MENU

CANADA'S FOODSERVICE MAGAZINE

FLIP FOR RC Show GUIDE



7-ELEVEN'S big bet on DINE-IN

KRIS HALL from The Burnt Chef Project on SUPPORTING HOSPITALITY TEAMS

CHRISTINA VEIRA & EVELYN CHICK on the need to BUILD A HEALTHY BAR CULTURE

THE CONVERSATION:

with **Will Guidara**, legendary **restaurateur**, **author** and Breakfast With Champions speaker at **RC Show 2023**

$18.95
Spring 2023
menumag.ca
40009977



Behind Canadian food? We're behind you.

We're FCC, the only lender 100% invested in Canadian food, serving diverse people, projects and passions with financing and knowledge.

Let's talk about what's next for your business.

DREAM. GROW. THRIVE. ***FCC.CA/FOOD***

Restaurants Canada

The voice of foodservice | La voix des services alimentaires

LETTER FROM THE EDITOR

It's Show time...

RC Show 2023: Heart & Hustle is taking place April 10-12 in Toronto and we hope to meet you there. For the first time ever, we've combined MENU with the RC Show Guide. If you're not attending RC Show this year, you'll still be able to access the content and supplier resources contained in this special flip-style issue we're delighted to share with our readers from coast to coast.

The RC Show Guide is an expression of the many months of hard work the Restaurants Canada team puts in to create RC Show and make it a space where the industry can come together and enjoy the hospitality of others. A space where we can refuel our minds, bodies and spirits as we learn to work smarter, not harder.

This issue of MENU includes interviews and profiles from some of the biggest thinkers, doers and challengers in the industry today, many of whom will be taking to the stage at RC Show. Legendary NYC restaurateur Will Guidara talks about Eleven Madison Park's rise to become the "Best Restaurant in the World" and shares his thoughts on the nature of hospitality and the food he most despises. Kris Hall discusses mental health in foodservice and details the genesis of The Burnt Chef Project as they launch new support services in Canada. Chef Matt Dean Pettit, industry innovator and curator of the RC Pop UP Experience at RC Show, shares the strategy behind Trinity Market, his new concept in Toronto's Queen Street West. Mel Tiruneh breaks down the strategy behind 7-Eleven's move to licensed, in-store dining and the brand's conscious evolution from C&G to restaurant. The Re-Seasoning Coalition features Sasilka Shallangwa's SK COOKKS as part of their Black in the Kitchen content series focused on Black F&B leaders, brands and entrepreneurs. Meet Tracy Macdonald, Restaurants Canada's new Vice-President of Ontario and find out what she's putting on the top of her to-do list for the region and how to get in touch. RC Show Bar & Beverage Ambassadors Christina Veira and Evelyn Chick share their new playbook for contemporary bar operators. Chase provides tips on Cybersecurity and Fraud prevention for hospitality. You'll also hear from lawyers at BLG who specialize in breaking down Canada's privacy laws into digestible bites on CASL and its implications on your electronic marketing strategy.

Spring is a season of renewal. There's no better time to regroup and reach out and connect with our community. As we enter the first full season restaurants have enjoyed in a long while, we're still faced with complex issues and challenges. That's why it's more important than ever that we continue to advocate for our industry with one voice and look out for one another.





Tianna Goguen
Editor & Director, Communications

Spring 2023
Volume 8 Number 2

Restaurants Canada

The voice of foodservice | La voix des services alimentaires

Do you have comments or a story for us? If so, please email menueditor@restaurantscanada.org.

8.2

MENU is published five times per year by Restaurants Canada

Managing Editor
Tianna Goguen

Contributors
Elle Asiedu
Evelyn Chick
Matt Dean Pettit
Will Guidara
Kris Hall
Shane Morganstein
Katherine Stanger
Chris Szego
Mel Tiruneh
Tracy Macgregor
Richard Mills
Christina Veira

Editorial & Creative Direction
Arable Brand Communications

Circulation Inquiries, Changes and Updates
members@restaurantscanada.org
1-800-387-5649

Advertising Sales
Laurie Dawe
1-800-387-5649, ext. 4233
menu@restaurantscanada.org

© Copyright 2023. All rights reserved. No part of this magazine may be reproduced without written permission of the publisher.

Mailing Address
Restaurants Canada
1155 Queen Street West
Toronto, ON M6J 1J4

T: 416-923-8416
Toll-free: 1-800-387-5649
F: 416-923-1450
info@restaurantscanada.org

Twitter
@RestaurantsCA

Instagram:
RestaurantsCanada

HST Registration No. #
106866460 RT0001

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

Publication Mail Agreement
No. 40009977
ISSN 2371-4883

Stronger Together
Thank you to our corporate sponsors.

PLATINUM

GOLD

SILVER



YOUR BEST NEW HIRES

Built to last. Automatically perfect. Naturally smart.

MERRYCHEF



Fully trained and ready for action!

High speed ovens, compact for small kitchen settings, and advanced preprogrammed recipes deliver big kitchen results.

CONVOTHERM®



Your instant menu expert, built in!

Combi-ovens ensure a perfect cooking environment for any type of product. Consistent results at the touch of a button.

GARLAND® CANADA

For more information on these and other commercial kitchen solutions visit us at www.garlandcanada.ca

@welbiltcanada @welbiltcanada @WelbiltCanada



8



22



32

contents



ON THE COVER:
"Hospitality guy" Will Guidara on Jack Reacher, sea urchin and why it's reasonable to be unreasonable.

THE PASS

6 There's still time to join Canada's foodservice and hospitality community at **RC Show 2023 | Heart & Hustle—get your tickets now!** (Toronto, ON), following their merger with Information Resources Inc., **The NPD Group is now known as Circana**, and Restaurants Canada and Borden Ladner Gervais LLP's **Privacy 101: A Crash Course on Privacy Law for Restaurants webinar** is available **to watch on demand** on the Restaurants Canada member portal.

THE CONVERSATION

8 The Power of Being Unreasonable
In Conversation with Legendary Restaurateur Will Guidara
+ Will Guidara Takes the Proustian Questionnaire (for the first time)

14 In Conversation with Tracy Macgregor
Restaurants Canada's Vice President for Ontario

THE MAIN

18 The Big Gulp: 7-Eleven is flipping the script on QSR
with Mel Tiruneh, Sr. Director of Merchandising, 7-Eleven Canada

22 What Exactly is 'Spam', and are you guilty of serving it?
Katherine Stanger & Shane Morganstein of Borden Ladner Gervais LLP demystify Canada's Anti-Spam Legislation (CASL)

32 New Game, New Rules:
The Contemporary Bar Owner's Playbook *According to Christina Veira & Evelyn Chick*

42 Introducing Trinity Market:
Chef Matt Dean Pettit's new "Interactive retail" concept on Queen Street West



40



42



48

YOUR STORIES

40 Black in the Kitchen: Resilience Meets Passion at Sasilka Shallangwa's SK Cookks
by Elle Asiedu, The Re-Seasoning Coalition

48 Mental Health Awareness in the Hospitality Industry: Kris Hall & The Burnt Chef Project
by Chris Szego

MARKETPLACE

54 **Gordon Food Service** has a solve for the single-use plastics ban with their **Re.Source™ brand disposables**; **Viau Food Products** invites you to try their **high-quality processed meat and pepperoni** with a side of exceptional service; start your day with **BUNN's Infusion Series®** batch brewing system and follow it up with their **bean to cup platform, Fast Cup®**; check out **TouchBistro's all-in-one POS and restaurant management system** loved by Canadian restaurants for over 10 years; **Lignum Honey** is a new, **premium honey brand** with popular flavours like **Logwood**, **Blue Mountain Coffee**, and **Scotch Bonnet Pepper**; and **Hormel Foods** wants you to top your pies and pack your tables with **their insta-worthy HORMEL® ROSA GRANDE™ Cup & Char Pepperoni**.

MEMBER EXCLUSIVE

56 Swob: Great new team members are just a swipe away.
Swob is a web and mobile recruitment app designed for hospitality and foodservice

PARTNER CONTENT

24 Digital Fraud is on the Rise: Protect yourself, your business and your customer
by Chris Szego

27 The Pace of Payments Innovation in Canada's Restaurant Industry Will Continue to Accelerate in 2023
by Richrd Mills

47 Let the Story of Local Dairy Elevate Your Menu
Dairy Farmers of Ontario

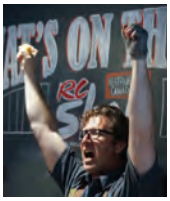
MENU

THE PASS

SHOW UP FOR THE INDUSTRY YOU LOVE, AND GET THE EDGE YOU NEED.

The countdown is on for RC Show 2023. We hope to see you there! As Canada's industry charges forward, we're ready to regroup, recharge and come together at our first all-live Show since 2020.

On top of the thought leadership, insights and analysis the Show is known for, this year's schedule features many "firsts", including an all-star lineup of top and emerging chefs on the Culinary Stage with the Garland Culinary Competition, Bocuse d'Or and World Pastry Cup national qualifiers, several new competitions including the Restaurants Canada Pizza Competition and Kronenbourg 1664's Twisted Taste Competition, as well as the first all-female leadership panel for the Canadian brewing industry. For a full overview of one of the top RC Show editions ever, please review the Show Guide on the reverse of this issue.





Last-minute tickets are still available. Register now!

INTRODUCING CIRCANA: THE LEADING ADVISOR ON THE COMPLEXITY OF CONSUMER BEHAVIOUR

(FORMERLY KNOWN AS THE NPD GROUP)

In August 2022, Information Resources, Inc. ("IRI") and The NPD Group ("NPD") completed their merger. The company recently announced and unveiled their new name and brand identity: Circana.

Circana™ will continue to provide its valuable services to the restaurant industry. "We are proud to begin this new chapter together as Circana, a name that conveys our 360-degree, full-circle understanding of the consumer and market, and our unique ability to bring clients a complete view of the consumer, store and wallet," said Kirk Perry, president and chief executive officer, Circana (formerly IRI® and NPD®). "In today's dynamic global retail and media environment, our value proposition has never been stronger. Circana is undeniably best positioned to advise the world's leading brands and retailers across almost every industry on how to identify opportunity, ignite innovation and grow well into the future."

RC ON DEMAND: PRIVACY LAW WEBINAR

Privacy 101: A Crash Course on Privacy Law for Restaurants
Presented by Restaurants Canada & Borden Ladner Gervais LLP (BLG)

As electronic messages and transactions replace conventional marketing and data collection methods for business, it can be a challenge to balance b2c communications and compliance. Restaurants Canada partnered with Borden Ladner Gervais LLP (BLG) to produce this webinar designed to help restaurant and foodservice operators understand and navigate the complex world of privacy legislation, Canada's Anti-Spam Legislation (CASL), cybersecurity and other sleeping liabilities for operators.

Available to watch now:



We'll Keep the Pace

"Go, go, go!" is a back-of-house mantra and at the core of what drives your business forward. Your unique business is what drives us. No matter where you want to go, we'll help you get there with genuine personalized service, culinary expertise and food-forward tools.

Let's go! Connect your kitchen with inspired solutions at gfs.ca.

Gordon® FOOD SERVICE

© 2023, Gordon Food Service®

THE POWER OF BEING UNREASONABLE:

IN CONVERSATION WITH **LEGENDARY** RESTAURATEUR **WILL GUIDARA**

New York City's Eleven Madison Park and its meteoric rise to number one on the World's 50 Best Restaurants list in 2017 is one of the industry's most inspirational tales of legend and lore. The essence of the story is that then-partners Will Guidara and Chef Daniel Humm took a brasserie that had never quite met its potential and, in a little over a decade, transformed it into the best restaurant on the planet. While the food was (and would have had to be) extraordinary, they earned global acclaim by changing the rules, elevating and crafting the front-of-house service to match the refined culinary standards and extraordinary reputation typically owned by the back-of-house.

Since then, Guidara has embarked on a new journey, sharing what he has learned with the industry he loves. Guidara is a "hospitality guy" who wants people to be inspired by the idea that hospitality is just as much of a craft as cooking—a craft that can be pursued and delivered with intent, to great effect and profit.

We had the opportunity to speak with Guidara leading up to his fireside chat at RC Show's Breakfast With Champions about the philosophy behind his book, Unreasonable Hospitality: The Power of Giving People More Than They Expect, and his deep belief that any restaurant or any business can find new purpose and value in being "unreasonable".



MM The idea that sparked your book (and the fully realized hospitality concept it contains) was originally scrawled on a napkin after Eleven Madison Park first made the World's 50 Best Restaurants list, coming in at #50. What is the meaning of "unreasonable hospitality"— what were you thinking when you wrote those words?

