay afloat, pay rent. I'm scared for them and for my friends who work in those places.

Nick Watson, bartender,
Constantine

TUESDAY MARCH 17TH

Fredericton, NB – When you run a restaurant you're used to always having something you can do to make a situation better. We realized Monday morning that we could not do that. It's not a question of when we close, it's a question of when can we reopen. If we can mitigate the risk, that's our best chance to reopen sooner.

We have no idea what's going to happen financially. Today is payday, so everybody gets paid and then we're asking them to hold tight until we have more information.

We want to feed our staff so they're coming in one at a time today to pick up tips and we're sending them home with food. We're giving away what we can and freezing what we can. We'll call Fredericton Community Kitchens to see what we can donate at the end of the day.

We're in New Brunswick, this is not the same economic environment as other cities. We just hope that our government is going to take care of us. At the end of the day, we're willing to lose our business in order to be good citizens. I don't know what other choice really to make.

Jennie Wilson, co-owner, 11th Mile

Toronto, ON – I was abroad staging, two weeks ago I came back to Canada for a sous chef job at $50k salary plus benefits. I moved into a new apartment a week ago and was let go yesterday. My financials are rough, to say the least. I applied for EI immediately. There's no timeline given, the email just says they're processing the application. They send job alerts and that's about it. Part of applying for EI is that you have to be applying for jobs still. I'm getting alerts for stuff like Montana's steakhouse. These postings are from December of last year, so I'd be surprised if they're actually hiring now.

I'm scared. I was saving for a while to move into the city and now I finally got a promotion and life was going my way. Now it's all been ripped out from under me. All of my friends are in the same boat.

Anonymous, chef

Vancouver, BC – Vikram and I are in constant communication with staff. The back of house are cooking and the front of house are coordinating takeout and delivery.

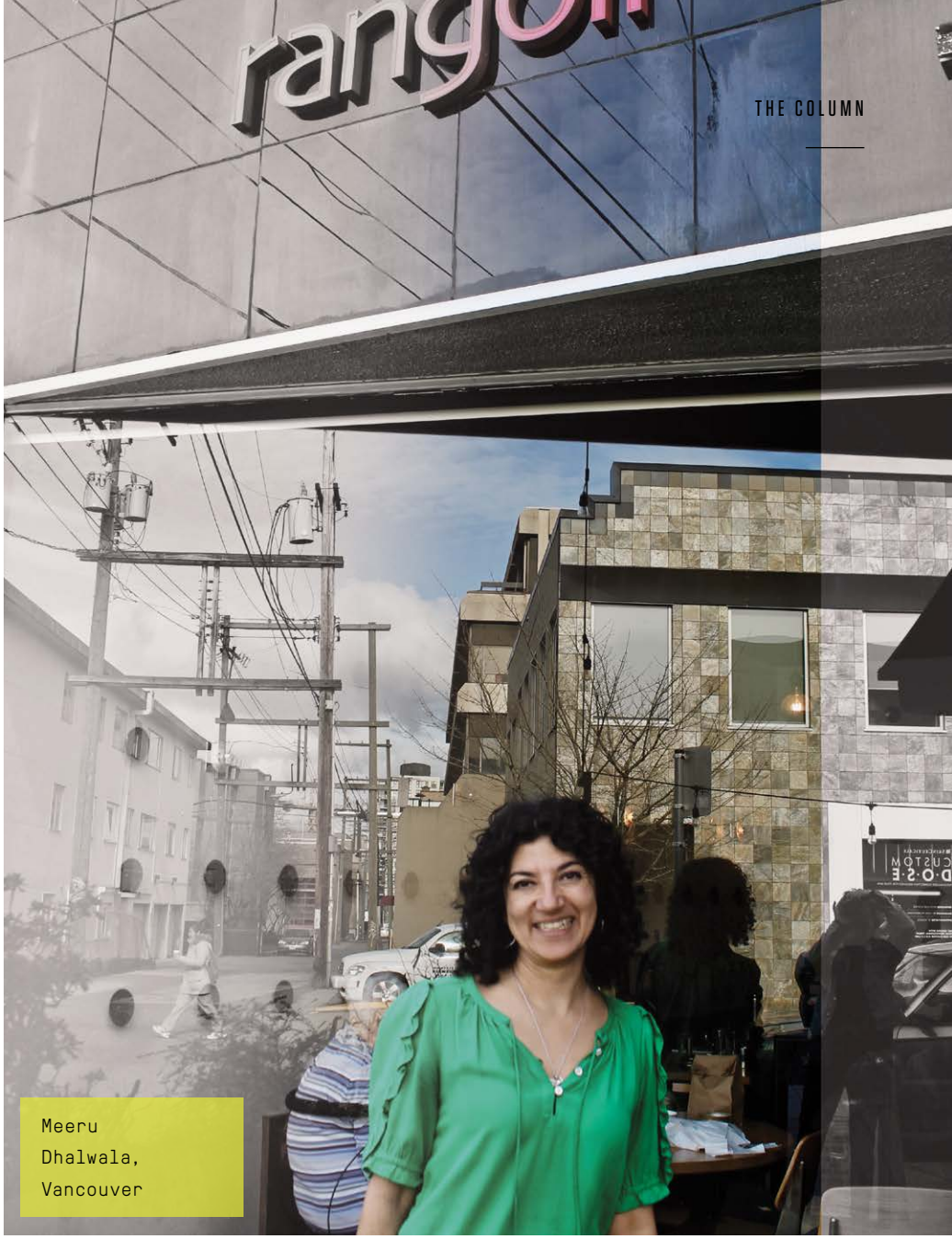
People outside of the restaurant industry—be safe, but still participate in your local economy. The key is going to be how we all work as a community and what I'm relying on is that once this is over we all pitch in and we go out to eat and go to the pubs and go to the movies and become a vibrant city again.

Meeru Dhalwala, chef and co-owner, Rangoli and Vij's

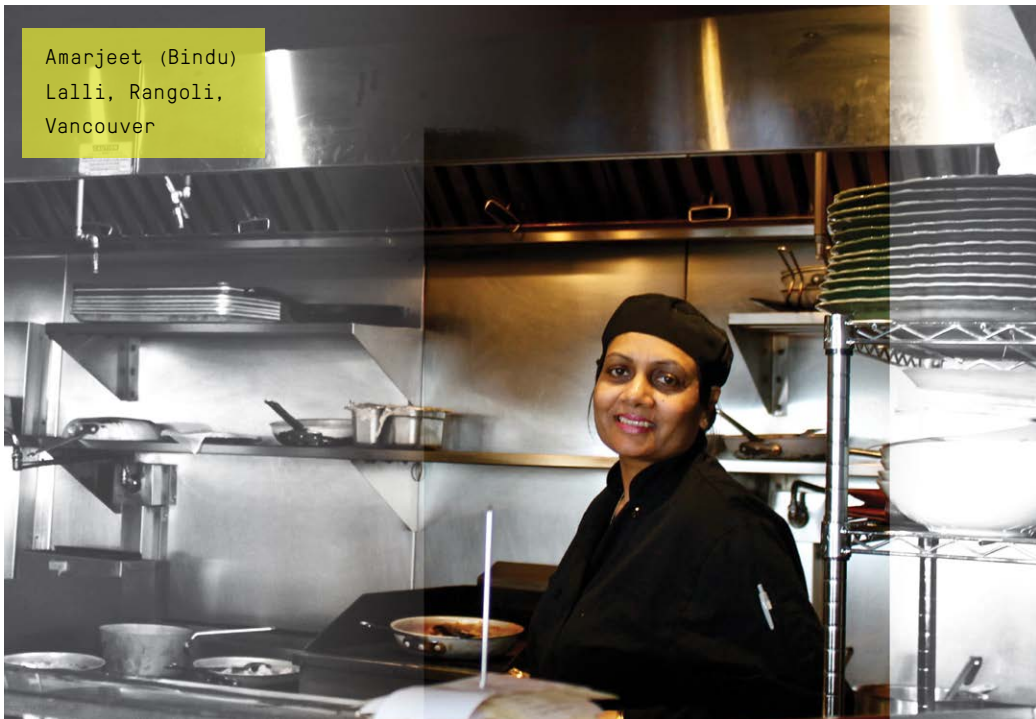
Toronto, ON – I work for four different companies, none of them can send me out anymore. All LCBO shifts have been cancelled. I work at BMO Field in the beer concession and that got cancelled. I try and keep away from the negativity that doesn't do anybody any good. I gotta laugh about it. If I don't, I'll cry.

Kathy Batz, catering server and bartender

↣ CONTINUED ON PAGE 14



Meeru Dhalwala, Vancouver



Amarjeet (Bindu) Lalli, Rangoli, Vancouver

SCENES FROM A PANDEMIC

Winnipeg, MB – The minute we put the post up (that we were closing) on Sunday evening my phone was ringing off the hook—everyone offering whatever they could to try and support us. Winnipeg's that way. This city is so fiercely loyal, it's amazing.

I paid everybody up to the last day and there are no dollars left in the account. I just called all my suppliers and said don't put cheques in the bank. It's breaking my heart.

As for me, I don't know. My bills are paid for the month, I have gas in my car. I guess I can drive my car around a little while, but I have no income.

Talia Syrie, chef and owner,
The Tallest Poppy



Independent operators don't really have a voice but we employ the largest amount of people in our sector. There will be money but we have to be organized if we're going to get it.

Toronto, ON – We are doing takeout, it's unknown whether we'll continue because the numbers are so low. It's not worth being open. I'm drafting a letter to all of our landlords. I'm not saying we're not paying rent, we're trying to be as compassionate as possible and not trying to withhold payment but we're open to their suggestions too as to how we can make this work. Because if they do lock us out, I don't think there will be anybody else moving in. It's in their best interest to work with us. I'm asking that the landlords defer our rental payments for April or use our last month's rent deposit and then reassess. It's hard to make blanket asks when we don't know how long we'll be closed for. If it's a mandated closure then I don't know how we can be expected to be generating any business right now. We are totally on board with not wanting to spread the virus to any of our employees or customers. We get it. At the same point, what are we supposed to do?

Brittany Jackson, co-owner,
Starving Artist, 7 locations

WEDNESDAY MARCH 18TH

Toronto, ON – We closed Sunday night. It's a little tougher than owning one restaurant, I had to simultaneously choreograph eight restaurant closures. We had to do it over email because we didn't want to bring 300-400 people together. It was not ideal but when people read that email they needed some sort of assurance that they're gonna be okay and that was the last thing that we could really supply to them. As an owner, you know this isn't your fault but you feel like it's your fault. One of the main points I was trying to drive home to the staff was that there hasn't been a time in any of our lives when the whole world is experiencing the exact same thing and I hope they can find comfort in that. Going forward we just sit and wait. I think it's gonna be four weeks, maybe that's wishful thinking. I'm scared that the landscape of dining will be changed for a while even after we open. I'm not expecting much from the government.

I've been wearing my mouth guard during the day because I've been grinding my teeth so much.

Grant van Gameren, chef and owner,
Bar Isabel and others

Vancouver, BC – The Chinese restaurants were hit hard first because their clientele from China was used to the idea of social distancing, so they lost a lot of business. But then local clientele rallied and showed support. Now restaurants can only open if they enforce social distancing with tables one to two metres apart. That's hard for Chinese restaurants, so many of them depend on a high volume, low margin business. So this has been kind of like a one-two punch for them.

My mom used to go out for dim sum every day. Dining out and being in restaurants, it's how Chinese people socialize with each other. My mom feels very isolated right now. I have a relationship with restaurants, it's more than just being a patron. More than showing up and eating.