Why the words "unreasonable hospitality"... There's this behavioural scientist, Rory Sutherland, who says, "The opposite of a good idea can be another good idea". A good idea is not me saying, "You know what? I want to make food that tastes good." That's not a good idea—there's no innovation there. Reasonable Hospitality works...the opposite of "unreasonable" is "reasonable". I think that's why. I really love that name. And honestly, it's how I defended the name when the publishers pushed back on it. It really struck a chord with me that the opposite of a great idea does need to be a good idea. Otherwise, it's not that innovative an idea at all.

When you look across disciplines, almost without exception, the people that are most successful are those that pursue the product they create to sell with relentlessness. They're willing to do whatever it takes to make the product its most fully realized "self". They're unreasonable in their pursuit of creating something that changes the game. Whether that's a work of fiction, a movie, a piece of technology or how an athlete chooses to change the approach that they take to play in the game—you need to be unreasonable to see a world that does not yet exist.

I think that, in many worlds, choosing the unreasonable path is celebrated. That sense of relentlessness is celebrated. For me, unreasonable hospitality is my way of pleading with the world that we should choose to be just as relentless, just as unreasonable, just as willing to do whatever it takes—not just in pursuit of the product we're serving or selling to people, but also in pursuit of how we make people feel. If we brought just as much unbridled creativity to creating the conditions for connection, both with the people we work with and those who we serve, A) businesses would be more profitable, B) customers would be happier and C) perhaps most importantly, everyone involved in creating the experience, the product or the idea would be more fulfilled.

When you look across disciplines, almost without exception, the people that are most successful are those that pursue the product they create to sell with relentlessness. They're willing to do whatever it takes to make the product its most fully realized "self". They're unreasonable in their pursuit of creating something that changes the game."

Why did I write it on that napkin then? Most of it was a reaction to what I saw happening in kitchens with chefs, everywhere. I wanted to have the number one restaurant in the world, A) for the accolade and B) because of the global impact it would have represented I had made. I think it's is a basic human desire that we have some amount of impact on the world that we're most passionate about.

It's patently absurd to say that one restaurant is the best restaurant in the world. Being on the top of that list signifies that you are the most impactful restaurant in the world of restaurants on that year. When I looked at the restaurants that topped the list before us—whether it was El Bulli... Noma—it's because they moved the conversation forward substantially in pursuit of what needed to change on the plates that they were serving, and the chefs were unreasonable in pursuit of affecting that change.

I think when you try to figure out what your impact can be, you need to first stop and look at what your superpowers are. And I was one of the few people in that room that wasn't a chef—I was the hospitality guy. And so in moments where you're trying to figure out how to create impact, you need to first pause and look at where your strengths are and seize on them. And so, that night I wanted to emulate their persistence, but pair it with my superpower.

MM You seem to be a person on a mission. Like you've discovered something you believe in and that has returned substantive value, earning Eleven Madison Park the number one spot on the World's 50 Best Restaurants list and the inaugural Art of Hospitality award. Why do you feel compelled to share?

I don't believe hospitality is a trade secret, or that the approach you take to it is a trade secret. It's like asking a chef, "Why did they publish a cookbook?" Now everyone has their recipes. The idea is that the chef will continue innovating and developing new recipes. So it's not like you're done evolving and you've shared your stuff, and now you have no more competitive advantage. My hope is that I'm still pretty young and I want to create more and do more and I haven't just given everything away. Also, I think it would go completely against the fundamental idea of what I'm trying to assert if I wanted to hog what I've learned and not share it. I think hospitality implies generosity. Danny Meyer, who is one of the two biggest mentors in my life always says, "A high tide raises all boats". I think there's plenty of restaurants out there, and other restaurants being great doesn't prevent me from being great. I believe the more people that care about hospitality and that view hospitality as a muscle that can be strengthened, a craft that can be practiced, the better our industry will be.



MM Is this a radical new idea or a foundational idea that's finally found its time?

I will never be the person that says my own idea was radical. But let's just look at restaurants for a moment. If you look at food 30 years ago versus today, the envelope has been pushed dramatically. People are doing more and trying harder. More technique, more focused on ingredients, more focused on training presentation—everything. There is nothing radical about the idea of hospitality—I think that is what restaurants were created to represent. If you look at the original restaurant, it was about restoring people on a long journey while they were travelling, right? Restaurants were founded not on the quality of the food they were serving, but on the desire to nourish the people that they were serving it to.

My entire philosophy is built on the foundation that Danny Meyer gave me. I'm the first to say that my body of work is remarkably inspired by his. I think if there's anything radical about it, it's saying that we need to focus on hospitality now in the same way that people on the product side have been focusing on the product for a while now. The innovation, if there is one, is that restaurants are not just about the food. The food is not the only artistry and craft. It's the hospitality too. And we need to supercharge the way we make people feel in the same way that chefs have been unbelievably celebrated for supercharging the approach they've been taking to the cuisine.

MM How has the process of success—of having an idea, implementing that idea and watching it resonate and succeed—changed you?

Having an idea that succeeds… I think it gives you confidence, which is a hugely important thing if you're endeavouring to create and innovate. The worst thing you can have is a sense of insecurity about your ideas. When you take a big swing and you strike out, you can recover from it—I've recovered from it— but it sets you back. When you take a big swing and it works, it gives you confidence and conviction in your ideas and confidence and conviction to reach for the stars again. And I think that's a beautiful thing.

I'm a dad now, and one of the things I want to instill in my kids, more than anything, is a sense of confidence. As far as this specific idea, a big part of the book is how you can make unreasonable hospitality into a practice, how you can systemize graciousness. I've most certainly brought that into how I serve the people that I work with, how I engage with my wife, with my friends, with my family. Very often, when I am explaining something to my team, I use examples of how we pursue relationships in life to explain how the same rules apply when we're serving people at work. It's a beautiful thing when it flows in the other direction, from life to work, because invariably we are more intentional about establishing systems at work than we are in life. And when you can use the lessons you've learned from establishing systems at work to make you someone you're more proud to be in life. I think that's pretty cool.

MM You're describing a kind of a "system" that has value in both work and life—an idea with almost "religious" qualities. If it's systemized, is it still authentic?

We all create systems all the time. I believe if you care about something and you don't systemize it—create a practice of it—you won't pursue it consistently and set yourself up for success. I'm very anal retentive. I like everything to look perfect, which means there's nothing out on my bathroom counter. But, I have medicine that was prescribed to me to take every single night that needs to be out—otherwise I won't take it every single night. I created a very simple system. I just leave it out on the sink because it drives me crazy and so I notice it every single time I'm brushing my teeth. We all figure out what we need to do to create practices so that we pursue the things we either love to do or know are good for us to do. And so, I think systemizing something means that it's so important to you that you're willing to put in the work to make sure that you pursue it consistently.

MM How does unreasonable hospitality work? Does it translate into stronger business and drive profitability?

Materially and dramatically. Those of us in the restaurant business need to recognize that we are serving experiences—by the way, it's a



> The table is a sacred space, and we have a responsibility to remember that. To remember that with the digital transformation that's happening in the world, there are few sacred spaces left that people gather around in hope of genuinely connecting with the people they love."

great business to be in right now. People don't collect things anymore. They want to collect experiences. And so, the opportunity—perhaps even the responsibility— we have is to give people a story that can help them relive that experience over and over again, such that it's an experience worth collecting in the first place.

*Now what that means is twofold. Unreasonable hospitality takes an ordinary transaction, and it turns it into an extraordinary experience, the kind of experience that sits with people and becomes a part of their story. The moment someone feels an emotional connection to an experience they also feel an emotional connection to the brand or the people that gave it to them. As soon as you feel connection to something, you are so much more inclined to want to interact with it over and over and over again. Not to mention the fact that, in spite of our global obsession with reading terrible headlines about how the world is going to s***, we also love telling the stories of the moments we experience joy.*

I believe that any investment a company makes in unreasonable hospitality not only increases the customer retention of the person they extended it to, but that it goes much further than any dollar they could ever spend on traditional marketing. If you give someone a beautiful story to tell, they want to tell it, and they're going to tell it over and over and over again. And it's the most beautiful marketing you could ever hope for because it's genuine.

One of the greatest costs we're all facing right now is turnover amongst the team or lots of overtime. We need to have a fully staffed operation. One of the things about unreasonable hospitality is that it's dramatically more fulfilling for the people who work there, increasing retention, increasing contentment. And, those two things together have material impacts on the bottom line.

MM The idea of cultivating a sense of "belonging" within a restaurant experience is something you talk about. What does that really mean, and what, in your view, should the role of a restaurant be?

Different restaurants satisfy different needs. I genuinely believe there is a space for a restaurant that serves delicious cheeseburgers where I don't interact with a single human being, and the technology is just so intuitive and hospitable that it minds the amount of time it takes for me to get in and out and get something delicious into my belly. I think that's a restaurant. I think that's great. When I think about the kind of restaurants like where you're actually going not just to eat food, but to connect with the people you're dining with, it's easier for me to define a "great" restaurant, than just a restaurant generally. I think a great restaurant is one that, with intention, creates the conditions for connections—where if you and I go there, we are closer at the end of the meal than we were at the beginning.
I think a great restaurant understands that the food, the service and the design are simply ingredients in that recipe of connection. One that recognizes you could order food at home or cook yourself—you're not just going there to eat, you're going there to feel something.

The table is a sacred space, and we have a responsibility to remember that. To remember that with the digital transformation that's happening in the world, there are few sacred spaces left that people gather around in hope of genuinely connecting with the people they love. Think of a couple that has been married for 20 years who, when they eat together, spend half of their time ignoring one another and looking down at their phone. A great restaurant is where they forget their phones even exist, and they remember why they fell in love in the first place.



Follow Will Guidara at:

@wguidara

willguidara

Will Guidara takes the Proustian Questionnaire *(for the first time)*





Q: Your perfect idea of happiness?
A: The fleeting moment where I want for nothing in the world.

Q: Your greatest fear?
A: That I'll spend so much of my life chasing goals that I won't fully appreciate where I already am.

Q: The trait you most deplore in yourself?
A: When I'm prone to compare myself to others.

Q: The trait you most deplore in others?
A: Greed.

Q: Which living person do you most admire?
A: My dad.

Q: What is your greatest extravagance?
A: Furniture.

Q: What is your current state of mind?
A: I had a kid three weeks ago… overwhelmingly happy/tired.

Q: What is the most overrated virtue?
A: Righteousness.

Q: On what occasion do you lie?
A: To make someone else feel good.

Q: Your favourite qualities in a person?
A: Others-centredness.

Q: Which words or phrases do you most overuse?
A: "Extraordinary"

Q: What or who is the greatest love of your life?
A: My wife.

Q: When and where were you happiest?
A: Last night on the couch with my three-week old and my two-year old, watching the movie *Up*.

Q: Which talent would you most like to have?
A: Hmmm… it's either the piano or surfing…

Q: What do you consider your greatest achievement?
A: That my best friends in the world, I've known since I was a little kid.

Q: If you were to die and come back as a person or a thing, what would it be?
A: Me.

Q: Where would you most like to live?
A: Here, in the Hudson Valley.

Q: What is your most treasured possession?
A: My mother's wings from when she was a flight attendant with American Airlines.

Q: What do you regard as the lowest depth of misery?
A: Lonliness.

Q: What is your favourite occupation?
A: Restaurants.

Q: What is your most marked characteristic?
A: I like to laugh.

Q: What do you value in your friends?
A: Loyalty.

Q: Who are your favourite writers?
A: On one side of the spectrum, Hemingway, and on the other side, Lee Child of the Jack Reacher franchise.

Q: Who is your hero of fiction?
A: Dominic Toretto of The Fast and the Furious franchise.

Q: Which historical figure do you most identify with?
A: Joe Baum, the guy who created Restaurant Associates, the Rainbow Room, Windows on the World and The Four Seasons Restaurant.

Q: What are your favourite names?
A: Frankie.

Q: What is it that you most dislike?
A: When people are willing to hurt others for their own benefit, and sea urchin.

Q: What is your greatest regret?
A: That my mom wasn't alive to meet my kids.

Q: How would you like to die?
A: In my house, surrounded by friends and family.

Q: What is your motto?
A: What would you attempt to do if you knew you could not fail?

Q: Your favourite meal?
A: Either a pasta Bolognese or a Double-Double Animal Style from In-N-Out Burger.

Q: Your favourite wine or beverage?
A: A beautiful bottle of Barolo.

Q: Your most memorable restaurant experience?
A: Eating in The Skybox at DANIEL with my dad after I graduated college.

RC Show Restaurants Canada ·TORONTO·

Don't miss **Will Guidara's fireside chat with Renée Suen at Breakfast with Champions**, Restaurants Canada's annual power conference at RC Show 2023.

Register and get tickets now!

YOU PERFECT THE MENU. WE'LL SPREAD THE WORD.