Lee Man, food writer and co-founder,
Chinese Restaurant Awards



Lee Man,
Vancouver

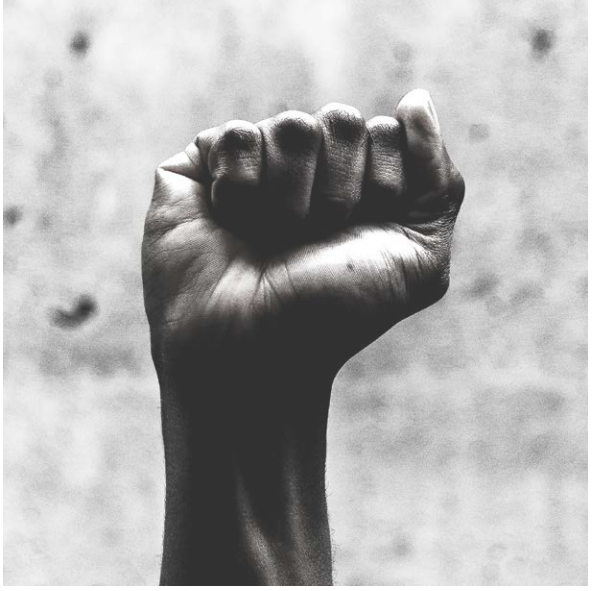
Dartmouth, NS – **The margins in this industry are so tight** and it just sucks because March is already a heavy month financially. We're coming out of a slow winter season and it's a triple payroll month and HST payments are due. So this was a total curveball. We can only operate if we have money coming in. Yesterday we contacted the banks to try to get freezes on our loan payments, and we contacted our landlord. So far the response has been so supportive and so positive. Between yesterday and today, I've done a 180 in terms of feeling like we will come out of this. If (closure) lasts for months that could be a completely different story.

I'm looking forward to cracking the books open to look at how our business, and this industry, works in general, and how it could be changed so that when things like this happen there'd be more stability for employees and owners.

Emma Adamski, co-owner, Cafe Good Luck

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SCENES FROM A PANDEMIC



THURSDAY MARCH 19TH

Charlottetown, PEI –They announced they're shutting down the liquor stores today at 2 pm. Shit hit the fan yesterday and every friggin' islander was lined up. We got a box of wine, thank god. And you can still get growlers from the breweries.

Honestly, with how big this is, I have to sit and wait it out till it's over, it's not like I can go get a job at a different bar and make money. I have some savings so I'm okay for the time being. I feel like EI is kind of like the liquor store yesterday—everybody's going nuts. Things are eventually going to get back up and running and until then there's really not much we can do. Last week I was sitting around a pool in Florida drinking margaritas and talking about the lockdown in Italy, thinking this would all blow over.

Brigitte Burke, server and oyster shucker,
The Olde Dublin Pub

Winnipeg, MB – I grew up in poverty in the north end of Winnipeg. I'm just a home cook turned restaurateur, but I'm also a community-driven person. I hire indigenous people. I source my ingredients from indigenous people – berries, sweetgrass, wild rice, bison, pickerel.

I'm more concerned for my staff than anything. Most of them have just come off of being on social assistance, drug addiction, or being incarcerated. They are vulnerable, they've fought through so much hardship to get here. Some of them had never cut an onion in their lives and now they know how to cook for hundreds of people.

I've had to shut my doors and I've spent the last few days crying. [staff] will be coming here once a week and I'll be giving them food and groceries to help them out.

Christa Bruneau Guenther, chef and owner,
Feast Cafe Bistro

Charlottetown, PEI – The school shut down on Monday and we're transforming our curriculum to online. Which is quite a feat to do in a few days. Some of the students are nervous, wondering what's going to happen with their internships this summer. It's a day-by-day scene. We're trying to be cautiously optimistic, that our restaurant industry is going to be able to rebound. The student services for mental health are available and we're encouraging students to use those. For me primarily I want to make sure that they are safe and getting fed. Yesterday we took all the fresh produce at the school and made up boxes for everyone in residence and took some to the shelters and the soup kitchen.

Ilona Daniel, culinary instructor and food writer, Culinary Institute of Canada

Toronto, ON – **Independent operators don't really have a voice** but we employ the largest amount of people in our sector. There will be money but we have to be organized if we're going to get it. I'm working with other restaurateurs on a list of requests/demands of things that we need for survival now. We have to save our industry. We need another loan like we need a hole in the head. We don't want any more debt, we need cash. It's not like we're going to make double the money once we reopen, that money is gone, it's not coming back. The message I'm hearing from government is "tell us what you need, the bold will dictate the terms." I think that politicians right now are actually willing to listen. It's time for us to act.

John Sinopoli, chef and owner,
Ascari Enoteca and others

Please stay up to date on this evolving situation by visiting the Restaurants Canada COVID-19 resource for foodservice operators at restaurantscanada.org.

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People are looking for more rather than less. Say goodbye to "virgin" anything, or straws and umbrellas. They want drinks with benefits.

Sober Curious & Value-Add Cocktails

BY MARISA PELLEGRINO FOR RED BULL CANADA

As Gen Z grows in buying power, foodservice operators will need to adapt to the change in consumer habits and tastes. According to Jo-Ann McArthur, president and founding partner of Nourish Food Marketing, "Gen Z and millennials are distancing themselves from their boozy Gen X and boomer parents." The popularized term is 'sober curious,' coined by Ruby Warrington in her book *Sober Curious: The Blissful Sleep, Greater Focus, Limitless Presence, and Deep Connection Awaiting Us All on the Other Side of Alcohol.*

According to McArthur, two of the biggest drivers behind the trend is an increased interest in healthier lifestyles as well as the legalization of cannabis. According to the World Health Organization, the number of drinkers has been decreasing at a steady pace since 2000, with young people leading the way. Restaurants Canada's research shows that in 2013, in Canada, those between the legal drinking age and 24-years-old accounted for 27 per cent of all orders at a bar. In 2018, the share dropped to 13 per cent. A report by Bon Appétit stated, "The market for low and no alcohol beverages is expected to grow by 32 per cent between 2018 and 2022" (Source: bonappetit.com.)

Bars and restaurants have an opportunity to make this trend work positively for their bottom line. Take advantage of this shift and introduce non-alcoholic options that will appeal to this cohort and their health-conscious lifestyle.

That's where value-added ingredients come into play. These are ingredients such as caffeine, kombucha and vitamins to name a few, which when added to a non-alcoholic beverage help to raise its value. McArthur

points out, "consumers expect their food and beverage to be an aid in health and are looking towards getting more functional benefits." With an increased perceived value on the consumer end, they can also increase your profit margin.

Many restaurants are now offering alcohol-free options and bars are creating entire alcohol-free menus of drinks. PrettyUgly bar in Toronto offers a selection of mocktails on their menu, alongside alcoholic options. Robin Goodfellow of PrettyUgly says the challenge came in erasing the stigma attached to what has, for better or worse, become known as 'mocktails.' When drinking at PrettyUgly bar, they're referred to as a placebo and for Goodfellow and his team, they wanted to create flavours you get from ordinary drinks "but more elevated, a mature elegance," producing a placebo for people who drink and those who don't. "When the drinks come to the table, you can't tell the difference between the cocktails and, the placebo."

As McArthur points out, "people are looking for more rather than less. Say goodbye to 'virgin' anything, or straws and umbrellas. They want drinks with benefits. Have a good mixologist who understands how to pair drinks with the food being offered. And how to design a drink to deliver that layered complexity." Goodfellow agrees, adding, "our drinks are not just sugar, syrup and soda. We spend time making all these cool things for people to enjoy so they come back!"

Hana James of Greenhouse Juice Co. has seen an increase in the need for that added health benefit. "The customer wants a healthy choice wherever they go." Kombucha is one such ingredient that has grown in popularity thanks to its health benefits and it is now also being added to non-alcoholic drinks.

Like Goodfellow, James also sees adding an ingredient like kombucha to a product gives you the feeling of an elevated cocktail experience. And this means people are willing to pay for it. For restaurant or bar owners, it's profitable. "And just because there's no alcohol doesn't mean it's free or cheaper, it's still very tasty and still takes time to build the final product." You might have a customer who would normally only order water or a soft drink and now they're willing to spend the same amount they would for a beer for something they deem healthy.

James feels the value-added ingredients are successful because "you don't want to feel like you're giving anything up. So you can feel good about drinking it but you also feel it's doing good for your body and you want to drink it." And this will bring customers back which will add to a restaurant's bottom line.

Caffeine has always been an ingredient that people gravitate towards. Adding it to non-alcoholic drinks is a great way to have people enjoy a drink which will make them feel like they are still having a regular cocktail, and at the same time benefits the restaurant who has now sold an $8 beverage as opposed to a $3 club soda. Having these options on a menu makes sense for restaurants and bars who would otherwise lose out on potential customers. "After a long day, our guests look for a pick-me-up to kick off their night or weekend. Red Bull is a functional beverage and a premium offering that fits our brand. Our guests are willing to pay for that added value. It is an incremental revenue for us and no doubt has contributed to our bottom line every year," states Cameron Bogue, director of beverage, at Earls Restaurants.

In the future, Hill Street Beverage Company chairman and CEO, Terry Donnelly, believes that THC and CBD will become popular ingredients to incorporate into cocktails. While this is not a legalized practice right now, Donnelly believes that "we could see 30 per cent of all beverages consumed for recreational or social intoxication being infused with cannabis," which is a significant market for a value-added ingredient.

"Everyone knows they need to take care of themselves," says Goodfellow, which is why the health-conscious trend will continue to grow steadily. "It's a mindset nowadays where people want to be healthy. That's why we're doing these health-conscious cocktails at PrettyUgly bar. You might not want to drink any alcohol, but you can still come to my bar and have a good time!"

ALCOHOL & COCKTAIL **DELIVERY**

BY SHANNON MURPHY



In late March, many provinces across Canada adopted temporary measures to allow restaurants to deliver alcohol, beer, and wine with food, providing support for bars, restaurants and other retailers during the COVID-19 period.

These changes represent something that the foodservice industry has been wanting for some time, and something that Restaurants Canada has been pushing for.

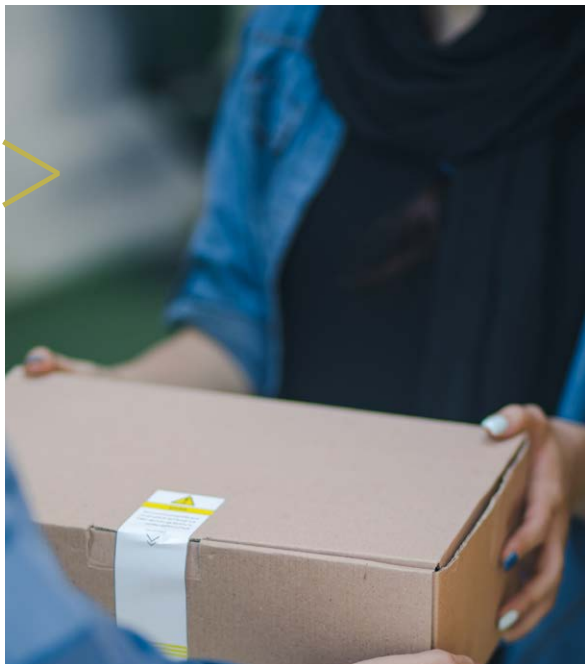
"Restaurants Canada has been instrumental in passing these changes in legislation. Based off of our Raise the Bar report, we understood that this has been a request from operators for a while," says David Lefebvre, Vice President, Federal and Quebec, Restaurants Canada.

As with any new legislation, there are rules and regulations. Rules differ from province to province but generally, unopened and sealed containers only can be sold and this must be alongside food. Of course, delivery staff must still check IDs and it is assumed that third-party delivery services will act on behalf of the licensee. For more regulations, please see our digital version of this piece on menumag.ca.

Lefebvre believes that, "the change across Canada to allow for alcohol delivery with food will allow restaurants to increase their bottom line. Restaurants Canada is dedicated to representing the interests of operators and this is one example of how we are working to support the industry."

While the loosening of alcohol delivery regulations is welcome, it requires quite a pivot in operations. "Some people hired people back to do this to add to their revenue stream and it allowed them to move a bunch of inventory that at that point in time they could not return," says Christina Veira, Proprietor at Side Duties Events & Consulting & RC Show Bar & Beverage Curator.

Emily Blake, co-owner of Mahjong Bar and Bar Mordecai with her husband Josh LeBlanc, agrees. "It wasn't an easy transition to hop straight into



delivery. Launching a delivery program and signing up with one of the third-party delivery apps required staff and educating that staff about health and safety precautions. Additionally, our menus are designed for an experience in our space and it didn't seem strategically the best thing to do with the alcohol element."

They decided the best way forward for their business was to reimagine some of their most popular drinks and deliver themselves. "We started to talk about the ways we could do it ourselves, without using any of the delivery services. We take orders during the week with a cut-off time of 8:00 pm on Thursdays. We zone out our orders and on Friday and Saturday we package the kits and do contactless delivery—check ID from a safe distance, our drivers wear masks and gloves and we make sure everything is safe throughout the whole process from packaging to delivery."

They took one of their most popular drinks—the Tame Impala Cocktail - and redesigned it to be made at home. "Not being able to sell pre-mixed cocktails adds layers of complication because not everyone at home will have bar tools like us, so we redesigned our cocktails to be made in a blender. Hopefully we can get people as close to the experience as they would have in our restaurant without breaking the various rules."

The kit makes four cocktails and includes a 200 ml bottle of Tromba Tequila, 300 ml cocktail mix and instructions and retails for $45 including tax and delivery. They also built out frozen dumpling kits to accompany the cocktail orders such as the Shrimp Wonton Kit with dumplings, garnish and of course, instructions.

The Cactus Club has leveraged a different model, offering pickup and leveraging third party delivery partners DoorDash and UberEats to facilitate delivery. They have also introduced a Cactus Happy Hour @ Home. From open – 4:00 pm daily, they offer a happy hour menu for pick-up or delivery that features food favourites and all day drink specials.

Eataly has also leveraged third-party vendors for food delivery including alcohol. They now offer delivery of Italian wine as well as beer from Birroteca, which is their in-house brewery and bottle shop run by Indie Ale House. The wine list reflects the favourites from their restaurants, namely La Piazza, and is available on Uber Eats and Door Dash.

Regardless of the model that is used, two main considerations operators need to keep in mind while approaching alcohol delivery are safety and compliance. "Most of our liquor laws are created from a safety mind frame rather than a business or sales perspective," says Veira. "People forget when it comes to innovation, it still has to be safety-minded."

Additionally, operators need to ensure they are complying with the regulations. Veira explains: "It is in your best interest to try and be as close to the letter and intention of the rules as possible. No one is operating under the radar right now, compliance bodies do monitor social media pages and they do regular check-ins."

Veira does note that this can be a great time to further develop relationships with your vendors. "As operators are not able to supply the full list of products as on site, it's an opportunity to choose specific brands to highlight in your cocktail package. You can lean on your suppliers and ask them how they can support you in this endeavour."

The folks at Eataly agree: "It's allowed us to open up a part of our restaurant business that otherwise would not have been feasible after the closure of non-essential businesses and generate revenue through that stream. In turn, we've been able to support sales of others in our supply chain—small businesses, importing companies and producers from which we source our inventory," says a spokesperson.

While there is hope that allowing alcohol sales will have a positive impact, many say it's too early to tell. "We've only been running it for one week but it's been a very positive experience for Mahjong Bar," says Blake. "Most of the people who ordered from us are regulars, people who are missing cocktails and they are excited to have a treat. We're still in the early stages so it's hard to know what the scope and volume will be."

For Eataly, alcohol delivery has helped their sales grow and also provides customers with access to hard-to-find wines—"customers are appreciative of and curious about Italian wines that they may not otherwise be able to purchase. On the third party apps, we are seeing a good mix of people who are ordering one bottle of wine with dinner, and some people who might order a few to keep on hand."

It's important to note that while the changes in legislation are temporary measures, there is a desire from operators to see the changes be permanent and to see additional changes down the line. For example, allowing restaurants to sell consignment items. "If customers have had a meal in a restaurant and enjoyed a bottle of wine, allow for them to buy a bottle to take home," says Veira. "Or allowing customers to walk in and purchase a drink to-go like in New York or New Orleans."

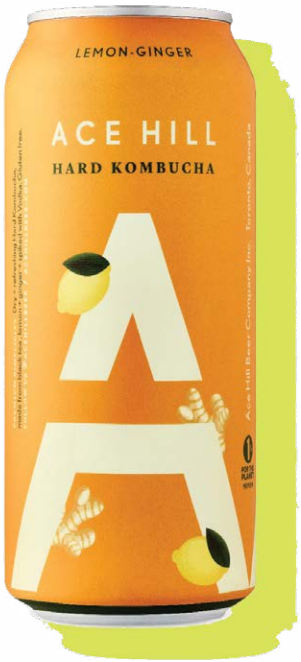
Veira hopes that new ruling may affect long term changes: "we are the ones who should be able to [work collaboratively] to help dictate some of the legislation [...] so we could all contribute to a better living legislation that would add to the culture that bars and restaurants have."

FRESH

BY AIDAN FISHER

We're heading into summer and it will be a summer unlike any other as we all work to adjust operations during the COVID-19 pandemic. RTD was already a trending category, but even more so now as operators have turned to delivery and to streamlining their offerings without compromising on quality. RTD cocktails and 'hard beverages' are where it's at!

We will emerge from this situation. Meanwhile, there are innovations and exciting products happening in the beverage space. Here are just a few of the coolest bev trends we've bumped into...



hard kombucha

Ace Hill Kombucha, Toronto

Ontario's first 'hard' kombucha. Gluten-free and based on the traditional kombucha process; fermented from black tea, lemon and ginger, and enhanced with vodka.

drinkacehill.com



Cutwater Spirits Canned Cocktails, San Diego

Cucumber Vodka Soda

This cool, fresh and effervescent twist on the classic features their award-winning vodka and soda water with a delicate hint of cucumber.

cutwaterspirits.com

Tempo Renovo Dry Gin, BC

This unique blend of botanicals provides plenty of citrus and hints of vanilla with just enough juniper. Smooth, refreshing and perfectly balanced—Tempo Renovo Gin is made for mixing or enjoying straight on the rocks. Available in British Columbia, in Alberta and through. gwdistilling.com.



Wolfhead Limestone Craft Distillery, ON

Vodka

Some sweetness at the start. Clean, smooth and rounded with a hint of almond. Bottled at 40-per-cent alcohol. Available in select Ontario LCBO stores and direct at drinkwolfhead.com.

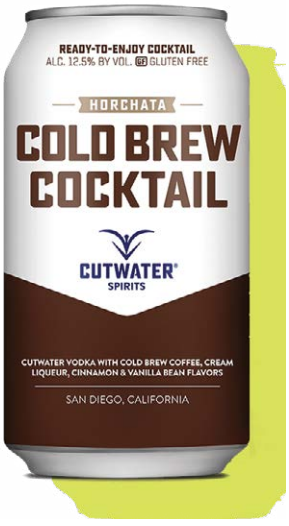


CLEAN & SMOOTH



SLIQ spirited ice

Launching with three premium spirits, including Vodka, Agave and Rum, each infused with elevated flavours and a super smooth sorbet-like texture. Learn more at jelsert.com.



hard coffee

Horchata Cold Brew Vodka

Cutwater Spirits' creamy Horchata Vodka combines with roasty medium-bodied cold brew coffee for a spirited spin on a traditional morning favourite.

cutwaterspirits.com



Greenbar Distillery Spritz, Los Angeles

Orange: Zesty and fresh, with a balance of sweet, sour and bitter orange notes.

Ginger: Bright and spicy, with a balance of ginger, lime and nutmeg notes.

Hibiscus: Lush and tangy, with a balance of floral and berry notes.

greenbardistillery.com



THANK YOU
FRONTLINE HEROES

Garland Canada stands with all our frontline heroes across our great country.
It is in times of great uncertainty that we see the very best in human spirit.

At Garland, we stand together in solidarity with essential workers throughout Canada. From the frontline healthcare staff and first responders to grocery store workers and delivery drivers; and with the thousands of Chefs, foodservice operators and our industry's workforce who continue to provide a vital service in our communities.

#TogetherWeCanOvercome

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The RISE, FALL, *&* REBIRTH

OF CANADA'S FOODSERVICE INDUSTRY



BY CHRIS ELLIOTT,
SENIOR ECONOMIST AT
RESTAURANTS CANADA

To say these are unprecedented times for the Canadian foodservice industry feels like an understatement. Just a few months ago, it was expected that the foodservice industry would grow to nearly $100 billion in total annual foodservice revenues in 2020. Our industry was thriving, with nearly 30 consecutive years of commercial foodservice sales growth (in nominal terms).

This was an industry that Canadians and tourists flocked to, ultimately making foodservice the fastest-growing major industry in terms of real economic output over the last decade. While other industries made the headlines, it was foodservice that quietly outpaced the oil and gas sector, retail trade, construction, and any other major industry you can think of.

This was an industry with more than 97,500 restaurants, caterers, and drinking places, encompassing more than 1.2 million employees.

This was an industry poised to grow for years to come.

And then, in what feels like a blink of an eye, the entire foodservice industry has been flipped upside down.

↣ CONTINUED ON PAGE 26

the FALL

ACCORDING TO RESTAURANTS CANADA'S LATEST RESTAURANT OUTLOOK SURVEY,

96% **of respondents reported lower same-store sales** in the last two weeks of March compared to the same period in 2019.

On average, same-store sales at full-service restaurants plummeted by **79%**

while quick-service restaurant sales sank an average of 62%

Just over half: 53% **of respondents said they temporarily closed.**

36% said they would remain open, but just for take-out and delivery.

Sadly, 9% of respondents said they have permanently closed.

As a result of everything that has happened, an estimated

800,000

foodservice workers are currently laid off or are not working.



Many restaurant owners have lost their life savings and their livelihoods. Even with government support for the industry and its employees, it's hard to know when all this will end and how many more restaurants will have to close their doors permanently.

The latest economic forecasts may look bleak in the short term, but there is optimism that Canada's economy will quickly rebound with the much-touted 'V-shape recovery.'

The largest decline in economic activity is expected in the second quarter of 2020, with real GDP forecast to plummet between 10 per cent and 25 per cent, depending on the forecast. By way of comparison, Canada's economy shrank by 8.7 per cent during the trough of the last recession. Yet economic activity is expected to rebound sharply over the following three quarters due to pent-up consumer demand and fiscal stimulus measures by governments.

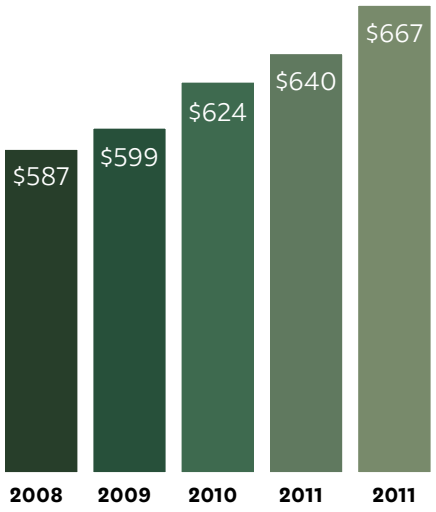
No doubt there will also be an immediate spike in the unemployment rate. TD Economics is forecasting that the unemployment rate will average nearly 12 per cent in the second quarter. Assuming health officials can contain and reduce the number of new cases quickly, the unemployment rate will rapidly fall to six per cent in the third quarter and return to pre-recession levels in early 2021.

Looking back at the 2008-09 recession, it took three years for per capita full-service restaurant sales to return to pre-recession levels. In contrast, per capita sales at quick-service restaurants continued to increase (albeit at a slower rate) in 2009 as consumers shifted spending away from full-service restaurants. How quickly foodservice sales recover this time will depend on the depth and the duration of this recession, two very big unknowns right now.

The coming months will be among the most difficult for the foodservice industry, chain and independent operator alike. The effects of COVID-19 will be felt for years to come, and the industry will change in ways we don't even know yet.