American Express® is all about promoting our merchants to our Cardmembers, letting them know where they can take out, order in and Shop Small®.

Start welcoming customers hungry for local eats.

Visit **amex.ca/accept** to learn more.

ALREADY A MERCHANT?

Let Cardmembers know they're welcome with signage and supplies.

Visit **amex.ca/signage** to order.



SHOP SMALL™ WITH AMEX

™,®: Used under license from American Express.
©: Amex Bank of Canada, 2023.

In Conversation with *Tracy Macgregor, Restaurants Canada's Vice President for Ontario*



Photo courtesy of Laura Bombier/Creative Good Inc.

In January, Tracy Macgregor was appointed Restaurants Canada's Vice President, Ontario. Her experience straddles several key sectors including hospitality, tourism and Ontario's chamber network, giving her the interdisciplinary insight and collaborative mettle to effectively represent the needs of Ontario Members before policy makers, media and consumers.

Digging past her impressive resume, Tracy is a passionate food enthusiast and devoted traveller, who gives all-inclusives a pass, preferring to experience the "real deal". Maybe too real as she once was chased by a polar bear as she rode on the back of an ATV in Fort Severn, an experience she recounts with laughter, explaining, "I was terrified! Our guide knew that polar bears can't pivot, but an ATV can – but of course I didn't know that."

Tracy is a strategic thinker, with a mind that doesn't stop. In nicer weather, she will take advantage of using the time to walk the 6 km to work as thinking time. This thoughtfulness has only compounded her belief in sector recovery and the idea that unity, collaboration and innovation are key to addressing the challenges.

MM Can you share a little bit about your background and how you came to take on such a significant role at Restaurants Canada?

My background is in tourism actually—my education background is in conventions and tourism. At the beginning of my career, I worked with a tour operator that grew exponentially over the 13 years I was there. They went from a handful of people when I started, to about 200 internationally when I left. And, at the same time, I worked in restaurants. That was my hustle all through college. And most of the years that I worked in tourism, I also worked a part-time job at a wine bar downtown—The Hop and Grape. It's not there anymore, but it was an institution at the time. I've just always been part of or connected to the hospitality industry, and I love it.

Eventually, I left tourism because I had a young child and I was travelling a lot, which is not exactly conducive to having a small child at home. I then joined a consulting firm with a focus on value delivery and competitive differentiation, working with statistics and predictive intelligence to uncover the underlying value drivers that customers cared about. We worked with major corporations in retail, telecommunications, finance, and associations to help them differentiate their offerings.

After another 13 years there, my daughter was entering high school. I was getting home late and she was finished school at 2:30 in the afternoon, so I decided to work locally and took on a business development role for the Newmarket Chamber of Commerce, eventually taking on the President and CEO role there and ultimately joining the Ontario Chamber of Commerce as VP Member Services & Business Development. I spent ten years in the Chamber

Network raising my voice for businesses—working with all levels of government to make sure it was easy to do business, that there was a competitive environment and that business owners had the tools and supports they needed to thrive. It was a very collaborative work environment that was intertwined with the understanding that businesses are really the heart of communities. They support the sports teams and the arts; they give to charities—it's a big circle. The better small businesses do, the better the community does. I really have a passion for that.

When the opportunity came up with Restaurants Canada, it really just felt like the culmination of all of those roles. The focus here is on value delivery, on member services, on government relations, and on hospitality, which is something that I truly care about. It just felt right for me. It's almost like I feel like I was in training all those years for this; it feels like home.

MM You picked a challenging time to take on this role, and your background does feel a little bit like the perfect training course. The restaurant industry is in the midst of transformation—some tough challenges remain, yet there are a lot of new opportunities—is that attractive to you?

I have a very entrepreneurial thinking style, or "intrapreneurial" as I've never actually gone out on my own as an entrepreneur. I tend to think innovatively about turning challenges into opportunities—that really interests me. It is a challenging time for restaurants. It's a challenging time for our association. Strategy and innovation are really needed right now, so I love that I'm coming in with this experience and skillset and can raise my voice not only for our members, but for the reshaping of the association.

MM Having worked in the hospitality industry and refined your experience in business development, strategy and value delivery gives you a unique perspective. Where do you see the big opportunities to support members, and what are your priorities?

Everyone's priority has to start with supporting our industry and helping it thrive. There are a lot of challenges right now around compounding costs, CEBA loans that are coming due, mounting debt, labour shortages—these are tough issues. So, the front-end focus is on getting a little bit of relief. At the same time, we're looking for ways to innovate and are helping operators be innovative as well. There is an incredible strain on the sector. I want to hear, feel and understand that from the operators perspective to make that part of the voice I'm bringing to government.

MM The announcement of your ascension to the role of VP, Ontario mentioned that unifying the industry was a key priority for you. What makes unity so important right now?

When COVID-19 hit, I saw it firsthand in my role at the Chamber. I mean, those were people and business owners I knew personally that were impacted. They were calling me up, and the strain on them was incredible. It really breathed life into my advocacy work, because knowing people who are affected and under strain makes a big difference in being able to speak on their behalf. I think that is a unique position to be in.

I have always been very collaborative and made working with other organizations a priority. Restaurants Canada will take the lead where we can; however, working with other associations and stakeholders to move efforts forward is going to be very important right now. To get things done, we'll need many voices and collaboration. And collaboration is hard – if it wasn't more people would do it. You need to keep that in mind when you're building relationships and reaching out to other organizations, government, stakeholders, partners and suppliers. All that matters if we're going to come out of this and have a thriving industry.

The industry is comprised of many different segments. We have quick serve, catering, partners, chains and independents... They all have pain points, but they experience them differently. That's important for me to understand and articulate in my role. In this case every voice does matter.

MM What most near-term items or areas of focus are within your portfolio?

One of the biggest pieces right now is building relationships with government. I've been spending a lot of time meeting with different ministries to share data on the state of our sector. That data can be cut in a number of ways, which the government can find very useful in making policy decisions. Spending the time to make sure we have strong relationships with key ministries and making sure they understand what our industry is going through and experiencing is crucial.

We want to be part of the solution. We're not saying, "Here are all these challenges. Fix them for us." It's about being a partner at the table and helping find those solutions, helping inform the conversations. We want to be very much top of mind when those consultations are happening and proactively getting ahead of them to make sure our perspective, voice and policy suggestions are considered to make things easier for our industry.

The second element is media relations, which fits right in with government relations. We want to make sure we're keeping the media informed, because consumers care. Restaurants are where we gather—they're part of our lives. They're where we celebrate, find comfort

gather with friends and, in some cases, are known by name in our community.

These pieces are very much my focus in putting together a strategy for Ontario and making sure that we are hearing the voices of all our groups.

MM Everyone is aware, I think, of the dog's breakfast of issues confronting the national foodservice industry, from hyperinflation to labour to supply chain challenges. What is of most concern in Ontario?

Ontario is behind the Canadian average in terms of recovery—we aren't seeing recovery in the same way here. We have more restaurants struggling to meet profitability, for example, and a lot of that is a result of the ongoing work-from-home environment. Downtowns in Ottawa and Toronto are very much feeling the impact of the workforce not returning to downtown cores – it's hurting recovery.

For example, the municipality of Toronto is very important to Ontario. It's by no means the only focus, but it is a focus because of the unique challenges and size of the market here. My first couple of weeks here I spent a lot of time on CaféTO, which was going to reinstate patio fees. We had a win very early because we made the time to go to city council. We don't always raise our voice at the municipal level, but this time, we did. We presented a deputation at Executive Committee, explaining the situation and why restaurants couldn't afford the fees. In the end, council cut those fees by a third to spread it over three years. So that was an early win, and the learning is that people and governments don't necessarily grasp the full context or implications of a policy change. It might seem like a small fee for one level of government, but it's being compounded at every other level of government. So, we need to make the time to explain.

MM What kind of stories are you looking for, and why do they help with advocacy?

Hearing from our members and their experience is what I want. I want to have a team of people who are willing to talk about their issues so we can share and humanize their stories.

A story goes a lot further with an MPP, MP or Councilor because it's about a real person or family in their area, and that makes a difference. It is difficult to share the challenges they may be having especially when it comes to debt load or profitability. Perhaps even more so now because they're feeling it so personally and acutely. In general, people don't want others to know they're struggling, and so that's part of the difficulty. I hope members will feel that they can reach out to me so I can share it on their behalf. Those first-person stories really make the difference in helping to explain the challenges and impact.

I did an interview recently for CBC on the rising food costs and inflation and the impact on restaurants. They had interviewed the owner of a shawarma restaurant while he made up a shawarma and answered questions about food cost increases and the impact on his restaurant because he's obviously had to pass on some of those cost increases to his customers. What they didn't realize though, is that restaurants are not passing it all on to consumers. The story focused on a shawarma combo that had been a staple for university students but now costs almost $20. My role was to connect that consumer frustration with the real, behind-the-scenes issues that are feeding into that price increase.

There is a misconception that if you see a busy restaurant, or are unable to get a reservation at your preferred time, that it means that restaurant is doing well and is profitable. But, that doesn't actually mean they're profitable. That restaurant may actually only be operating at 80 per cent capacity because they don't have the staff to serve properly. They don't want it to hurt their reputation, so they're not taking on more customers than they can handle while still delivering quality service. Restaurants are carrying huge debt and trying to manage huge, rising costs, and they can't pass all of those costs on. Don't mistake bodies in a restaurant for profitability.

MM So, those stories help enormously to communicate the challenges?

Precisely. There will always be certain restaurants that have enough brand power and reputation to fill a dining room, but they're not necessarily representative. Also, people typically patronize fine dining restaurants less frequently. They know they're going to spend more money there, but rarely know the exact cost of a menu item. But people who grab a bagel and coffee every morning at the same place, are going to notice when the price goes up by $0.25.

MM Restaurants have been hustling to try and mitigate both new and increasing costs with declining or inconsistent patronage for several years. Do you feel there's a full awareness of this within government?

Even if you can implement something for $50, it's $50 many restaurants really don't have at this point. Like the liquor excise tax increase. They rationalize it by saying it's only a penny a beer, but there are three levels of taxation and the true cost is $30,000 to the average licensed restaurant.

We understand we're not going to win every battle, but we need to make sure we're vocal and we're heard. We're speaking out on all of these issues. There are political reasons we're not going to win on all of them. But what we want in the end is a package that's reasonable, fair and digestible. There needs to be a balance.

MM What do you think is next for the sector? What will drive the next era in restaurants and foodservice?

I think innovation is going to win out. We may see a change in how restaurants operate, for example. We're seeing a lot more experiential dining experiences, and we're seeing that in tourism, too. People want to have an educa¬-tion; to participate; they want an experience. So, we're seeing new creativity in restaurants, and I love that. It's changing the landscape—adding more robust entertainment experiences with the opportunity to uplift the spend. People want to do more and experience more with their dollars.

We may see more ghost kitchens and pop ups—that renaissance is interesting. The restauranteurs are entrepreneurs and will win out because they're creative and they're passionate. And I think the sector will change in new, exciting and innovative ways once entrepreneurs have a little more time to be creative, to breathe and to think. They don't have that right now because they're trying to get through this crisis and into recovery, but I believe that creativity and brilliance will win out.

MM Do you want to hear directly from Ontario members?

I very much do. I've been trying to arrange round tables already to talk with them. The success of my work means sharing their voice, not mine, so I want partners in this. I want them to reach out and let me know if they'd like to participate, for example, in a policy council or round table. I want their voice and I want them to feel comfortable reaching out to me, any time.

Tracy Macgregor welcomes Ontario operators to contact her to share their stories, perspectives and ideas at:
TMacgregor@restaurantscanada.org

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



Protect your comfortable, welcoming dining experience, and keep customers, staff, *and* health inspectors happy.

When the DOORS ARE OPEN

From the front of the house to the back of the house,
BERNER AIR CURTAINS

- PROTECT inside temperatures
- KEEP flying insects out, chemical-free
- KEEP vehicle exhaust & cigarette smoke out

SCAN ME TO SEE MORE

BERNER® AIR CURTAINS
800.245.4455 www.Berner.com

Save energy and create healthy, comfortable environments

THE BIG GULP:

7-Eleven is flipping the script on QSR.



MENU in conversation with Mel Tiruneh, Sr. Director of Merchandising, 7-Eleven Canada, Inc.

The name alone conjures up childhood memories of neighbourhood grocery runs with hopes a parent might cave in and add a small snack or treat to the bag of milk and bread; of teenage meet-ups and multi-coloured Slurpee® cups sticky in the parking lot sun. It's a brand that feels like it's always been there, and for many of us, it has. Owned by 7-Eleven Inc. under the Japanese Seven & i Holdings Co. Ltd. umbrella, 7-Eleven stores can be found in 19 countries around the world with a total roster of more than 83,000. And, as times and behaviours changed, the brand changed at pace (and maybe stayed just a little out ahead). In 2017, 7-Eleven launched their 7REWARDS loyalty program, with home delivery following in 2018. Last year, the company collaborated with the popular video game Rocket League to offer customers in-game 7-Eleven branded customizations and the chance for gamers to win $2,500 to upgrade their gaming gear.