These may be unprecedented times, but the foodservice industry is resilient. This is an industry that will find its footing because foodservice operators know how to adapt and evolve. This is an industry that has come together to rally around its employees, and each other. This is an industry that will rebuild—with a new and lasting legacy for future generations of restaurant owners. M

ANNUAL PER CAPITA FOODSERVICE SALES AT RESTAURANTS IN CANADA



QUICK-SERVICE RESTAURANTS

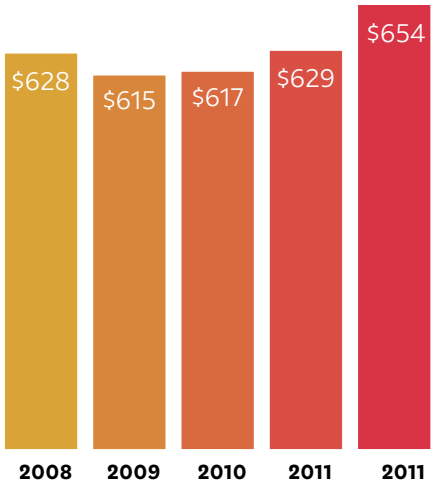
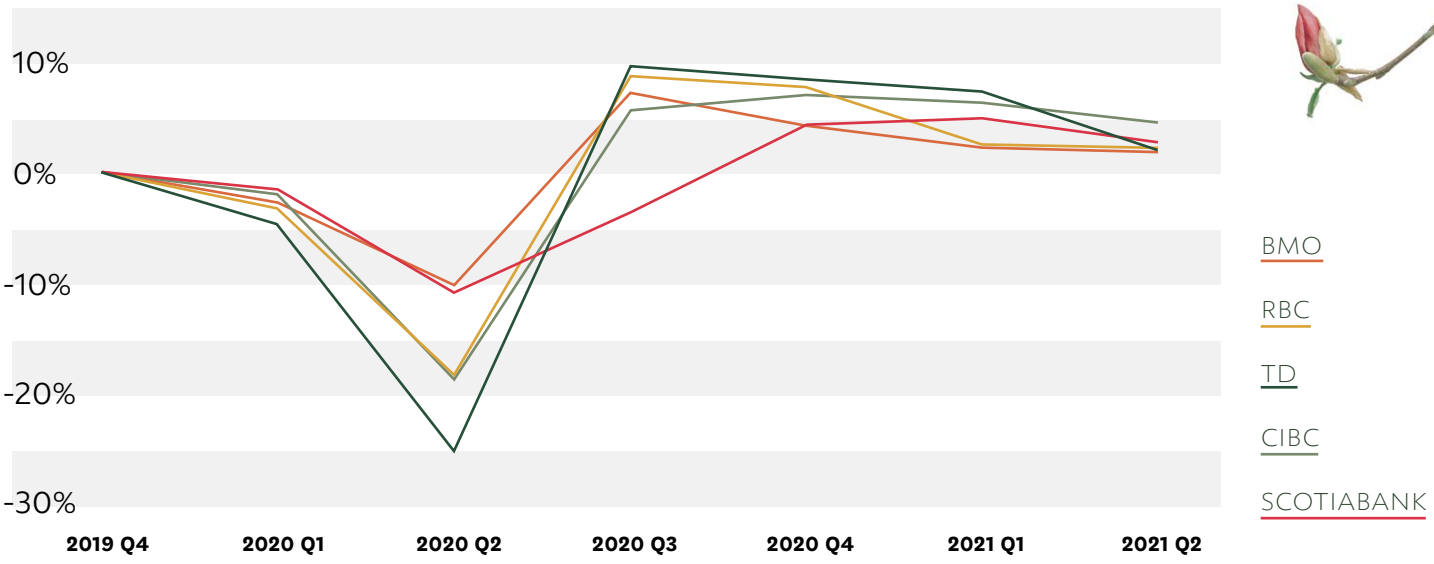


TABLE-SERVICE RESTAURANTS

"This is an industry that will find its footing because foodservice operators know how to adapt and evolve."

QUARTERLY REAL GDP GROWTH FORECAST

(QUARTER-OVER-QUARTER ANNUALIZED CHANGE)



A MESSAGE OF HOPE

FROM NOT 9 TO 5 ORGANIZATION

ALL OF US ARE LIVING THROUGH A GLOBAL HEALTH PANDEMIC LIKE WE'VE NEVER SEEN IN OUR GENERATION.

Restaurants, bars, cafés, nightlife clubs and hotels around the world have been mandated closed for an indefinite length of time. All sectors of the economy are facing unprecedented challenges. COVID-19 is not something that the hospitality, food and beverage service industry could have planned for or predicted. There was no way to accurately forecast or budget for this unprecedented situation.

In this time of anticipatory grief and transition, we have been given a rare opportunity to stop and reflect. This is a time to reimagine and grow beyond the archaic principles and systems that no longer serve us. The food and beverage industry is not held together by menus, culinary products or ingredients, it is made up by people. Human connection is more important than ever, despite our physical distancing. We prefer the term physical distancing because it is imperative that we remain socially connected. Isolation is an enemy of mental health. Just as we accept that all of us have physical health, we must acknowledge our mental health. Our minds are inside of our bodies and it's crucial that we nurture both. Even though almost all services and businesses are closed, our community is not cancelled.

There is a collective grief that we're adjusting to. No one is immune to feeling fear or pain from the loss of normalcy and the weight of the economic toll. The end is not in sight and the future of our industry is uncertain. Let's take this time to reevaluate and reimagine what our workplace environments can look and feel like when we reopen.

The COVID-19 pandemic has affected the foodservice and hospitality industry in a unique way. The stress of continuing to support the community by serving food, in addition to these uncertain economic times means that those on the frontlines in our industry are facing a difficult set of circumstances. Those who have lost employment because of the pandemic are left with an undetermined future.

As a result of the pandemic we have hundreds of thousands of workers across the country and millions around the world left feeling helpless and in a state of stress, isolation, depression and anxiety. We've compiled and curated lists of free and low-cost resources to access online and by phone to manage mental health and addiction with options for Canada and the US. We've also outlined some coping tips to offer relief, encourage calm and connection:



CHECK IN.

Check in with yourself and your community, frequently! Pay attention to your thoughts. Text, call, or video chat, whatever works. Isolation is difficult.

ACTIVE LISTENING.

Empathize, even if you don't agree. All of us want to be heard but don't necessarily want advice.

LEVERAGE TECHNOLOGY.

Use apps or software to connect with your community and explore online mental health and addiction resources. Try online therapy.

SPEND TIME IN NATURE.

Get outside for fresh air.

MOVE YOUR BODY.

Physical exercise, gentle or rigorous is vital. Whatever works, just move.

EAT WELL.

Be mindful of what you eat. Use food to boost your immune system. Avoid eating different shades of brown or beige.

LIMIT YOUR SOCIAL MEDIA AND NEWS INTAKE.

Set limited time to avoid endless scrolling. Get news from credible sources and curate your feeds.

MAKE A NEW ROUTINE.

Try to schedule your time to include what's important to you. Create predictability in your day.

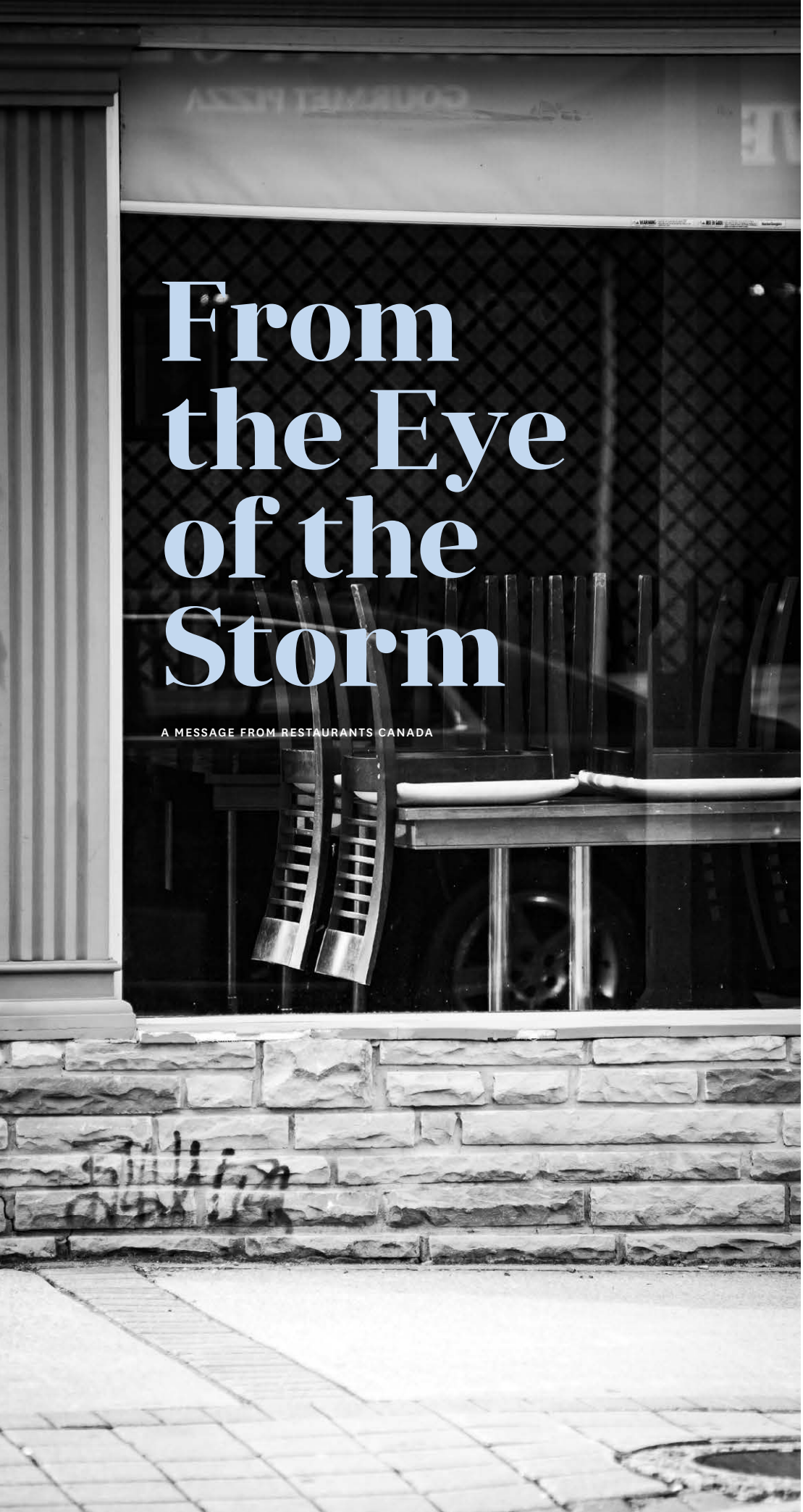
FOR ASSISTANCE & ANSWERS NOW

Our curated directory of free online mental health resources is HERE: **not9to5.org/resources**

Review government links often to learn what is available to support you in this difficult time HERE: **canada.ca/en/department-finance/economic-response-plan.html**

If you're an owner of a small business, check in regularly with the Canadian Federation of Independent Business (CFIB) to learn about relief measures for your business here: **cfib-fcei.ca/en/small-business-resources-dealing-covid-19**

We need to show up for ourselves and each other. We are presented with a crisis that we will only overcome if we unite and share messages of hope. All of us must turn toward the suffering to serve and help those around in whatever way we can, as we always have. This is what we have been trained for, we know how to do this. Our industry always shows up to serve and give to others, this is our time to do it for ourselves and our own.



From the Eye of the Storm

A MESSAGE FROM RESTAURANTS CANADA

It was just over a month and a half ago that Restaurants Canada was coming off a high from one of the best RC Shows in our history. The foodservice industry was abuzz with energized participants venturing back to their communities across Canada, eager to try new ideas and ready to tackle this year's business head on!

And then, it happened. COVID-19 has devastated our industry. Operators of every business, small and large, have been going through a rollercoaster of emotions; from the distress of financial uncertainty to the heartbreaking layoffs of their team to inevitable closures for others.

The Restaurants Canada team, with the support of our board of directors, got to work right away to bring the voice of the foodservice industry to both the federal and provincial government levels.

You are well represented by accomplished operators and independent owners like so many of you, as well as large chain executives who recognize firsthand, the challenges faced by our industry.

It is with their valuable input and insight, and your feedback that we were able to share the devastating impacts that COVID-19 is having on the foodservice industry and the need for immediate relief to protect our industry, the wellbeing of its workforce and the spirit of our communities. While we have made significant progress and governments across the country have announced measures to support businesses and Canadian, we remain focused on efforts to support you throughout the phases of this crisis including those focused on to help you with cash flow, rising debt levels and assistance with labour costs.

As our favourite neighbourhood restaurants close their doors, I believe our entire country has come to realize just how truly integral restaurants are our lives, our hearts, and our communities.

Restaurants are a central hub for human interaction. You only need to take a peek at social media to see how much people miss sharing a meal at a local spot with friends and family. We feel even more emotionally separated without our restaurants.

Canadians don't only depend on restaurants as a gathering place but as a source of income. So many other industries are interlinked: real estate, construction, food distribution, countless equipment suppliers, hydro and electricity. "Farm-to-table" foodservice is essential to so many across the country. Everyone all the way up to the food supply chain is being impacted and are facing challenges stemming from restaurants closures.

We have been in discussion with those representing different parts of the supply chain on how we can work together to get us all back on our feet as soon as possible. It won't be easy but we need to work together to ensure a return to the new normal as fast as possible. We're working with recovery plans so supply chain is ready when we get the greenlight.

Amidst the crisis, stories of goodwill are a beacon of hope, highlighting just how much restaurants contribute to their communities. Through a coalition of suppliers, partners, and agencies we helped support the launch of #TakeoutDay on April 15th. #TakeoutDay's objective was to promote delivery and takeout and drive awareness of local restaurants. Canadians, gathered around their screens to listen to legendary Canadian musicians pouring out their emotions to the virtual audience on the other end.

I also want to take the opportunity to applaud all of the restaurants, operators, and chefs who have made incredible donations to food banks and food insecurity organizations. Jean-François Archambault, founder of La Tablée des Chefs, recently developed Les Cuisines Soidaires in Quebec. With the help of chefs and foodservice employees, they are providing nearly one million meals to those in need using the closed kitchens of hotels. We've also seen many operators and chefs who have taken it upon themselves to provide complimentary meals to the frontline workers keeping us all safe. Thank you to everyone who is contributing to this great cause.

These stories demonstrate the resilience that is in the DNA of foodservice operators. The foodservice industry is a vast, but tight-knit community. The people who own and manage restaurants are passionate entrepreneurs who will not let this industry crumble. However, we cannot do this alone. We need the government to provide relief to protect these business owners' investments that they might all lose in a single sweep.

While we remain focused on supporting you right now, we keep an eye on what's ahead, hopefully not in too distant a future and how we can seize the opportunities that will arise.

Remain strong. Keep faith. We will move forward. We are stronger together and we will get through this, emerging on the other side, better than ever before. M

Restaurants are a central hub for human interaction. You only need to take a peek at social media to see how much people miss sharing a meal at a local spot with friends and family. We feel even more emotionally separated without our restaurants.



Shanna Munro, Restaurants Canda
President & CEO

HOW LES CUISINES SOLIDAIRES IS TURNING OVENS BACK ON DURING THE PANDEMIC

BY BRIA WEAVER





When the COVID-19 shutdown mandate hit Quebec restaurants, Jean-François Archambault, General Director and founder of La Tablée des Chefs, started to receive calls from chefs and operators hoping to donate their remaining ingredients to the organization. As the shutdown progressed community shelters were struggling. Many of their volunteers went into isolation, leaving them with a growing, vulnerable population without food or the ability to access food.

To combat these mounting issues, Archambault worked quickly to find a solution and in less than a week launched Les Cuisines Solidaires. Les Cuisines Solidaires is a project made up of a web of generous partners who have come together to turn the ovens back on at restaurant kitchens across the province and supply food banks with ready-to-go meals.

Restaurants and Les Cuisines Solidaires work together to determine a feasible timeline for meal delivery. Depending on the kitchen's capacity, culinary teams may cook up to 80,000 dishes for each delivery. Restaurants are compensated $1 for each meal they make and chefs are able to leverage ingredients donated from agriculture associations, brands and Les Cuisines Solidaires biggest distributor partner, Gordon Foodservice (GFS).

From the kitchen, the meals will be transported to local, community food banks across Quebec, where volunteers are stepping up to help deliver the food, a task that allows them to support and provides them with the safety of social distancing.

The first round of dishes includes shepherd's pie and vegetarian chili and are scheduled to be created and distributed the week of April 24th. This process will happen weekly, ensuring that the over 300 shelters and food banks receiving the food will not be left bare. As the COVID-19 pandemic affects more and more people's livelihood the demand from food banks and shelters is anticipated to grow.

At the moment, 70 establishments have signed up across Quebec, over 100 chefs and cooks are taking part and 500+ tons of food have been offered up by. With this amazing support Les Cuisines Solidaires is expected to make 1.6 million meals over the next few months. With talks currently underway with the federal government, we can anticipate to see that number grow as Archambault and his team discuss funding to scale this program across Canada.

Archambault has seen this project rapidly change and communicated that "this project will see evolution" as we adapt to our new reality. He is thinking ahead and continuing this project, born out of the pandemic, into the future and setting up a system to be in place in case we face another pandemic in the future.

Archambault was in touch with Jose Andres of the World Central Kitchen who is running a similar initiative in the US. They shared notes and Archambault said "that our nations were divided by masks last week, but now we are united in the kitchen."

If you are a chef, restauranteur or supplier who is interested in getting involved, visit La Tablée des Chefs, Les Cuisines Solidaires website: tableedeschefs.org/en/programs/solidarity-kitchens.

Archambault is grateful for all the supporters who have come on board. To see all of Les Cuisines Solidaires partners, please visit latableedeschefs.org.



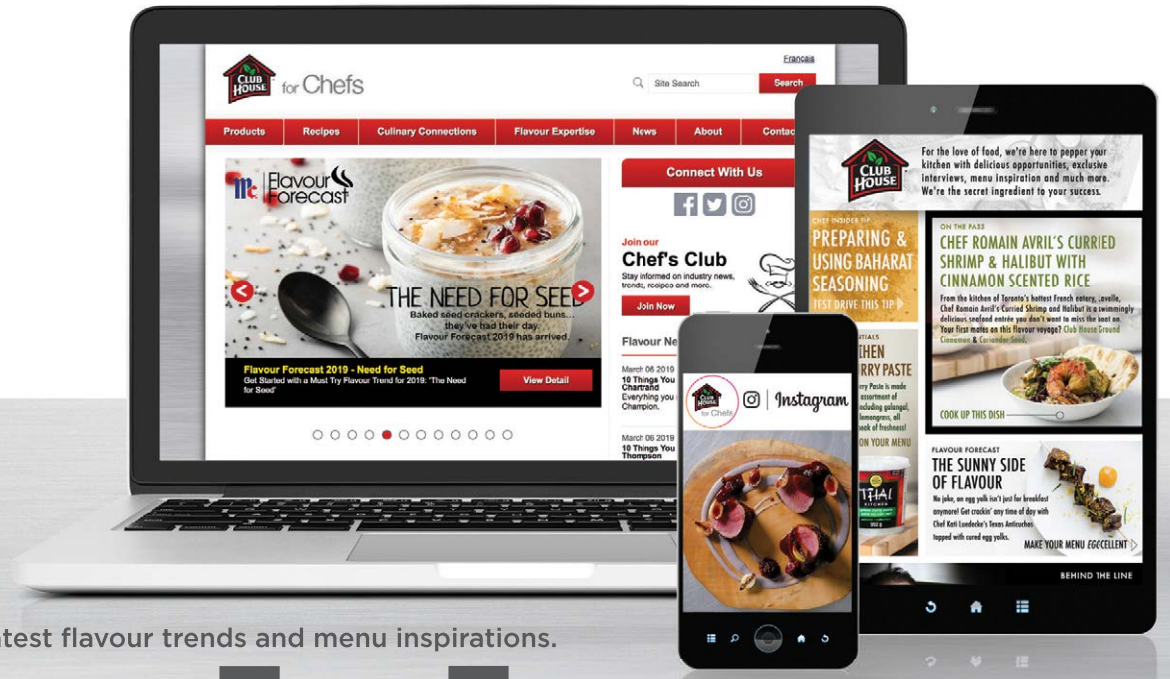
Jean-François Archambault, General Director and founder of La Tablée des Chefs,





ClubHouseforChefs.ca

WHERE FLAVOUR HAPPENS



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For the latest flavour trends and menu inspirations.

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— SHARE, ENGAGE & BE INSPIRED —

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Saving energy adds to both your sustainability efforts and your bottom line

Commercial kitchens use 2.5 times more energy than other commercial spaces (ENERGY STAR). However, according to Candice Tricky, of IESO, energy is our single largest controllable cost. To help the foodservice sector understand why saving energy is so imperative to not just the environment, but also your bottom line, Restaurants Canada partnered with Save on Energy and ENERGY STAR to launch the Foodservice Energy Challenge.

Three operators from across Ontario: York University, Jack Astor's, and Manitoulin Hotel & Conference Centre, participated in the year-long challenge to reduce energy and save money. The goal of the Challenge was to help participants to adopt changes that could add up to big savings. Participants learned to navigate incentives and rebates while upgrading to new, high-efficiency equipment with help from partners like Enbridge, LEAF, Russell Hendrix, NewSpring Energy, and SilverChef.

At the end of the year, all results were concluded in the Foodservice Energy Challenge Case Study. In addition to the tangible results, participants provided their top tips and insights from the challenge—all in the case study as well. In addition, these findings were presented at the Save On Energy Foodservice Forum during RC Show 2020.

Here are some of the top takeaways from the Challenge, case study and forum. To read the full case study, head over to restaurantscanada.org/energychallenge.

1 SAVING ENERGY MEANS SAVING MONEY

With 5 per cent profit margin, says Stephen Dixon, president of Knowenergy, saving one KWh of energy is the equivalent of serving an extra $20,000 worth of meals. Vicki Gagnon, business advisor, public sector, IESO, urged attendees to take advantage of the many programs for retrofits, small business lighting and energy management, as well as the training and support the IESO offers. Visit IESO.ca for more details.

2 ESTABLISH A BASELINE

Each Foodservice Energy Challenge Champion received an energy audit which combed through consumption data to make recommendations for energy conservation measures. The Champions all agreed the audit clarified things in terms of usage, behaviour and priorities. If a full audit isn't in your budget, try enbridgebusiness.myenergyxpert.com for an online alternative.

3 YOU DON'T HAVE TO TACKLE EVERYTHING AT ONCE

A planned future renovation at York University's Stong dining hall meant selecting only long-lasting measures like Demand Control Kitchen Ventilation, a Rational oven and new LED bulbs.

4 START SMALL

Some of the top tips for low- or no-cost energy savings tactics aren't major repairs or installments. Consider installing and repairing weather stripping, regularly cleaning the coils on all refrigeration units and shutting it off (TVs, lights, etc.) when not in use. Visit knowenergy.com for additional info.

5 CHANGES CAN HAVE UNEXPECTED BENEFITS

Corey Stacinski, general manager, Manitoulin Hotel & Conference Centre, replaced all lightbulbs with LEDs. Not only do they use less power, but they are also so much brighter he can shut off an entire bank of lights when dimness is needed, saving even more. Plus, there are noticeably fewer slips, trips and falls in the brighter kitchen.

↣ CONTINUED ON PAGE 37

HIGH LINER
CULINARY

WRAP UP HAPPINESS



IT'S TIME TO CELEBRATE SEAFOOD

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SEAFOOD IS BETTER™

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> "AS AN INDUSTRY, WE NEED TO BE PART OF THE CONVERSATION. LEARN AND PLAN NOW. PEOPLE KNOW A LOT AND CAN HELP. THE COST OF DOING NOTHING IS VERY EXPENSIVE."

6 GET STAFF INVOLVED

Chef Yaroslav Strohyj, Aramark (operator, York University), said his staff used the new warning system like a game, challenging each other to turn lights off and close doors. He also emphasized the importance of example. "You have to model the behaviour you want to see."

7 TALK TO YOUR MUNICIPALITY

The City of Toronto has several rebate and support programs, including low interest loans for energy retrofit projects, help navigating measures to reduce greenhouse gas emissions and no cost consultations for renewable energy initiatives. Head over to toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/ for more details.