In December 2021, 7-Eleven Canada opened its first licensed, dine-in location in Edmonton. Now, with 11 Alberta locations and one in Leamington, Ontario, the C&G giant's steady transformation into a proper QSR contender is getting noticed. We're not talking about a convenience store with a hot dog value meal that includes a can of pop and a bag of chips. With intentional offerings and amenities that focus on meeting the needs of customers in the moment, the 7-Eleven menu drills down on personalization, with a relentless focus on fresh, high-quality food and the opportunity to enjoy beer or wine with your meal. They quietly joined the quick service game and allowed their reputation for good, affordable food to percolate over time, and have levelled up with features like better-for-you options and local sourcing. To find out more, we connected with Mel Tiruneh, Senior Director of Merchandising at 7-Eleven's Canadian headquarters in Surrey, BC, to learn more about the company's growing reputation and stake in the restaurant sector.

HIGH LINER
FOODSERVICE™

OVER



YEARS OF SEAFOOD EXPERTISE BEHIND YOU.

When you partner with us, you get so much more than just seafood.

We've been refining our offering for over 120 years to give you everything your business needs to thrive: an extensive portfolio of freezer-to-fire products that cut down prep time, value-added options that save you labour and food costs, endless versatility, and culinary inspiration that is always on trend and in-demand.

With High Liner Foodservice at your back, you can confidently utilize the power of seafood to drive your business further than ever before.

DO SEAFOOD **FEARLESSLY**

highlinerfoodservice.ca

Tiruneh has been with the company for nearly 30 years, and over that time has learned every aspect of the business he is openly passionate about and committed to. Within just a few minutes it's clear that he's the kind of smart, motivated person who would be an asset to many organizations, so we wanted to know what's kept him at 7-Eleven. "Customer insights. What excites me is anticipating where customers are going and innovating products to meet their want and translating that to a need. It's like anticipating where the puck is going and being ready to shoot. Taking my team through the journey, seeing them champion it and grow as leaders—that is the magic that keeps me going." Fair enough.

The evolved 7-Eleven format is fascinating. The big brand convenience store always stood out from the mom-and-pops with its bright lights, branded signage and exciting contests. It held a place in young lives similar to the arcades of the 80s, with simple hot snacks and the revered Big Gulp® and Slurpee® machines at the centre of the action. Over time, the minds behind the brand have consciously reshuffled the store experience, expanding its food offering, quality and prominence. Now, there's no question 7-Eleven is in the restaurant business. "We are very close to a QSR from an assortment, takeout and delivery standpoint," Tiruneh explains. "We sit in this unique space overall, where we are the hybrid of a convenience store, a restaurant, coffee shop and a fill-in grocery. This all started in 1927 when we had an icehouse, adding bread and milk for our consumers—always finding the solution to meet that customer need. We are a quick service innovator, meeting the needs of the communities where we operate. With the 7REWARDS programs, a proprietary delivery app, 7NOW, and our proprietary mobile checkout platform—you name it—we are well on our way to being one of the known and preferred food destinations for customers. We have an excellent team and they believe in it, so I know the results will come."

Though often overlooked in the roster of top quick service restaurants, 7-Eleven is something of a leviathan, ready to breach the surface and demand broad market attention. Tiruneh's delight in the company's success is palpable. "Looking at the numbers—which is amazing—our combined food and beverage sales rank at #12 here in Canada in quick



service or chain restaurants within the C&G channel. What makes it even more interesting is we own 30 per cent share on immediate consumption food and beverage, while we only have 4 per cent of the store count share for the same area. We rank really high as a restaurant. When you take it further and look at our menu, we have over 130 prepared food and dispensable beverage offerings. This includes Canada-made pizza, hot from the oven and available 24/7, locally-made, 100 per cent all-beef Canadian Big Bite® hotdogs, fresh, locally-made hot and cold sandwiches made in our local commissaries, and fresh salads and fruit delivered daily. We serve daily croissants, cookies and other fresh-baked goods from our in-store ovens, so the aroma and freshness are there, right in the store."

The 7-Eleven secret?

Their Crispy Classic Chicken is possibly 7-Eleven's best-kept, open secret. Ask any teenager lucky enough to have a little extra lunch money and they'll tell you it's a craving they carry for the rest of their lives, with the social media posts to back it up. This isn't a heat-and-eat product; It's made fresh, from scratch. "The legacy of our Crispy Classic Chicken goes back 30 years," Tiruneh points out. And he should know. His first role with the company was cooking chicken in his early 20s. "I can tell you every detail about it. There are a lot of people who have been with this organization for a long time—championing it and saying, "We've got to let people know!" We actually started from scratch, breading and marinating and cooking in our own fryers in the back. We have those customers who know us from those days and stay with us. With the chicken sandwich and spicy chicken explosion, the new generation is looking for those kinds of items. They are also looking for quality, and we are consistently providing that, especially for Gen Z. We've really been able to capture those consumers as they age by making sure we're providing quality products—the items they are craving—that are in style and on trend. By doing that, we have continuously kept them engaged. With our 7REWARDS program, we are able to continue to monitor what they are consuming, introduce new food items and continue their relationship with 7-Eleven. We do have many raving fans."



Data-driven consumer insights to go.

Data drives the 7-Eleven business and the insights it reveals drive the innovation. The company was one of the original adopters of the personalization trend, even going back to its simplest form, when customers were encouraged to mix and match Slurpee flavours to their taste, a fun, creative feature now commonly shared on social media. Their new coffee bar's bean-to-cup brewers allow consumers to select the size and intensity of their brew and hand-selected, Canadian-roasted, 100 per cent premium Arabica beans from the world's best coffee growing regions. There are 13 condiments available to craft your perfect Big Bite hotdog, with marketing that encourages customization, asking, "How do you top that?" "Those are the things we want customers to do and enjoy," Tiruneh acknowledges. "It's yin and yang, but in the end it's all about customer obsession, driven by insights. We want to be able to see that success through the consumer lens, being rewarded with their purchase and hearing people talk about 7-Eleven as a preferred food destination. I do believe there are a lot of people who do not know the effort we put into making sure our customers get that high-quality product. It's not that C&G mentality of, "Oh, this must be cheap." No. People have no idea how discerning we are about our vendor selection processes. Our mindset is, "Don't ask me what I can afford—just give me the best product."

Menu development and evolution is a crucial part of the brand strategy. To retain customers throughout their life (and income) stages, 7-Eleven's menu anticipates and responds to food trends and customer need states. "We continue to evolve our menu based on Canadians' changing eating habits, dietary requirements, etcetera," Tiruneh says. "Through understanding our customer—based on Canadian consumer data—and partnering with new Canadian vendors under the guidance of our own corporate chef, Benny Cheng, we continue to look at those new food habits and ensure we are meeting or surpassing them. Every aspect of our menu is constantly evolving and changing, other than the core items. We have a system where we consistently benchmark against our competition and evolve our products. We review and improve our core items, while looking at innovative items. Even if customers aren't looking for it, we can anticipate and stay ahead of them. That's the name of the game and one of the things that I love. Ahead of the pack is where we need to be."

> **"I do believe there are a lot of people who do not know the effort we put into making sure our customers get that high-quality product. It's not that C&G mentality of, "Oh, this must be cheap." No. People have no idea how discerning we are about our vendor selection processes. Our mindset is, "Don't ask me what I can afford—just give me the best product."**
>
> *— Mel Tiruneh, 7-Eleven*

With a strong data-driven, chef-led food program in place, 7-Eleven is growing its options in all dayparts. Their hot and ready-to-go lineup is enhanced by meal options like the Crispy Classic Chicken or Italian-inspired whole pizza (hot from the oven in minutes) available with a Puglia-inspired crust. In January, they launched a plant-based breakfast sandwich and organic, fresh-pressed juice to complement other fresh, better-for-you options. The evolving menu reflects that hybridism the brand is really striving for: convenience that anticipates and adapts to the ebb and flow of their customers' lives and food culture.

In-store, licensed dining...

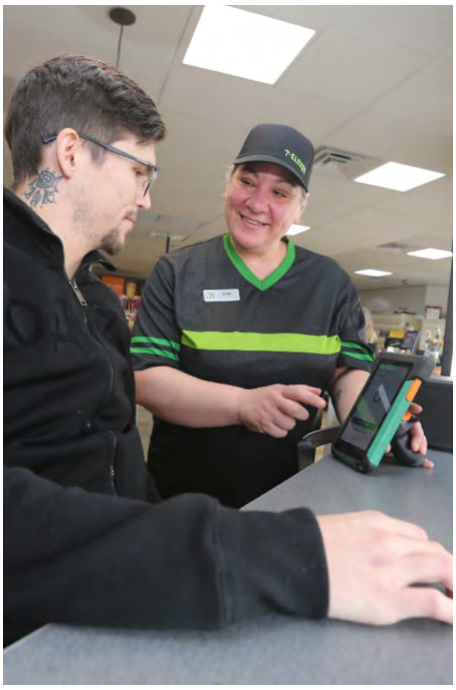
7-Eleven's Crispy Classic Chicken wings and strips are cooked by trained chefs in their 200+ commercial kitchen locations, which are zoned as restaurants. This zoning has opened the door to their latest venture: in-store dining rooms, with licensed locations in Alberta and one in Leamington, Ontario. "This has allowed us to serve beer and wine for takeout and delivery in multiple locations and add full-serve locations in Alberta." Tiruneh notes. "That hybrid notion—offering fast and convenient food, and now with a dine-in option makes us a convenience store and QSR, all while giving our customers what they want. When you walk in to one of our dine-in restaurants, the first thing you'll see is food product on display, and a redesigned floor space to showcase that dining room area adjacent to our storefront windows so people can look in to where people are dining."

The whole idea driving the dine-in design is the brand's self-awareness. They understand they are a C-store company that wants to become a restaurant. Tiruneh shares 7-Eleven's approach: "How do you change that dynamic? By making sure our customers see people dining in all our restaurant stores. That's how it all started. We know people are consuming our food. We know we have a lot of raving fans, but other customers are not participating in this. How can we share the message to our other consumers that we're offering restaurant-quality products? Our licensed restaurants have this distinct dining area separated from the rest of the space by low walls with upgraded lighting, flooring and a digital menu board, wifi and music—everything you think about a restaurant right there. Beer and wine are kept in a visible, locked cabinet fully serviced by our staff. Our Alberta teams are ProServe-certified and our Leamington store team is Smart Serve-certified. We really have the right people in place and the strategy is to continue to evolve this concept around the fresh and prepared foods with our dine-in and licensed options. We're complementing what we are already doing well and we have the right people in place to do it."

As for whether 7-Eleven has plans to feature a Slurpee® cocktail, we'll just have to wait and see.

Investing in people and planet.

Like most other restaurants, 7-Eleven is not immune to the labour shortage. They do; however, have an established history of attracting "diamonds in the rough" in their convenience operation, often providing jobs to new Canadians who may have other training or profes-





sional experience the company can tap into and develop. “We hire a lot of new immigrants in our convenience and restaurant business,” says Tiruneh. “I was a lab tech in the U.S., and when I came to Canada, the first thing I could find was a 7-Eleven job. That’s how I started. I had the opportunity to fall in love with the brand and continue to grow. There are a lot of people in the company with unique skillsets we can leverage. We invest the time to find and nurture them—it helps the organization enormously. Our recruitment slogan is, “The sky’s the limit.” We ask people who they want to be and what they want to do. It’s not just a poster. We believe it. Most of our leaders in this organization have grown from the sales associate level. This is a global brand—this is not just about Canada. There are people who have moved to the U.S. and beyond with 7-Eleven.”

Global thinking is not limited to employee development, Tiruneh points out. With stores located across diverse countries and economies around the world, they have taken their corporate responsibility across all markets and set firm goals to reduce their environmental impact. “We took a leadership position on the reduction of plastics and plastic packaging, eliminating almost 31 million hard-to-recycle, fossil-fuel-based virgin black plastic boxes by switching to FSC-certified recyclable and compostable paper boxes, bags, straws for our items including straws and packaging for hot dogs, pizza, chicken burgers, and cookies—we have a clear roadmap for continuing to reduce our environmental impact.” Tiruneh says. “We eliminated over 50 tonnes of 100 per cent PET resin and more than 116 tonnes of double PE-coated chicken buckets, and moved from plastic bags for carry-out to paper carry-out bags. We recently partnered with Too Good To Go to help fight food waste and our C02 footprint. We’ve soft-launched this in 37 stores in the Vancouver and Greater Toronto Area, and the program is being well received—it’s exceeded our expectations—and we’re planning on rolling it out nationally this year. We are taking our corporate social responsibility to the next level. We want to lead, not follow.”