8 ENERGY EFFICIENCY PROGRAMS WORK

The DCKV program offered by Enbridge has saved the average restaurant $12,000 on gas bills. Chris Chetley, Advisor, program design, Enbridge Gas, also shared a new Distributor Discount program, in which rebates for specific ENERGY STAR equipment can be delivered by the retailer/distributor. No paperwork, no waiting: enbridgesmartsavings.com/business-energy-management/food-services.

9 HELP IS AVAILABLE

Laura Hawkings, board president, LEAF (Leadership in Environmentally Accountable Foodservice), introduced their new online Sustainable Foodservice Program (SFP) which will give individuals the chance to learn future-proof sustainability principles and practices. This multi-level certification will spread awareness and action through the sector.

10 IT'S BEST TO START NOW

For both the planet and the bottom line, it's best to start as soon as possible. Stacinski says, "As an industry, we need to be part of the conversation. Learn and plan now. People know a lot and can help. The cost of doing nothing is very expensive." M



Food waste

ADVERTORIAL

SAY NO TO WASTE! YES TO GREAT IDEAS!

According to a recent study, restaurateurs and food service operators account for 13% of the food waste in Canada, which presents a real challenge for the industry.

Did you know that waste reduction is not just an ecological issue, it can also be a source of profit? In fact, companies that minimize waste can improve their margins by 3.3%.

In addition to being cost effective, improved kitchen practices can attract customers that are concerned with the planet's future. It can also strengthen team spirit among staff, which is a plus when it comes to employee retention.

How to do it

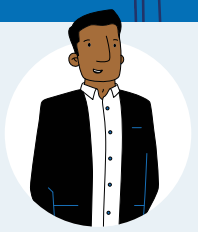
To successfully implement your initiative, start by getting your team on board. Staff members are in a good position to see exactly where the waste is being generated and often come up with great ideas to address the situation.

The next step is to evaluate the scope and source of the waste, so your waste reduction strategy effectively tackles the problem. For instance, think about using animal and vegetable ingredients in their entirety, even offal and stems. Try using leftovers, revising your menu and reviewing your plating/portioning practices, even the way you manage your food inventory.

Ideas to mull over

There are lots of ways to carry on the fight against food waste. Choosing frozen products in individual portions helps. By limiting the number of different ingredients in recipes, you'll have fewer items in stock and improved turnover. You can even use the same ingredient from one meal to the next to improve inventory management. A strategic supplier like Olymel Food Service can help you find solutions to avoid waste and increase your profitability.

Learn about tips and products that can help reduce food waste on olymelfoodservice.com.



Every day in Canada we waste

- 470,000 heads of lettuce
- 2,400,000 potatoes
- 1,200,000 tomatoes
- 750,000 slices of bread
- 1,225,000 apples
- 450,000 eggs
- 555,000 bananas
- 1,000,000 cups of milk



In Canada, **60%** of food is wasted.

Companies that waste less INCREASE THEIR MARGINS BY **3.3%**

1 TONNE
LESS FOOD WASTE



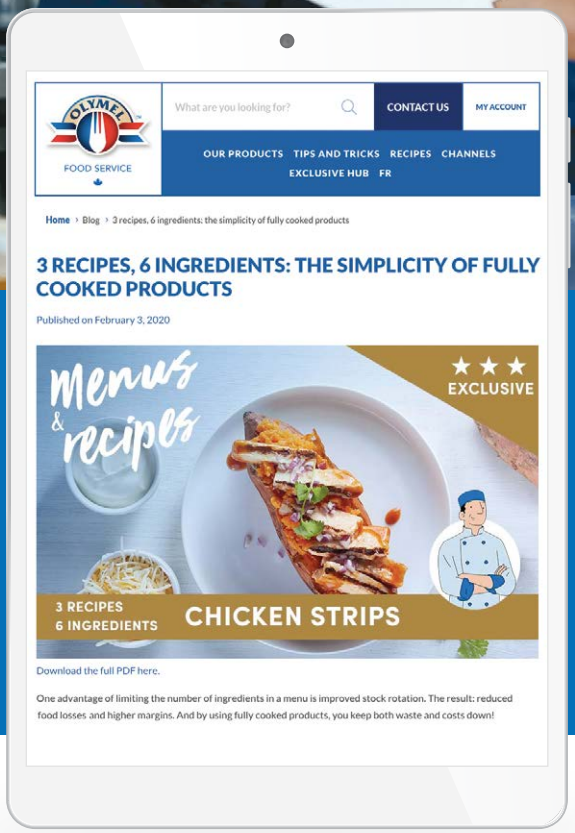
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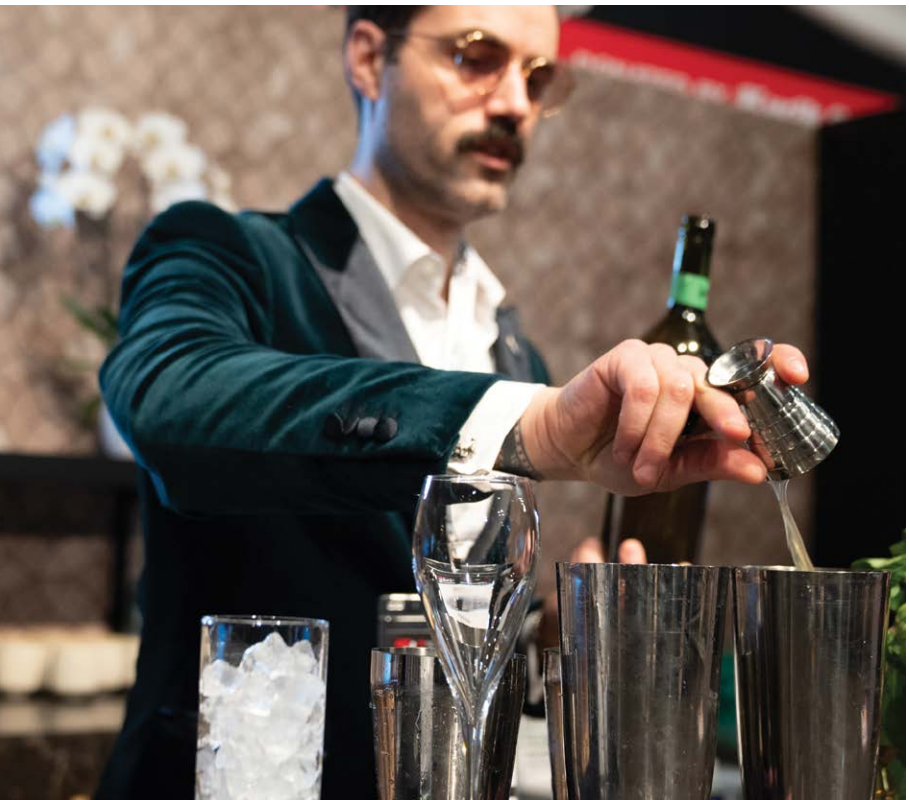
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POP UP RESTO & BAR







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• THE HOSPITALITY EVENT OF THE YEAR •



DIVERSIFY AND THRIVE

RC SHOW 2020 WRAP-UP

RC Show

Restaurants Canada
The voice of foodservice | La voix des services alimentaires

• THE HOSPITALITY EVENT OF THE YEAR •

Looking back on the success of RC Show 2020, we can reflect on the incredible impact it has on the Canadian foodservice and hospitality industry. Showcasing eight curated pavilions, a dynamic show floor, and an incredible schedule of panels, competitions, and workshops that featured our industry's key leaders, this year's 75th anniversary edition saw record-breaking attendance.

The theme this year was 'Diversify and Thrive' and throughout our numerous stages as well as the RC Leadership Conference and Breakfast With Champions events, this theme proved pivotal as our experts provided insights into the future and actionable advice for attendees.

Our immersive Pop Up Resto & Bar allowed guests to walk through an interactive space, taking in educational sessions on exploring profit avenues (from ghost kitchens to retail) as well as options for diversifying your menu with unique and interesting offerings. Guests were able to see (and taste) firsthand how Canada's top bars and chefs incorporate bold flavours to build innovative menus.

Our stages hosted three CEO panels, joining together our industry's largest players from the liquor, wine, beer and restaurant areas. From presentations on Canada's changing demographics and the economics of delivery to a lively exploration of the future opportunities with cannabis in foodservice, the RC Show addressed some of the most pressing issues.

Each topic and speaker were chosen to bring the top influencers and innovators, have all found success in diversifying their business operations and menus in order in order to thrive in today's world.

Experience product innovation, networking and expert advice on hot topics during RC Hospitality Week every year as Restaurants Canada brings together the industry for Canada's largest food and beverage event.

Save the Date:
RC Show 2021,
February 28-March 2,
Enercare Centre in Toronto.



SPEAKER'S STAGE



GARLAND DISCOVERED CULINARY COMPETITION





COFFEE, TEA & SWEETS



CULINARY STAGE







LATTE ART COMPETITION

WORLD PAVILION





GARLAND DISCOVERED CULINARY COMP

Chef Philman







COMPETITION WINNERS

RC SHOW COMPETITIONS

Garland Discovered Culinary Competition - Darren Rogers (1st), Gabriell Cruz (2nd)

Beyond the Rail - Monique Godinho (1st), Billy Killin (2nd), Elizabeth Kalles (3rd)

Coffee in Good Spirits - Nelson Phu (1st), Stacey Lynden (2nd), Michelle Ocfemia (3rd)

National Latte Art - Nelson Phu (1st), Venice Vallega (2nd), Anskar Sin (3rd)

Oyster Shucking - Chris Manocchio (1st)

Sommelier Service - Bill Mochoruk (1st), Matt Landry & Connor Gallagher (tied for 2nd)

RC SHOW 2020 AWARD WINNERS

RC Innovation Award - Pizza Forno by TFI Food Equipment

RC Leadership Award - Chef Keith Hoare

RC Culinary Award - Chef Bill Alexander

Best Booth Experience - Dairy Farmers of Ontario

Best First Year Booth - Peru

Best Small Booth - American Express

Best Large Booth - Pregel

SILVERCHEF HOSPITALITY AWARD WINNERS

Communitarian Award - Radical Gardens

Entrepreneur of the Year - Ozzy Burgers

Momentum Award - Somun Superstar

Hospitality Business of the Year - Radical Gardens

LEAF AWARD WINNERS

Greenest Cafe - Balzac's Coffee Roasters

Greenest Resto - Maison Boire

Greenest Resto over 10,000 square feet - Diversity Food Services

Eco Innovator Award - The Gladstone Hotel



PERU

by Hilary Thomson

Over the past few years, Peruvian ingredients and flavours have been gaining popularity within Canada's food scene. To celebrate this burst onto the Canadian culinary scene, Peru was a featured country at the RC Show 2020.

Chefs and restaurateurs from across Canada are turning to the diversity of Peruvian products to inspire their creativity and provide consumers with new and exciting culinary options. In an ever-changing foodservice industry, Canadian restaurateurs are leveraging the incredible variety of Peruvian ingredients to differentiate themselves and tap into new consumer habits and tastes.

This gastronomic movement was highlighted throughout the RC Show floor, at the Opening Night Reception and most of all at the RC Show's Pop Up Resto & Bar. Chefs demonstrated how seamlessly Peruvian products can be integrated into a number of dishes and menus.

We spoke to four owner/operators that are taking advantage of Peru's incredible offerings to diversify their menus, and thrive in the years ahead:

↣ CONTINUED ON PAGE 46



With two locations in Vancouver, Ancora is the city's top restaurant for upscale Peruvian fare. Executive Chef Ricardo Valverde grew up in Peru and always dreamed of introducing his native cuisine to the foodies of Vancouver. He says that he started gradually including more Peruvian-inspired dishes on the menu at Ancora until it became known as a destination for fresh seafood with a Peruvian flare in Vancouver.

Chef Valverde has created a menu that revolves around traditional Peruvian dishes but kicks it up a notch. Chef Valverde says he is lucky to live on the west coast of Canada because, just like in Peru, they have access to the Pacific Ocean. His location means he can marry Vancouver's fresh fish with traditional Peruvian ingredients and flavours to create elevated and truly unique dishes that you can't find anywhere else in the city.

Ancora has been named one of the top 100 restaurants in Canada and is constantly recognized as being one of the best restaurants in Vancouver. "It has created a buzz in the city," he says. "They have embraced it big time."

ANCORA

VANCOUVER, BC



TIRADITO

MONTREAL, QC



Located in downtown Montreal, Tiradito is one of the country's best fine dining restaurants that showcases Peruvian cuisine. Having worked in some of Peru's most revered restaurants, Chef Marcel Larrea was passionate about bringing Peruvian food to Montreal and showing Canada what Peru has to offer. Focusing on Nikkei cuisine, which uses both Peruvian and Japanese cooking techniques, Chef Larrea takes traditional dishes and serves them with a modern, upscale twist.

"I wanted to find a way to show our food but in a format that I know people will enjoy," he says. He has also found a way to marry both Canadian and Peruvian ingredients in a truly unique way. Canadian maple syrup, pork, and mushrooms are all ingredients that he loves to use alongside important Peruvian ingredients like aji amarillo (yellow chili pepper) and aji panca (red pepper). "The more I worked with the products from here, the more I discovered I was able to create beautiful dishes that are Peruvian at their core but are also representative of regional cuisine," he says.

As dining trends change, Chef Larrea has used his take on Peruvian cuisine to adapt. This includes offering an increase of plant-based alternatives alongside more traditional Peruvian seafood and meat dishes. Guests can find a "mushroom ceviche" on the menu that leverages local mushrooms along with Peruvian acids and spices. Tiradito also serves up a variety of cocktails, often featuring Peruvian pisco to attract the younger crowd looking for a unique drinking experience. "I am very proud of my Peruvian heritage and it is an honour to share a bit of my culture with Montrealers," he says. "Canada, like Peru, is a multicultural country that has a rich history of immigration and openness towards diversity, particularly in gastronomy."



CHOTTO MATTE

TORONTO, ON

Located in Toronto's bustling financial district, Chotto Matte is Toronto's only upscale Nikkei restaurant. Chotto Matte is an international chain first opened in London, England in 2009 by restaurateur Kurt Zdesar. Zdesar says he was first drawn to Peruvian cuisine when he went to a Nikkei restaurant in Shanghai in the early 2000s. "It was such a unique and new experience," he says, highlighting the flavours and excitement of Nikkei cuisine. "I couldn't get it out of my mind."

Zdesar says what is truly special about Nikkei cuisine is the variety of flavours. "The mouth gets bored very quickly," he says. "[Nikkei] has spicy, sour, bitter and sweet all happening at the same time." Zdesar says he designed the menu to have something for everyone, no matter their preference or dietary restriction. "Thirty per cent of our customers are vegetarian," he says.

At Chotto Matte they make sure to get all the ingredients that are important to achieving authentic Peruvian flavours from Peru while also remaining as sustainable as possible by using local ingredients. "We ensure that we use authentic spices, sauces and marinades, then leverage high-quality Canadian meat to get the best of both worlds," Zdesar says.

Zdesar has found that the people of Toronto have embraced Chotto Matte and the dining experience it offers. They open at noon, attracting the business lunch crowd, and stay open late enough to see the pre-clubbing crowds of Toronto's night scene. The sharing plate style of the restaurant, as well as their large open kitchen, creates an experience for their customers that is unlike anything else available in Toronto. "It's a cuisine that is only going to become more popular," he says.



PETIT PERU

GATINEAU, QC

Chef Jorge Bahamonde's restaurant, Petit Peru, located in Gatineau, QC, is one of the few places in the Ottawa area where you can get authentic Peruvian cuisine. With both a sit-down restaurant and a take-out location, Chef Bahamonde's goal is to introduce as many people to the products and flavours of Peru as possible.

For Chef Bahamonde simplicity is key. Petit Peru showcases authentic family-style dishes like lomo saltado, causa and ceviche. To truly showcase all the dishes that they offer at Petit Peru, Chef Bahamonde puts together an all-you-can-eat menu every two months where patrons can taste up to ten different dishes in one sitting. "It's just a matter of showing people," he says. "As soon as they try it, I know they will be hooked."

Petit Peru has a varied clientele with many regulars who come to the restaurant a few times a week. Chef Bahamonde says he believes his success is based on the variety that Peruvian cuisine offers to people looking for a unique dining experience. "It's a mixture of cultures," he says. "When you have that much variety that is what makes it great."



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CANADIAN CHEESES & BOLD BEVERAGES

NEW TAKES ON CLASSIC PAIRINGS

From Dairy Farmers of Canada



Move over, wine. Chefs are experimenting with new ways to attract customers by pairing cheese with a variety of other beverages. At the 2020 RC Show in Toronto, David Beaudoin, chef and owner of Squeaky Cheese, presented his picks for matching Canadian cheeses with sake, coffee and beer.

Terry D'Agostino, manager of stakeholder engagement at Dairy Farmers of Canada, says the pairings are a natural choice because most restaurants already have the ingredients and it's simply about coming up with new ways to use them. "It's something that can bring your restaurant to another level," she says. "The pairings we created are simple, flavourful and unique."



Sake

For these pairings, Beaudoin worked with Michael Tremblay, sake sommelier at Ki Modern Japanese + Bar to match four Canadian cheeses with sakes. "Creamy, sweet, savoury, umami and so much more...," Beaudoin says of the pairings.

Chef's picks:

1. Bel Haven Triple Cream Brie from Quality Cheese, Ontario, with Nanbu Bijin Shinpaku Junmai Daiginjo from Iwate Prefecture
2. Grand Trunk from Stonetown Artisan Cheese, Ontario, with "Izumi" Arabashiri Muroka Junmai from Ontario Spring Water Sake Co.
3. Cheddar Perron 4 years from Fromagerie Perron, Québec, with Yuho "Rhythm of the Centuries" Yamahai Junmai from Ishikawa Prefecture
4. Bleu Bénédictin from Fromagerie Abbaye de Saint-Benoît-du-Lac, Québec, with Hanahato Kijoushu from Hiroshima Prefecture

Coffeee



To create these pairings, Beaudoin worked with Sevan Istanboulian, general manager at Café Mystique Coffee. Beaudoin highlighted the natural combination of cheese's creaminess paired with coffee brewed in different ways, bringing to mind Italian affogato and flavours like vanilla and caramel. "The idea is to create a sweet, smoky, caramel, creamy coffee experience," he says.

Chef's picks:

1. Bel Haven Triple Cream Brie from Quality Cheese, Ontario, with cold-brew coffee, vanilla flavour shot and hazelnut
2. Cold Smoked Gouda from Bothwell Cheese, Manitoba, with hot drip coffee and salty caramel flavour shot
3. Cheddar Perron 3 ans Biologique from Fromagerie Perron, Québec, with café allongé and jeweled dates
4. Mascarpone from Quality Cheese, Ontario, with espresso and dark chocolate

Beer

For the final pairing, Beaudoin teamed up with Kaitlin Vandenbosch, brewmaster at Mill Street, selecting all four beers from the Toronto brewery. Beaudoin's pairings elevate the traditional pub flavours, bringing out the tastes of saltiness and nutty flavours in the beers. "The strength of both the cheese and the beer are coming together in harmony," Beaudoin says.

Chef's picks:

1. Le Bocké from Fromagerie Champêtre, Québec, with 100th Meridian Organic Amber Lager and jalapeno pistachios
2. Albert's Leap Belle Marie Double Cream Brie from Quality Cheese, Ontario, with White Space Wheat and carrot marmalade
3. Mascarpone from Quality Cheese, Ontario, with Hopped & Confused Session Ale and red pepper jelly
4. Bleu Fumé from Fromagerie Abbaye de Saint-Benoît-du-Lac, Québec, with Vanilla Porter and white and dark chocolate



When creating new taste pairings, D'Agostino encourages chefs and vendors to shop Canadian by looking for cheeses with the DFC's blue-cow label. "The foodservice industry are the trendsetters," she says. "Using our cheese can speak to the locality of Canadian producers, which increases awareness and informs consumers."

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KNIVES OUT

By Chris Szego

At RC Show 2020, Canada Beef and Victorinox Swiss Army Knives collaborated to provide insights and advice to attendees on how to choose the best knife for your beef cuts, best practices for reducing waste, and ensuring food safety.

To pass these learnings onto you, MENU Mag spoke with Duane Ellard, executive director, Channel Marketing for Canada Beef, and Chef John Higgins, director of hospitality and culinary enterprises at George Brown College's Centre for Hospitality & Culinary Arts, about Canadian beef, Victorinox Swiss Army Knives, and how to protect your bottom line.

Favourite Cuts of Canadian Beef

Ellard: Currently I'm exploring those dishes that suit our climate, and enjoy cuts that want long cooking: cuts from the chuck to brisket. The oven has been on more than the barbeque lately.

Chef Higgins: Beef cheeks. They're tasty, fibrous, easy to cook and inexpensive. A secondary cut. They're not delicate: use a boning knife and you can cook, braise or barbeque them. They're very versatile.

Knife Safety Tips

Ellard: First, a sharp knife. A sharp knife cuts fluidly; accidents happen when you force things. Next, an uncluttered work area. Third, cleanliness: keep the cutting area dry. And finally, be aware of your surroundings. Kitchens are busy; you never know when someone's behind you.

Chef Higgins: Wash your hands and sanitize your area. Use coloured knives and cutting boards and keep them separate. Butcher piece by piece, don't rush. Wash knife handles and your cutting hand often; cold will lower the responsiveness of your hands. Most of all, use the right knives, and make sure they're sharp. Sharp knives mean less chance of messing up: less pressure means less chance for accidents.

Reducing Waste

Ellard: Today's chefs are apt at dealing with trimmings and offcuts, at utilizing the entire product for sustainability and profit generation. Fat trimmings rendered properly can be clarified for baking. Meat trimmings can be turned into quick grill or stir fry options. Little odds and ends can go into pizzas, nachos, soups and stews.

Chef Higgins: Chefs need to know the right cuts of meat. What are the characteristics of the animal and the method of cooking?





Buy only what you need, and do some yield testing. Most of all, know that your customers will eat it. Menu planning is the first step.

Sustainability

Ellard: Canadian beef farmers and ranchers are consummate stewards, trusted to grow safe food. Multi-generational farmers research and commit to sustainable agricultural practices, and improve on them constantly. They take their responsibility seriously.

Chef Higgins: Nowadays, we're working from a sustainable blueprint. We teach students to eat secondary cuts, by teaching the technical skills to use them. We use a lot more of the animal now. Being able to use different parts is both economical and interesting and will keep your business alive and sustainable.

KNIVES AND CUTS, THOUGHTS FROM CHEF JOHN HIGGINS

Value cuts include chuck (blade and cross rib), hip cuts (inside round, outside flat, sirloin tip, eye of round), ground beef, and Chef Higgin's favourite: beef cheeks. Use a white 10" Fibrox Pro straight blade Chef Knife or an 8" Fibrox Pro Breaking Knife to portion the large muscle into smaller roasts and steaks, and to cleanly trim off the connective tissue.

Tender cuts are the more traditional (and pricey) options, like tenderloin, prime rib, striploin, sirloin and T-bone. Use the 6" Fibrox Pro semi-stiff Boning Knife to remove connective tissue and trim steaks into set weights, and the 10" or 8" Fibrox Pro knives to break the full muscle into smaller steaks and roasts, or create stew beef and stir-fry options.



OPTING FOR LOW COST MENUS WITH CHICKEN

By Eva Fisher

Did you know that the most popular meat in Canada is also the most price stable and sustainable? As we work through these challenging times, keeping food costs as lean as possible will become increasingly important. Consider chicken's popularity is amid a sustained upswing in Canada. "We're seeing strong levels of growth," explains Lisa Bishop-Spencer, director of brand and communications with Chicken Farmers of Canada. "People consumed 13 kilos of chicken per person per year in 1978, now we're at 34.6 kilos per person per year."

SUSTAINABILITY

Chicken isn't just a white meat anymore, it's also a green meat. According to Bishop-Spencer, the carbon footprint of Canadian chicken per kilogram is lower than other livestock commodities produced in North America.

Bishop-Spencer notes that this is the result of years of work by Canadian chicken farmers. "Over the last 40 years we have lowered our carbon footprint by 37 per cent. We've lowered our water consumption by 45 per cent. We are now at point where 63 per cent of the energy that is used to raise chickens comes from renewable sources."