Slurpee has landed at Toronto Pearson Airport.

In November 2022, 7-Eleven opened a new location in Toronto Pearson International Airport’s Terminal 1 Arrivals, offering travellers a familiar on-the-go product line from their most popular meal options to snacks, treats, essentials and mobile checkout and order-ahead for pickup—possibly the penultimate test for a brand that seeks to anticipate and respond to consumer need states. “Slurpee has landed!” Tiruneh laughs. “This location was designed to meet Canadians where they are, with what they need.” He notes that for this location, the company took a food-forward approach delivered via its customized merchandising plan that prioritizes food and travel items heat-mapped to meet the needs of a travelling customer’s journey through the open-concept space.

Pricing was another key component of the Pearson location strategy, Tiruneh points out. “Our Pearson Airport employee base is a critical part of the plan as well. We want to make sure we’re providing them with a good meal at a reasonable price. It’s one of our top-selling restaurants now, even without having our Crispy Classic Chicken program, leveraging both combi and TurboChef ovens to deliver a hot meal from the oven in minutes…24/7.”

We are a big C&G brand, but that halo really hurts when we want to stand out in foodservice,” says Tiruneh. “We continue to work between those two lines, and having beer and wine and designing a dining area into our stores will change that perception for those who are not yet raving fans. The opportunity is endless. A recurring comment we hear from our guests is, “Who knew you could find this at 7-Eleven?” Now, with our new beer and wine offering, we’re hearing, “It’s about time.” Or even, “Thank heaven.”

bubly™
sparkling water
beverage

your meal's next bestie



Portfolio Concentrate Solutions UC. Used under licence. ©PepsiCo Canada ULC. 2023.



DIGITAL FRAUD IS ON THE RISE:

BY CHRIS SZEGO

Protect yourself, your business and your customers.

CHASE

As e-commerce continues to occupy an ever-increasing share of the market across all sectors and industries, businesses are increasingly interested in cyber security and digital fraud prevention solutions. Though sometimes used interchangeably, the two terms are different (but complementary) approaches to consumer and business protection.

Cyber security is a blanket term that encompasses the processes and technologies that protect data, devices, networks and programs from cyber attacks and unauthorized usage. Digital fraud prevention is the evolving suite of tactical practices used to identify and avoid online scams. Working in concert, cyber security and digital fraud prevention help businesses and individuals detect and stop malware and scammers from making fraudulent transactions.

CYBER SECURITY FOR FOODSERVICE

The best way to provide your foodservice operation with a broad suite of cyber security measures is to use a trusted and reputable online payment system that employs a robust approach to security measures for personal and commercial customers. Cyber security measures often include strong data encryption to protect customer transactions, two-factor authentication to provide further protection should a customer's password be exposed, fraud monitoring to prevent breaches and detect any anomalies, and fraud detection via real-time activity monitoring to identify and immediately respond to potentially fraudulent transactions.

At Chase, fortress-level security includes proactive monitoring for compromised customer data, as well as for potentially malicious domains registered to appear



similar to that of a client's valid domain that could be used to execute phishing or business email compromise (BEC) attacks.

Chase's tools, resources, and support have helped business owners stop thousands of fraud attempts. Help protect your business from scams, fakes, and other types of fraud.

DIGITAL FRAUD PREVENTION

Canadians are increasingly online, for more reasons than ever before. The pandemic pushed remote working into the forefront, along with the need to socialize and connect in a virtual manner when physical meetups weren't possible. Unfortunately, the more time we spend online for work and play, the more time digital fraudsters have to perfect their approach.

Phishing, the practice of pretending to be a reputable company or contact in order to trick people into surrendering personal security and financial information, is the most common type of digital fraud. In 2020, digital security firm RSA reported that phishing comprised 54 per cent of digital fraud. Even more troubling, 66 per cent of phishing attacks were aimed at Canada.

Generally, best practices for protecting against digital fraud are aimed at individuals. But as phishing scams become more and more sophisticated, it's important for businesses to recognize they can also be targeted. In this as in so many things, the best offence is a good defence, and it starts with awareness.

Security is everyone's responsibility: owners, managers, staff. Educate and guide employees to create a culture of awareness in which security is top of mind. Go over common signs of phishing attempts so your staff learns to be conscious of how they interact with messages and data. Some of the most common signs of phishing attempts are:

- **Spelling mistakes and poor grammar:** Also look for incorrect characters, like dollar signs in the wrong place. These kinds of scams are generally the easiest to avoid, though to be fair we all know (or are) poor spellers.
- **Inconsistencies:** Digital fraudsters often pretend to be from a trusted organization, and can often make some of the details look right. But if they claim to be from your bank, for instance, check to see if the style, tone, and address are similar to other communications you've received. Hover over any links (without clicking them) to see where they lead.
- **Odd or unusual greetings:** Some greetings are not appropriate for business relationships. Be wary of emails using language too formal ('Dear Friend') or too informal ('Hey Friend') for what is purporting to be a business communication.
- **Suspicious attachments:** It's good practice not to open attachments from contacts you don't recognize, but especially so if they have strange file extensions. Extensions like .exe, .scr, .zip are common to malware.
- **Demands for urgent action:** Don't be rushed into any action, from clicking on a link to entering credit card information. Phishing scams offer rewards and/or punishment for rapid responses: any approach that demands you do something instantly is suspect.
- **Asking for sensitive information:** Scammers will often ask for confidential information like credit card numbers or login details. Unless you are expecting to enter this information (e.g. you're making a purchase on a trusted site), don't share any sensitive details.

No connected system can be 100 per cent proof against digital fraud, but the best way to mitigate the risk is to prevent it from happening in the first place. When pressed for time (as everyone is these days), it can be easy to mistake an email from a scammer for a message from a legitimate supplier or contact. The more everyone knows about how they work, the easier the scams are to spot.

SECURITY MAINTENANCE

It's also a good idea to perform semi-regular security maintenance. This doesn't have to be a serious or formal process: instead, make periodic check-ins to ensure you're keeping your systems, your business, and your customers as protected as possible. Review any passwords, and make sure they're unique and individual. Check the privacy settings on any social media accounts. Platforms change their terms and functions occasionally, so checking every quarter can help you be sure your settings are where you want them to be. Install strong and capable anti-virus software on all the devices your business uses, including tablets and phones, and upgrade their security settings when prompted.



The only way to maintain perfect privacy and security is to disconnect completely, which isn't really optimal – or even possible – in our interconnected world. The end goal of cyber security is to ensure the availability, confidentiality, and integrity of data transfers. Digital fraud prevention protects individuals and organizations from online scammers. Both start with awareness, with knowing the best tools and tactics to use to keep yourself and your business safe, so you can get back to the heart and hustle of your day-to-day operations.

Global payments leader Chase designs its payment tools and solutions with fortress-level security, so you can safely accept payment at the counter, at the table, or on the go. To learn more and access their free online resources to help inform and protect small business, please visit: Chase.ca

WE BRING FOOD TO LIFE

Local restaurants are at the heart of our communities. Catering to small businesses, we are your partner in foodservice. With all of the products you need, flexible payment options and no delivery minimums, we are ready when you are.



NO DELIVERY MINIMUMS

For non-contract customers on their scheduled delivery days.

Learn More at Sysco.ca/delivery

Sysco
At the heart of food and service



THE PACE OF PAYMENTS INNOVATION IN CANADA'S RESTAURANT INDUSTRY WILL CONTINUE TO ACCELERATE IN 2023

BY RICHARD MILLS,
DIRECTOR OF BUSINESS
DEVELOPMENT, *INTERAC* CORP.

With the impact of the pandemic continuing to be felt across Canada, the subsequent fallout for the restaurant industry and customer habits have been overwhelming. The industry has forged a different and unexpected path with resilient business models set in place. These business models were part of the initial pandemic survival response and have transformed into everyday practices. A key driver for these changes were consumer behaviours and the new ways through which Canadians are interacting with restaurants, as well as businesses at large. Many are reducing their use of cash as a payment method and are relying instead on digital payments.

Another noticeable change is the day-to-day financial management that previously involved processes that were paper-based, cheque-driven and manual. These are typically slow and inefficient ways of working and require businesses to spend valuable resources processing and reconciling payments. To help boost overall operational efficiency, the restaurant industry is turning to innovative business payment solutions, such as *Interac* e-Transfer® for Business available with participating financial institutions. This payment solution offers higher transaction limits up to $25,000 depending on your financial institution, real-time money transfers with real-time confirmation and rich remittance data, allowing businesses to reconcile transactions with less paperwork. In other words, it can help streamline accounting processes and accelerate a paperless office strategy. For those in the restaurant or franchise businesses specifically, this could provide them the ability to make just-in-time supplier payments as these payments would be confirmed and deposited within as little as five seconds, minimizing the likelihood of late payments and maximizing eligibility for supplier discounts. Further, businesses could settle bill payments for regular expenses such as rent or utilities more efficiently.

If you're managing a dine-in restaurant...
It could mean the ability to manage payroll or gratuity payouts in real-time, with employees receiving payments or tip-outs at the end of shift, maximizing cash-flow for the employee and employer alike with flexible routing options. These payments could also be made using an email, SMS, or account number. In practice, the flexibility of *Interac* e-Transfer for Business has shown to meet a variety of payment needs when used.

If your establishment relies on takeout and delivery...
Interac e-Transfer made it easy for a Canadian restaurant to collect food delivery payments while simultaneously serving the needs of their tax-exempt customers. Given some third-party food delivery apps were unable to remove sales tax from orders at present, the restaurant of a local inn signed up to receive *Interac* e-Transfer to offer a payment solution to their customers. By enabling the service, they were able to receive payments instantly while serving the unique needs of their community.

If you focus on supply chain...
Receiving payments instantly can be a game changer if a business is largely reliant on cheques, as there can often be uncertainty around whether a cheque will clear or when it will arrive in the mail. This is exactly the case for one Canadian food co-op which deals with customers that pay for products upon delivery via cash or cheque. With *Interac* e-Transfer, the co-op is now able to receive payment instantly before delivering their product to customers, reducing the number of cheques and cash they receive, as well as eliminating the risk of undelivered inventory. With the rich remittance data *Interac* e-Transfer for Business allows, a supply chain could also request helpful information like the product expiry date along with the payment to further streamline the delivery experience by using *Interac* e-Transfer for Business Request Money.

Getting paid quickly means money arrives in the bank quickly, which helps improve cash flow. In a recovery-focused economy, these examples demonstrate that the demand for digital payment options like *Interac* e-Transfer within the restaurant industry will only accelerate.

Visit Interac.ca/business to learn more.

®*Interac, Interac e-Transfer and the Interac logo are registered trademarks of Interac Corp. Used under license*

What exactly is 'SPAM' and are you guilty of serving it?

MENU with ***Katherine Stanger*** *and* ***Shane Morganstein*** *of* ***Borden Ladner Gervais LLP (BLG)***

There are myriad essential laws, policies and Acts that affect how businesses operate in Canada. Beyond the more familiar pieces of legislation, there exists a lesser-understood and acronym-laden group that may represent a sleeping liability for operators. If you're marketing your business, Canada's Anti-Spam Legislation or CASL is one of the residents of this murky legislative neighbourhood you'll need to get to know. We connected with Katherine Stanger and Shane Morganstein of BLG to learn more about CASL and its specific implications for restaurants and foodservice.

What is spam?

Spam is essentially any unsolicited electronic message. It applies to email, texts and software sent to customers or prospective customers without their consent.

So, what is CASL and what is its purpose?

Created in 2014, CASL was designed with the best intentions. It sought to address growing social and economic stress caused by new forms of electronic or email marketing as well as more malicious activities like spam and cyber threats in a relatively naïve user population. It was the classic case of a few rotten apples ruining the party for legitimate businesses looking to engage with their customers. That said, the threat was real, due to the proliferation of malware, identity theft and phishing and poor business etiquette.

"CASL is Canada's version of an anti-spam law," Katherine Stanger, Senior Associate at BLG explains. "The official title of the legislation is "*An Act to promote the efficiency and adaptability of the Canadian economy by regulating certain activities that discourage reliance on electronic means of carrying out commercial activities, and to amend the Canadian Radio-television and Telecommunications Act, the Competition Act, the Personal Information Protection and Electronic Documents Act and the Telecommunications Act*" but, since that's a bit of a mouthful, we call it "Canada's Anti-Spam Legislation" or "CASL"."

The title alone suggests you'd have to take a deep dive into multiple Acts to even begin to grasp CASL's scope, and that's precisely the reason businesses struggle to understand and apply the legislation. Avoidance is not the answer though. Whether or not you understand CASL, it may well apply to you and your business marketing activities.