WHY RAISED BY A CANADIAN FARMER?

Eating locally is much more than a trend, it's a matter of trust for Canadian consumers. According to The Canadian Centre for Food Integrity's *2019 Public Trust Research Report,* 96 per cent of Canadians agreed that they trusted food produced in Canada more than they trusted food produced outside of Canada. Farmers were considered the most credible source of information on food: more trusted than academics, restaurants or government.

Chicken Farmers of Canada developed the Raised by a Canadian Farmer program to increase transparency around the origin of chicken, and it has since become synonymous with Canadian chicken farmers' impressive track record of animal care, food safety and sustainability.

According to Bishop-Spencer, the brand has seen strong growth. "We have in four years gone from a 0 per cent awareness to a 42 per cent awareness of our brand, which is very rare."

So how can restaurants and retailers leverage this brand? Once you're signed on you will have access to marketing materials, including tent cards and placemats. You can also use the logo on your website, social media and menu.

KFC Canada's partnership with the Chicken Farmers of Canada has been a success for the popular chicken restaurant. President and general manager Nivera Wallani notes that choosing Canadian chicken was a natural fit for their brand. "It's in our name, we are Kentucky Fried Chicken, and chicken is at the core of everything we do. Sourcing Canadian absolutely makes us feel confident that we are getting the best possible Canadian product."

Since their partnership in June of 2019, they have seen consistent growth in their brand trust and food quality scores. "We track them every quarter, and we've seen them consistently go up every quarter, and those are typically tough metrics to move so the fact that they have moved positively in the right direction, we're really excited about it." To learn more about how Canadian chicken can boost your bottom line, visit chicken.ca.



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2. Source: The Nilson Report # 1128 (March 2018). American Express transaction size derived as Canada year-end purchase volume divided by year-end purchase transactions. Average Non-American Express transaction equals $71 US ($92 CAD), includes Visa and MasterCard credit cards, and excludes Interac and debit volume and transactions. Purchase volume converted to Canadian dollars by dividing US figures by 0.771040667 (the average for the year, http://www.x-rates.com/average/?from=CAD&to=USD&amount=1.00&year=2017)

3.Your business could be recommended to Cardmembers in Cardmember emails sent by American Express.

THE MARKETPLACE

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Stella Artois is an ideal beer to include as part of delivery and takeout menu, with a rich brewing heritage that dates back to 1366 in Leuven, Belgium. The #1 Belgian beer in Canada is a European Lager, with a floral hop character, well-balanced with a fruity malt sweetness, crisp hop bitterness, and a soft dry finish – making it a versatile pairing with a variety of dishes from around the world. Stella Artois is available all provinces in both bottle and can format delivery and takeout option.

stellaartois.com

Hormel

We know what you go through for bacon. It's messy, time consuming and strains space. But your guests want bacon, and we want you to have a better way. HORMEL® BACON 1™ Perfectly Cooked Bacon is just that: perfectly and fully cooked. You'll see less grease, less waste and less prep time, but still have the flavour, appearance and texture like it was cooked from raw.





Vellamo

Finland's award-winning natural mineral water made waves with its Canadian launch as the official water sponsor of RC Show in early March. And partnering with global label stock producer, UPM Raflatac, inspired an innovative sustainability initiative in the bottled water industry. Vellamo's bottles feature UPM Raflatac Forest Film™, the world's first and only wood-based polypropylene plastic label material!

"Vellamo is one of Mother Nature's perfect creations and we're excited to share how we've taken great measures to ensure our unique taste, purity and sustainability for the health of our customers, planet and partners' bottom line by achieving a neutral carbon footprint across production, packaging and logistics," said Petteri Ahonen, CEO, Ice Age Water Ltd.



Last Call

The story of last call
The story of Last Call starts with Brad Friesen, a Vancouver, Canada-based entrepreneur seeking out a naturally-sourced recovery product to ease the effects of a hangover.

The reckoning
After the realization that a remedy like this did not exist, Brad set out to create one. Brad pulled together a prototype that he successfully pitched on the Canadian show *Dragons' Den* (*Shark Tank* of the North) and made a deal on the spot! This was a first for the show and the episode remains one of the top viewed to this day.

The delivery
Following the show, Brad teamed up with longtime friend, Dale Bosa, and they began the time consuming process of securing regulatory approval and making the operational refinements necessary to take Last Call to market. With a team of industry experts, they were able to refine the concept further and create a truly proprietary beverage that was comprised of only the finest ingredients, with zero compromises.

The result of this partnership is an effective hangover remedy that is safe, naturally-sourced and convenient. Last Call—an upscale and functional beverage that is true to its roots...to help you feel better faster!

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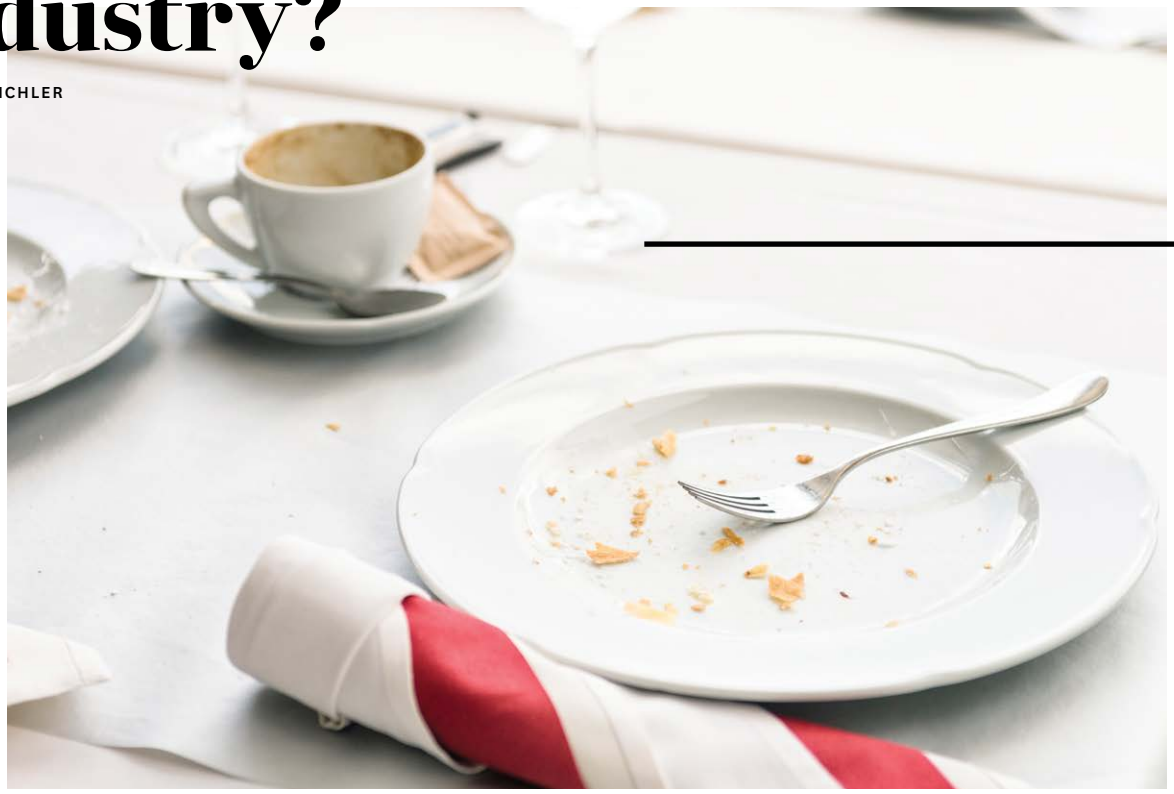


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My last week of dining out: **what comes next for the industry?**

BY JACOB RICHLER



My last week of dining out was a good one. It started on Sunday, in Toronto, with an inspired omakase at the bar at Skippa, where itamae Ian Robinson was pushing the envelope, and dabbling in some early tastes of spring. Thursday brought a solid ten-course tasting at Alo. Then on Saturday, in Jordan, I finished with a six-course lunch at Pearl Morissette that was so original, delicious, and satisfying in every conceivable way that only half-way home to Toronto I had already resolved to do it again the following Saturday—assuming that I could get my hands on a table.

Which is precisely when the unthinkable news came in over the car radio: restaurants, bars and cafés had been deemed non-essential to French life (who knew?). And, in a bid to slow COVID-19's inexorable march across Western Europe, they would by French government decree, collectively be ordered closed by midnight, Paris time.

By the time I got home an hour later, Spain's hospitality industry had followed suit. On Monday, closer to home, New York, New Jersey, and Connecticut had terminated table service. By Tuesday, Ontario was in the same boat. And now we all are.

So began an era of unprecedented upheaval for everyone working in the hospitality industry. It is a very strange time to be starting this industry column that I was so looking forward to.

At my main job, as editor of Canada's 100 Best Restaurants, we were months into work on our annual ranking of the country's best, and poised to go to press, when the coronavirus suddenly made socializing illegal. Needless to say, our editorial lineup is getting a rethink.

Getting that right requires a good sense of what comes next for the industry. And unfortunately, the only thing that's a certainty right now is that anyone who tells you that they can answer that question is lying. We've never been here before. There is very little historical data to lean on as you attempt to read the tea leaves.

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Still, there are a few things we can count on. For one, there will be huge government bailouts to help many businesses stay afloat against otherwise insurmountably long odds. For another, when the hungry hordes are finally sprung from house arrest, and freed from the constraints of social distancing, they will be possessed of a rapacious hunger for professionally prepared food and drink. And they will waste little time in seeking out convivial social settings such as the bars and restaurants that we are all at present denied.

But where supply and demand reconvene will be a very changed landscape from that which we all just beat such a hasty retreat. A few endemic problems come immediately to mind.

More than likely the novel coronavirus will abate here long before it has run its lethal course in other parts of the world. And so, driven by business necessity, our hospitality industry will follow the lead of what started happening in early April in Wuhan, China–assuming that goes well. Which is to say that rather than wait for the advent of a novel coronavirus vaccine, we will opt for managed risk. And select hospitality businesses will slowly begin to reopen under new and restrictive conditions.

Obviously, many a hospitality customer's first steps back into socializing will be tentative. Just as surely as we all resisted unnecessary air travel for some months after 9/11, it will take time for some to reacquire casual trust in the good health of other patrons in a busy bar or restaurant.

Still, most everyone will want to support the industry—just as they are doing now, by ordering takeout food and alcohol from those preferred former haunts that have managed that pivot in production. But it is larger, deeper-pocketed restaurants that have most easily managed this transition and kept some cash flowing. Smaller, fine-dining and chef-driven restaurants are unfortunately far less well-equipped to change gears like this.

I dearly hope that they all get the grants, subsidies, loans and rent forgiveness that they will require in order to survive. But no matter how generous and helpful government proves to be, there will be inevitable and considerable attrition. Especially among smaller, less profitable chef-driven restaurants. Owner-chefs of the latter sort of businesses, faced with these unexpected months off, will have time for once to properly review their books, And many may well conclude that if they return to the industry, they'll do something a little easier than running their old ultra-demanding restaurants in the unruly new future of extra-space between tables and fewer paying seats.

It may be some time before I eat three meals of the quality I enjoyed so effortlessly at Skippa, Alo and Pearl Morissette over that week in early March. My wistful thoughts of another perfect five-hour lunch at l'Assiette Champenoise in Tinqueux are properly on hold. But right about now, a proper wood-oven fired Neapolitan pizza and a glass of Chianti Classico would make this restaurant addict just as happy. M



About the Author

In these unprecedented times, having an understanding of the future possibilities is essential. While no one can guarantee to know what the next few months will hold for us, having insight from the experts who know the industry best can be incredibly useful. Especially as we think ahead, diversify our business, and innovate to stay afloat.

Providing these industry insights for MENU is Jacob Richler, editorial director of Canada's 100 Best, who will be joining MENU Magazine as a featured guest columnist. Bringing his intimate knowledge of the Canadian culinary landscape, Jacob is one of the experts providing his voice and point of view to the COVID-19 situation.

> *"When the hungry hordes are finally sprung from house arrest, and freed from the constraints of social distancing, they will be possessed of a rapacious hunger for professionally prepared food and drink."*


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