CASL governs the flow of marketing messages and transactions from businesses to consumers. It's grounded in the idea that consumers are entitled to their privacy and that businesses must be granted appropriate permissions—or consent—from a customer to try and deepen the relationship through marketing materials. CASL outlines the terms that define when and how businesses can share marketing material or messages with customers or prospective customers.

"CASL is designed to deter unsolicited marketing messages, and also contains some rules around the unauthorized installation of computer programs on another person's computer and other forms of online fraud (such as identify theft and phishing)," says BLG Associate Shane Morganstein. "Generally speaking, the basic rule under CASL is: (1) you need consent to send a marketing message to a person; and (2) your marketing message has to contain an unsubscribe mechanism and some information disclosures about you as the sender. There are some exceptions and other nuances, so you need to look at CASL's rules really carefully to make sure your marketing messages comply."

What types of marketing fall under CASL?

Morganstein points out that CASL exists to ensure consumer privacy and is centred in b2c communication. "CASL applies to what are called "commercial electronic messages" (or "CEMS")," he notes. "CEMs are messages designed to encourage participation in a commercial activity—think messages promoting sales, advertisements, or encouraging investments into franchises. CASL is relevant to all commercial entities, including restaurants, that engage their consumers electronically, particularly since CASL fines can scale quickly with steep penalties."

What happens when a business breaks the rules?

Whether or not a business' electronic marketing intentions are malicious, they are responsible for making sure they're in compliance with CASL. The sender is liable for any message sent without recipient consent to receive it—even "friendly" emails or texts, like community or social messages with no explicit sales pitch or offer. "CASL violations can result in significant fines—up to $1 million for an individual, and up to $10 million for a corporation," says Morganstein. "These fines are per violation, meaning that each CEM sent in contravention of CASL can invite its own fine. This can be extremely problematic for larger restaurants sending large numbers of CEMs, since one mass email campaign that is offside CASL can result in significant fines."

What are some of the more common marketing activities that put hospitality businesses at risk of CASL violation?

"One mistake we sometimes see is a business operating under an "opt-out" consent model rather than "opt-in"—meaning a business will assume it has a person's consent to send CEMs to that person until that person unsubscribes (which is how the United States CAN-SPAM Act works)," explains Stanger. "Under CASL, subject to some exceptions and other nuances, a business needs to have a person's consent before sending a CEM to that person."

"Another mistake we see is businesses not tracking their consents. Under CASL, the sender bears the burden of proof of demonstrating that consent was obtained. This means that, if there's ever an issue about consent, a business will need to show evidence that it properly obtained the person's consent before the business sent a CEM to that person."

"Lastly, we see businesses having issues with their unsubscribe mechanism. CASL requires each CEM to contain a valid unsubscribe mechanism that can be used by a person to unsubscribe from your business's marketing emails relatively easily. Sometimes we see businesses send out CEMs that have an unsubscribe button, but that unsubscribe button is overly complicated or doesn't work properly, or for whatever reason the business keeps sending CEMs to a person who has tried to unsubscribe. As a practical matter, you can see how this would be pretty annoying for customers. In our view, it's a fast way to get a CASL complaint made against you!"

What types of messages does CASL define as "CEMs"?

To help operators manage their risk, they need to understand the types of communications CASL views as a CEM. Morganstein outlines

some of the common misconceptions business owners need to be aware of. "First, you need to know that an electronic marketing message sent to only one person is a CEM. If the message is electronic and of a "commercial character", it will be a CEM and therefore fall under CASL. As a result, the sending organization will need the individual's express or implied consent to send them the CEM subject to some limited exceptions, including having an existing relationship with that individual which pre-dates the CEM. Note that a CEM requesting an individual's consent to receive CEMs is still considered a CEM, meaning organizations need to get creative in how they solicit consent to receive marketing communications from their customers."

"Second, an electronic marketing message sent via text is a CEM. Under CASL, the definition of "CEM" includes messages "sent by any means of telecommunication, including a text, sound, voice or image message." Even direct social media messages can be captured by CASL."

"Third, an electronic message that only has a minor marketing purpose is a CEM. An electronic message only needs one of its purposes to be encouraging participation in a commercial activity for the message to be a CEM. Note, however, that this analysis is always a contextual one. For example, including a logo or hyperlink in an email signature should not make an otherwise non-marketing message a CEM. However, including a tagline in your email signature promoting a product or service, or a coupon code at the bottom of your email, could change a regular email into a CEM – it'll just depend on the specific message."

Can businesses effectively promote themselves while making sure they're compliant?

There are ways to send out CASL-compliant marketing messages; however, many businesses find CASL complicated and may be unsure as to whether or not they have successfully received consent. The challenge often lies around the concepts of "express" and "implied" consent as defined within CASL. Express consent means that a recipient has agreed verbally or in writing to receive your messages. This type of consent does not expire unless the recipient withdraws their consent or "unsubscribes". Implied consent is trickier. This type of consent is conditional on various factors including whether the recipient has an existing business relationship with the sender—when the recipient has made a recent purchase or submitted a query, for example—and it is limited.

Uncertainty around compliance can be a little daunting, Morganstein admits. "If you aren't sure whether your organization is CASL compliant, speak with your lawyer or give us a call!"





Katherine Stanger
Senior Associate
Borden Ladner Gervais LLP



Shane Morganstein
Associate
Borden Ladner Gervais LLP

BLG
Borden Ladner Gervais

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

Learn more:
Watch the webinar presentation by Restaurants Canada and BLG, **Privacy 101: A Crash Course on Privacy Law for Restaurants** on the Restaurants Canada Member Portal:



Diversey Has Been Here... 100 Years Caring for what's Precious

Diversey's purpose is to go beyond clean to take care of what's precious through leading hygiene, infection prevention, and cleaning solutions. We develop and deliver innovative products, services, and technologies that save lives and protect our environment. For over a century, the Diversey brand has become synonymous with product quality, service, and innovation.

Smart Solutions for Food Service

Smart Systems: Safe, Efficient, Sustainable

Customized Training: Its all about the people

Service Excellence: Built around quality, not quantity

www.diversey.com

Visit us at booth 2119

For general inquiries contact: marketing.canada@diversey.com

All logos and trademarks are owned by or licensed to Diversey, Inc.
© 2023 Diversey, Inc. All Rights Reserved 97956-ADV en (23/055)

NEW GAME, NEW RULES

THE CONTEMPORARY BAR OWNER'S PLAYBOOK

According to Christina Veira & Evelyn Chick



Canada's bar and beverage industry has forked. Arguably more than any other hospitality format, bars had to reinvent themselves multiple times throughout the pandemic. The need to eat is pandemic proof, but bars are social-first venues, and social was against the rules for a long time. When the doors finally reopened, bar owners found that the needs of their guests had permanently changed. Again.

We met with bar personalities, owners and entrepreneurs Christina Veira and Evelyn Chick to explore the midspace the industry finds itself in because, as celebrated Millennial innovators, they have a foot in both its past and its future. We discuss the top things bar operators should be taking a close look at, and how the industry can reconnect with legacy learnings that matter while charting a new path.



In 2015, Evelyn Chick had recently moved to Toronto and, having just won a global bar competition, was killing it as bar manager at the Harbord Room. Around the same time, Christina Veira had noticed a sea change in the bar world, led by the renaissance and evolution of mixology as an art form. "I knew how to make cocktails, but this whole new area of growth had kind of passed me by as a bar employee," she recalls. "I really wanted to work somewhere I could hone my skills and be held to a higher standard of cocktail creation. That's when I reached out to Evelyn."

Since that first connection, the duo has organized and co-produced some of Canada's top bar industry events including Speed Rack, an all-female speed bartending competition for charity, and have presided over the RC Show Bar and Beverage stage as Bar and Beverage Ambassadors curating both the stage and the supercharged Beyond The Rail Cocktail competition. "Initially, it was not the size that it is now," Evelyn laughs. "We had a cute little bar stage with a few seminars and some tastings on the side. Since then, it just grew and grew and grew—now it's a monster."

The "Christina & Evelyn" co-brand is a by-product of their collaborations over the years, but it is not an official business alliance. "It just kind of grew that way," Evelyn recalls. "We've had many "travelling partnership" events where being a dual entity helps with bartender education. We're not formal partners in any way, but we look toward the same goals. We want the industry to grow. We want to educate people to help them grow and we have the resources and the capabilities to support them." Christina agrees, "Outside of the professional work we do together, we are best friends. Sometimes it might look like we're working on things together, but we're just working in the same room on very different things. What we do is pretty different, but I can see that, from an outside perspective, there are still a lot of similarities."

Their friendship has evolved alongside their co-productions, in part because they have achieved similar milestones and earned accolades in relative lockstep, a phenomenon Christina attributes to their shared profession and open exchange of ideas. These ideas have added range and reach to their careers, which have spanned (and continue to include) everything from traditional bartending, bar management, event conception, planning and design, competition, retail and ownership. They've both followed—and sometimes led—the arc of the industry as it curved away from hustle toward a more intentional development and delivery of the bar experience and design, programming and menu development, which has earned them an omniscient view of the industry. And, while they see a lot of the same opportunities listed in trend reports, they also see patterns and systems that obscure and sometimes even block the path to success.

Prior to the pandemic, Christina had successfully transformed multiple creative side hustles into full-time, freelance work, taking on projects in education, consulting and working with experiential marketing companies. But when bars shuttered and events were suspended, these opportunities disappeared. "So much of what I did relied on travel and people being together," she explains. "I had



> **“Some of the top hospitality companies have absorbed what other industries have done better; however, many more have attended a seminar that points out that a diversity of people leads to diversity of thought, but haven’t implemented that at higher levels.”**
>
> — Christina Veira

to decide if I was going to wait around for the industry to bounce back and someone like me could get back to full-time freelance work or if I needed to go back to a bricks-and-mortar role.” The opportunity to take on Bar Mordecai, which Christina co-owns with Josh LeBlanc and Emily Blake, presented itself in the summer of 2020, which was the best of both worlds. “I could take on the bar in a bricks-and-mortar venue using what I had learned and done out on my own, but as a self-reliant business owner.”

Evelyn’s endeavours have a similarly large wingspan, but she credits a large part of her success to her natural business sense and upbringing. Her father worked in banking and her mother was “super corporate”. From her childhood in Hong Kong, the importance of being able to take care of yourself was instilled in her. Finding her way into the industry after studies in the Arts—a financial decision she thought would be short-lived—Evelyn took on a variety of bar roles, working on the full build out for Pretty Ugly, and eventually became beverage director at the Donnelly Group (now Freehouse Collective). Like so many in the sector, the pandemic would push her onto a different path. “When everyone was laid off, I repositioned myself and my own brand. I felt that I had enough knowledge on both the operations and creative side as well with a different perspective to offer the industry, so I built Evelyn Chick Projects as a bar consultancy and hub. I found it allowed me to do different things and think well outside the box, like doing cocktail kits during the pandemic. Eventually, it got big enough that I needed an event space—which had never been part of the plan, but it was the right opportunity at the right time, so I did it. My entrepreneurial sense was kickstarted by not knowing what the future would hold, and leaning into what I had learned and recognizing that that holds value. I was spiraling out of control and then suddenly, I landed on my feet as a multi-venue owner.”

›› 1.

Lean in to positive social disruption.

Viewing the industry through a multi-faceted lens, Christina and Evelyn point out that the biggest hurdle for new bar owners and entrepreneurs will be seeing into a future that feels more like fortune telling than forecasting, and experienced operators still raw from endless pandemic pivots are realizing the success formulae—or “the rules”— for the industry have been replaced with a new, ad hoc playbook. “When we were bartenders coming up, we were looking at success stories and owners’ blueprints, models and three, five and ten-year plans,” Evelyn notes. “Now, everything has changed. Learning how to navigate ownership and partnerships in this new climate is crucial. These are some of the ideas we’re talking about at RC Show.”

This period of sustained disruption will undoubtedly continue to favour agile and creative entrepreneurs over more traditional business styles. While this is tough, there is an underlying positive. It’s not just “pent-up demand”, but a new willingness to try something new, engage differently and expand the concept of community. As consumers rethink the relationships they have, bars and restaurants may be advantageously positioned to service new consumer demographics, desires and need states, with an unmet desire for “community” and “belonging” at the top of the heap. “Some of the top hospitality companies have absorbed what other industries have done better,” Christina acknowledges. “However, many more have attended a seminar that points out that a diversity of people leads to diversity of thought, but haven’t implemented that at higher levels. They’re not comfortable knowing what it’s like to truly disrupt the models they use, and they’re not engaging with people on the ground. Evelyn and I do not own hundred-million-dollar hospitality companies,

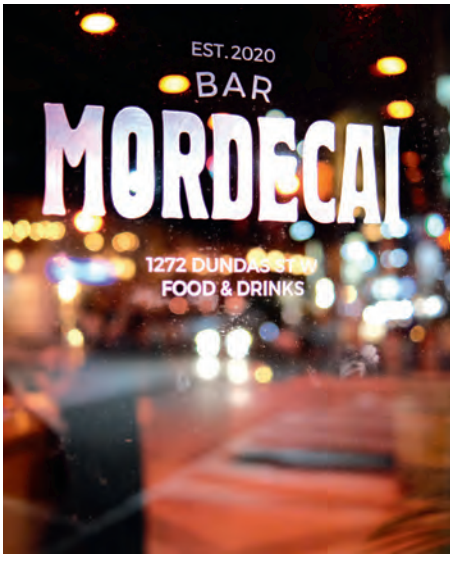


but what I do know is that with the diversity of our work experiences and the connections we've made, if we were in different bodies, the value of our work would be drastically higher. The good news is that more companies are starting to notice that the people who are economically important to them are more similar to us in demographic than to the people in charge."

As a Black woman working in the hospitality space, Christina notes that Black entrepreneurial success stories are commonly shared because of how—and to whom—opportunities are distributed within the industry. "Not only in hospitality, but especially in hospitality, we don't see the same styles of opportunity given to people of colour and especially women of colour. We tend to see more "entrepreneurial" success stories because people hit a wall or they see their success as something they have to self-create. I became more entrepreneurial than I necessarily wanted to, because I found it harder to grow in traditional or corporate environments. It was a way to be able to do what I wanted to do and showcase my abilities when I wasn't getting some of the same opportunities as others."

The need for bars and restaurants to change how they engage with talent and their clientele is a demographically-driven priority. To be successful, businesses need to learn to welcome guests from increasingly diverse age, ethnic and cultural groups. To do that, they need to realize that making space for leadership and perspective from representative talent isn't just a line in a community social responsibility report. As neighbourhood meeting places, bars and restaurants can't fake it until they make it—they're the heart of hospitality. "Operators need to demonstrate greater understanding of the people who come in—what they might find curious, what technologies enhance their experience and how to deliver a real, inclusive experience," Christina says. "For example, are you only showing Asian hands during Lunar New Year? Or Black customers during Black History Month? Or posting feminized hands holding a drink on your Instagram? What do people look like in your ads? On social media, or TikTok, it could instead be not having a strategy at all. Our staff understand that people who come in and have a good experience will essentially create advertisements for you, but you need to know what people want from your place to be able to do that."







»2.

Don't pay for influence, inspire co-creators.

Christina notes that Bar Mordecai has grown its business using authentic, earned posts from guests. "Based on the way TikTok works, people don't need to have a lot of followers. They can just hit the algorithm in a certain way. A person might only have a hundred followers on TikTok, but because of the way the algorithm works and how it geolocates, those videos can actually bring in hundreds of people. Engaging naturally with customers and allowing them to add to your brand story can bring in a lot more business. You don't have to pay for five influencers with a lot of followers. It could be as simple as naming one of your happy hour cocktails using the most current slang. It works and people love it. Our happy hour gets featured all the time."

»3.

Foster a sense of belonging.

When people emerged from lockdown, they wanted more from many businesses. For bars, this has manifested in a heightened consumer appetite for business that deliver superior human interaction and connection and a sense of belonging. This new demand is reshaping bar offerings and design, ushering in a renaissance of the old club or public house-style spaces. Bars are no longer just a place to get a drink, they're a community social space with a new ability to make money across multiple programs.

Culture plays an enhanced role in the new landscape and desire to belong, and great bars deliver culture by creating a harmonized, well-programmed experience that's shared with its customers. The food, bar and experiential menu define the boundaries and guests are welcome to participate within them. "Bars are inherently experiential," says Christina. "That's why programming is so important. Your vibe, your lighting, your level of intimacy—that's all programming. Bar Mordecai is really big, so I try and do a lot of different levels of programming, like karaoke. You don't have to drink; you can come for just an activity at the minimum spend." Evelyn agrees. "We're exiting the realm of thinking in terms of "drinkers" and "non-drinkers"—everyone is a guest. It's about rethinking

B-QUBE ICE MACHINES

B-Qube machines by BREMA are designed for bars, restaurants, hotels and clubs. Perfect for mixing drinks, these cubes do not break when shaken and do not melt like traditional cubes.

- Compact, crystal cube
- AISI 304 SS, Scotch Brite finish
- Adjustable stainless steel feet (3/16 ")
- Air cooling system
- Easy cleanable internal rounded surfaces
- HCFC-Free insulated storage
- RoHS Free
- Retractable insulated door
- Electromechanical operation
- ON-OFF switch
- HFC Free
- HC R290 refrigerant
- Automatic Washing System (AWS)



The unique size and shape of the ice has a lower heat exchange than regular cubes, meaning it won't melt and water down specialty cocktails

5-15P

Warranty: 3 years parts & labor, 5 years on the compressor



AWS (Automatic Washing System): In 1.5 hours your machine will complete its self-cleaning cycle, after which your machine will be completely cleaned and descaled. See Ice Machine Cleaner.

RESOLUTE
ICE SYSTEMS

ICE CUBE MACHINE WITH INTEGRATED BIN

- Automatic cleaning cycle
- Adjustable legs (+ 20mm, 0.8")
- Removable air filter
- Gravity drain
- Air-cooled system
- Control panel:
  - On/Off button
  - +/- buttons to adjust ice thickness
  - Cleaning cycle button
  - Indicator lights for ice-making phase and errors
  - Digital display indicating cleaning cycle phase and error codes
- Ice bin:
  - Concealed handle
  - ABS plastic lid

Refrigerant: R290

Construction: AISI 304 stainless steel, ABS plastic

Note: Min. 9-12" of space required in front of and behind the machine for proper ventilation

Ambient temperature 21°C (70°F); Water temperature 10°C (50°F)

WARRANTY: TWO YEAR PARTS AND LABOR



Intertek Intertek

eurodib

US 334 Cornelia St. #272, Plattsburgh, NY 12901 **I CANADA** 120 rue de la Barre, Boucherville, QC J4B 2X7
1 888 956 6866 | customerservice@eurodib.com | www.eurodib.com



> **Fluidity isn't something people talk about in business. People may have a vision and feel they need to have things roll out a certain way, but the pandemic changed that forever."**
>
> — Evelyn Chick

profitability. We're moving past the mentality that non-drinkers are just taking up a seat. Whether it's a karaoke room, a special DJ or just curating a really special social space, bars are no longer transactional. It's not about how we get the most money from a seat. It's total profitability—adding activities, no/lo options and other programming aspects to keep people in seats and expand your customer engagement and reach—that's the point."

»4.

Build fluidity and connection points into your bar experience.

Creating resonant community connections through features and subtle design touches from menu item names and custom events to targeted bar zones is the essence to placemaking and plays an important role in customer engagement and comfort. Adding design features that encourage photography or video is a smart choice, but also pay attention to other often-photographed areas of your bar—it may surprise you to learn what others like about your space. "It's almost never what you expect when you design it," Christina points out. "It's actually humbling. Both of our spaces were designed by us and have our aesthetic, but there are always other things that people focus on. You lean into that because it creates a visual story that draws people in. Word of mouth is a real thing, but it's not just through spoken language anymore."

Evelyn and Christina note that in a post-blueprint business world, success relies on inviting the consumer in to engage and co-craft bar spaces over time. Both acknowledge that their spaces have evolved away from their original business plans over time and that this is essential to guest belonging and loyalty. The pivot has become a permanent, element of the bar business, though now it's less reactionary and more fluid. "Fluidity isn't something people talk about in business," Evelyn says. "People may have a vision and feel they need to have things roll out a certain way, but the pandemic changed that forever."

»5.

Make communication a core business competency.

If inviting guests into the tent is about building loyalty, inviting staff in is about building the stability and consistency an operation needs to survive. Independent bars in high-competition locations rely on staff to not only serve their guests, but also represent the philosophy or vibe of the operation. Younger consumers and employees are prioritizing differently, often considering their choice to visit or work at a business as an investment in the business or an implied endorsement of its practices and values. This shift has put greater emphasis than ever on communication and specifically around setting expectations with guests.

"We are solidly Millennials," says Christina. "We have a lot of Gen Z staff, and there's a significant difference between how we were trained and the expectations staff have—or the fact staff can have expectations. Or what guests expect. I've never seen businesses (or myself) put in so much effort to setting and







conveying guest expectations—from rules, seating times, order modifications—we spend a lot of time communicating to our staff how they should communicate expectations to our guests in a way that's firm, but hospitable. This can be difficult in a society where rules are sometimes perceived as control. I do a lot of training with staff on how to communicate that it's not about saying "no", it's about making sure everybody has a good time.".

»6.
Embrace the trends that make sense for your business.

When we talk about bar trends, Evelyn, who has been advocating for the no/lo movement for years, laughs out loud. She believes trends like the no/lo movement not only accommodate the needs of a growing guest cohort, but are also reshaping the scope of experience bars can offer all visitors. "Bars are now offering an evolving range of entertainment," she says. "There are a lot of hybrid and innovative models that have come up that will feed this "movement". I've seen a move toward no/lo options, but do I think drinking is going to go away? No."

Christina notes that cultural and lifestyle awareness need greater consideration in the hospitality space. "I come from a family that doesn't drink alcohol, so I've never thought that if people don't drink, they don't belong in the space. There are many cultures and lifestyles that do not centre drinking in their ability to access social spaces. You can see it in how some people are still framing no/lo—that you can only have fun if you go out drinking—it's very North American. Many cultures don't think that way. We put a no or lo-alcohol cocktail on our happy hour menu, and these options often get cycled throughout a guest's night. A Campari and soda is low alcohol, until you drink 12 of them. We see more people drinking a cocktail and then having a non-alcoholic beer, like Corona Sunbrew, because it tastes and looks similar to the regular brew. Being able to have something that doesn't look comical and tastes similar appeals to people and means they don't have to explain their actions. That can matter to people."

Evelyn further qualifies that although no/lo plays an important role in bar culture, both in terms of provision and quality of experience, it doesn't mean operators should be embarking on a wholesale menu conversion. "It really goes back to building spaces of community and socialization. "Something as basic as the wording on the menu listing and how you train your staff to talk about it is huge. It's not realistic to expect bars to stack their menus with no/lo options, but in terms of curating your space to make sure every single person is welcome and cared for, this service is now an integral, normalized part of service. No/lo options need to be integrated into day-to-day service to have a successful bar program."



The winning approach is to develop a bar menu that reflects the bar concept, with options available to suit different guest needs. If you're a cocktail-focused bar, you don't need to offer a robust selection of beer or wine options—just one or two complementary beers or wines will suffice. "We do not sell a lot of beer," says Christina. "We've whittled the menu down so that we have interesting options we always carry, but Bar Mordecai doesn't need 20 beers. We have a tight, non-alc cocktail menu with a few cocktail options, a house-made soda and some non-alc beers, but we're a cocktail bar and that's what the majority of people will order."

»7.
Build a healthy bar culture.

Evelyn and Christina's Tuesday Takeover at RC Show is centred around the ways owners can take care of themselves and their staff to help them serve their customers. The day's lineup focuses on strategies to create better work environments, improve personal and employee mental health, decrease stress and increase sustainable profitability.

"Last summer, we saw a lot of people exit the industry," says Evelyn. "There was a constant conversation about the labour shortage and the sense that owners couldn't find or

> "I come from a family that doesn't drink alcohol, so I've never thought that if people don't drink, they don't belong in the space."
>
> — Christina Veira



hold on to staff. The biggest thing owners are looking for in the uncertain and chaotic future is an upward trajectory on longevity. This is perceived as a transient industry where people can come in and make money to continue their education or work toward other goals. We need to think about the industry as a professional space where you can expand and grow. With experiential design, social media content marketing, activations and employee health support, there's a lot of new movement in the industry and room to invest in your staff. Building a healthier bar culture is not only going to keep people in your space, it's going to help build a better industry narrative."

Evelyn acknowledges that the tight labour market and growing industry attrition has changed the rules of attraction and retention. "There's a growing realization that a person will probably perform better in the space if their needs are accommodated. The industry is waking up. Younger employees have seen others working less hard for a greater return on investment, and they want to see that in this industry. We need to help operators navigate through this integral period of growth for their staff and the industry by giving them the right tools."

Many young people entering the industry did not work during their teen years, so their manager may be their first authority figure who is not a parent, coach or teacher, Christina points out. Managers need to take the time to communicate clear expectations with these employees and explain any consequences of their preferences or boundaries. "If an employee doesn't want to work late hours, they need to be told they won't earn as much from tips because our volumes increase after 9 or 10:00 p.m. If an employee needs to take a mental health day, that's completely okay, but they need to understand that they are responsible for making that call. Clear expectations and accountabilities need to be laid out. Those conversations help keep the individual employee and the entire workspace healthy."



"It's all about managing accountabilities," Evelyn adds. "Previously, the employer called all the shots and made all the rules. Some owners may feel that roles are reversed and staff have all the power, but that's not true. It's about the relationship you establish with your staff. From independents to large corporations, conversations with employees are happening to establish expectations, and understand their needs. Bar culture is shifting."

RC Show Restaurants Canada ·TORONTO·

Don't miss **Christina & Evelyn's Tuesday Takeover of the Bar & Beverage Stage and Workshop and the Beyond The Rail Cocktail Competition at RC Show!**

Christina Veira and Evelyn Chick are back as RC Show's Bar & Beverage Ambassadors. They'll be there for the tried-and-true state of the industry data and trend analysis sessions, but they're also delivering a lineup of programming designed to help bar professionals and owners make sense of the seismic changes in the industry and learn how to harness its future potential. The programming roster covers everybody and everything from those who are starting out in the industry to those who have joined the ranks midstream and those who are ready to chart their own path through ownership or freelance consulting.

Learn more and register now:

Lactantia®
DEPUIS • EST 1947

Make your summer menu sweeter with cool, creamy treats

Explore the Lactantia Ice Cream and Milkshake Mix Portfolio



LACTALIS™
FOODSERVICE

Let's connect

WWW.LACTALISFOODSERVICE.CA
@LACTALISCANADAFOODSERVICE



BLACK IN THE KITCHEN:

RESILIENCE MEETS PASSION AT SASILKA SHALLANGWA'S SK COOKKS

BY ELLE ASIEDU,
CO-FOUNDER, THE RE-SEASONING COALITION

THE RE-SEASONING COALITION

When restaurateur Sasilka Shallangwa talks about her beginnings in the food industry, the story inevitably comes back to Lagos, Nigeria where her mother owned a chain of successful restaurants. She believes it's city where you can find everything and be anything. But it's also a place where resilience is required to survive. It's no surprise then, that Shallangwa's restaurant, SK Cookks (the S stands for *santi*, meaning food coma in Hausa and the K for kitchen), is her third business in Ontario.

A NEW WORLD

Sasilka's Canadian food story began when she immigrated to Canada from Nigeria as a teen, seeking better educational opportunities. Although she had travelled extensively throughout Europe and the United States—often finding herself in a sea of non-Black faces—Shallangwa was shocked when students at her international boarding school audibly expressed their disgust at the Nigerian food served to herself and her peers one lunch period. "They turned up their noses at the smell of our food and someone even threw a banana while we were eating," she remembers sadly. "We were paying so much to attend this school, but we and our culture weren't respected."

While enrolled at York University, Shallangwa cooked for homesick friends and colleagues, thinking little of the endeavour until one friend asked her to whip up an especially expensive dish. It would be *ayamase* stew, also known as "Designer Stew", that would open the door to her taking catering and meal prep seriously."A friend asked how much it would cost to make him some and I didn't have an answer, so I said I'd make it for free," she remembers, laughing at her approach. "But he insisted on paying, so I bought everything and told him he owed $60. He paid, and a lightbulb went off in my head."

BRINGING LAGOS TO TORONTO

That experience changed the way the second-generation entrepreneur thought about her place in Canadian society. She realized there was a gap she could fill without needing to water down her culture. "At the time and even today, there are lots of Nigerian Millennials who have immigrated and are looking for a taste from home," Shallangwa explains, summarizing her business plan. "But there's also a stigma associated with Nigerian restaurants, so I wanted to retell that story."

In 2017, she went from feeding friends and Instagram followers to opening the first iteration of SK Cookks in Etobicoke, ON. Not only did it break the mold, it also became a place for West African immigrant and first-generation communities to come together. Three years later, Shallangwa relocated to downtown Toronto where the aim was to ensure foodies from across the globe had a chance to taste all that her homeland had to offer.

Like many in foodservice, SK Cookks struggled with labour shortages during the pandemic, but has instituted a series of incentives to keep employees coming back. In addition to mostly hiring people of colour and new immigrants, her team keeps retention rates high through Employee of the Month initiatives (which give recipients a raise) and by covering transportation costs so commuters find it easier to make the trip.

Despite the success of the restaurant and its popularity in the neighbourhood, there are still negative experiences that remind Shallangwa of the importance of never giving up. "Recently we found out that we're being charged rent 30% higher than anyone else on the strip, but we aren't letting our anger drive our decision-making. We have to move forward," she says with conviction. "Seeing the progress I've made with the restaurant makes me hopeful about the future. I try to keep counting my blessings."

SK Cookss
133 Jefferson Avenue
Toronto, ON M6K 3E4
@skcookks



RC Show Restaurants Canada ·TORONTO·

The Re-Seasoning Coalition is dedicated to increasing the representation of Black Canadians in foodservice through research, programming and sharing real stories like Sasilka's.

Don't miss their session, **The Black Experience in Foodservice: How companies can do better and sell more** on **Monday, April 10** on the **Speaker Stage** at RC Show.



INTRODUCING

Trinity MARKET

THE ULTIMATE COLLAB

Chef, author, lifelong seafood fan and restaurant rethinker Matt Dean Pettit is the kind of person who seems to always be deconstructing and reconstructing—finding success with ideas that initially seem to "break the rules". His previous restaurant, Rock Lobster, introduced authentic seafood experiences in downtown Toronto (successfully, and far, far away from any ocean). He opened a ghost kitchen, Coast by MDP, in 2020. And now his new concept, Trinity Market, takes a bold step away from everything a physical restaurant is supposed to be.

So, what exactly is it? Well, it's part food hall, community centre and curated convenience store, with a bottle shop and homewares boutique thrown in for good measure. What it really is though, is a hospitality business that's perfectly in sync with the habits, interests and needs of the community it serves. It's also a concept the industry should pay attention to and learn from.

Toronto's Queen West neighbourhood was deeply scarred by business losses during the pandemic, but this neighbourhood is also the Queen of the Comeback. It's seen its ups and downs over many decades and has reinvented itself without losing its bohemian, community vibe. Trinity Bellwoods Park is the centre of this cultural universe. It's where apartment and condo-dwellers converge daily for coffee, picnics, strolls, wedding photos and tennis. It's surrounded by some of the city's most beloved restaurants, bakeries, delis and shops. And in March, it welcomed Trinity Market, a new kind of hospitality, food and retail experience on the corner of Queen Street West and Bellwoods Avenue.

Trinity Market is the culminating vision of Pettit's three-way partnership with sommelier Javier Castillo and Chef Milosz Malycha, his partner in the service-inspired tableware company, Spirit Wares.

"We call it "Trinity Market" in homage, of course, to Trinity Bellwoods Park, but we sort of also have three components to our business," Pettit explains. "One, we're right across from the Ukrainian Church and there's a kind of "holy" aspect we relate to the three aspects of our business. One, it's a retail bottle shop. Two, it's a retail tableware outlet and, ultimately, it's connected all the way down through our snack and wine bar business."





> “We choose the best little bites we love and are always rotating and adding. And everything is in a snack form—you build your own food program as a customer.””
>
> *— Matt Dean Pettit*

Stepping inside the cozy, 600-square-foot space feels a little like being transported to a little place in California. “It’s got a clean little beach vibe,” says Pettit. “It’s that café by day, and a snack and wine bar by night that serves little bits and bobs as you snack and drink the night away.” The other big twist, particularly for a business where two of the three partners are chefs, Trinity Market doesn’t actually make the food it sells. Pettit and his partners source and select foods and products they love, made by other makers they openly promote at Trinity Market, and their team heats or finishes it, then garnishes and serves it. “The food program comes from across Toronto and Ontario— all the places and favourites we love, from people we’re close to—and it’s constantly rotating. We put everything on display just like snack bars or tapas in Europe. The customer comes in and they pick and choose what they want. Everything is displayed in two counters, over the bar, and served on small snack plates, ramekins and bowls from Spirit Wares, our dinnerware company. It’s a lot like dim sum, actually. You’re passed something in a small tray, but we’re serving it in a really beautiful, unique vessel.”

This playlist-style food experience is curated by foodies in the know, but with endless potential for personalization based on the customer’s taste and preference. “You can get a little tuna tartar, which is served cold over the counter—just like pinchos in Spain or izakaya yakatori in Japan where things are already on display. It creates such a strong food community, and it says where it all comes from on the menu, along with the maker’s social media handle. We choose the best little bites we love and are always rotating and adding. And everything is in a snack form—you build your own food program as a customer.”

Some of the menu items are available exactly as one would find them at their place of origin, but others have been specially created for Trinity Market. Noce, a popular Toronto pizza place, does a custom, Roman-style square pepperoni pizza slice. The Trinity team heats it up and adds whipped burrata and basil (should the customer’s desire), plates it beautifully, and serves it. Pettit sums up the concept as “interactive retail”. “You walk in, and every single wine is available to try in a three-ounce option, and if you like it, you can buy it off the wall. The pricing is very approachable for everybody. I want to make sure we’re really conscious of value and giving people the opportunity to have a really fun, unique experience with dining. I love snacks and I love tapas—small dishes and bites. The food is Canadian, Torontonian—a global mix of everything. We have Venezuelan, we’ve got Argentinian, we have Italian, we have Korean, we have Japanese—it’s so diverse. So maybe you come in and you want Italian but maybe I want Asian that night. So now we have something for all of us.”

While Trinity Market will offer a constantly rotating menu of options, the team has consciously sourced cornerstone products or hero menu items, like pizza slices from Noce and baguettes, croissants and sourdough bread from the popular Blackbird Bakery. Using the space as a retail outlet for established local food businesses allows them to reach into new communities without risk or overhead. And, branding the concept as a “market” allows for infinite adaptation of the menu and experience.

The partners’ personal obsessions with food and drink are a key component of staff selection and training. Pettit highlights the importance of educating the service team so they can represent the people and story behind each item and act as concierge to the total experience. “It’s about strong education,”

> To make great food, that can be an extreme cost to operators. We looked for ways we could still serve amazing food, while working with people the way we do for catering and events."
>
> *— Matt Dean Pettit*

says Pettit. "We all need to know what the item is, where it came from and who made it. We need to be able to tell the story of, not just "what" the item is, but why it was selected and what's in it. Because we're not doing the prep work ourselves, we use that time to be over-prepared, and give our customers a great experience."

If this concept seems a little diffuse, it's because it is. The glue that binds it together is community, a foundational touchpoint that has become a priority over Pettit's 30 years in the hospitality industry. It's not his first rodeo or his first restaurant concept. "It's never been this difficult to be successful. The hospitality industry relies on people to come in our doors for example, or shop online to make money, whereas other businesses might not face those same challenges. We stick with it because we love it dearly. I was out of the business of owning for about five years when we sold Rock Lobster at a very lucky time, not knowing what was going to happen a few years later with COVID. I took what I learned there and Milos and Javier have almost as much experience in the industry as I do. We looked at what made sense globally. We looked at where costs have become exorbitant for owners and retailers. We all love global food, and looking at trends, two things really stood out to us."

"To make great food," he notes. "That can be an extreme cost to operators. We looked for ways we could still serve amazing food, but while working with people the way we do on catering and events. These businesses are able to continue to grow and thrive when a typical restaurant might not because there are so many overhead costs. So, we took that "catering and event" model, bringing in the best of the best, almost like a wedding. We source foods we love, and then we look at costs. Let's say we love a pizza, and a slice costs $2.00, I'm going to sell it for $4.00. We know the hard costs and can still deliver great value to the customer with a profit for us. When you make something from scratch, you're bringing in the raw ingredients, making it, cooking it—that's a lot of time, expertise and care before you even look at front of house costs to flip that item. And, if you don't sell it, well then, you're in trouble. Scalability—the flexibility to adapt to fluctuations in demand—is built right into the Trinity Market model. We wanted to look outside the box and say, "Listen, let's bring it all in." And, of course, give credit for the product to the people who made it. A lot of places bring in goods and they put them on their counter— cafés have done that forever. That's not new. But our idea is that we want to showcase where it's from and make that part of our story and experience."

Trinity Market also offers new partnership opportunities for entrepreneurial makers, bakers and chefs who find themselves looking for alternatives to traditional ownership. Supplying a food-forward enterprise that can sell their food not only adds income, but promotional opportunity and the chance to test and perfect their products. Pettit and his partners welcome chefs and F&B innovators in for tastings and, if they like it and it fits, they'll trial it in the Market.

Pettit also acknowledges that a large part of the model design is also about creating life-style flexibility across the enterprise. "We're in this industry, and we love it. But now, we all have families and can't devote the same time we used to. Trinity Market is a means to doing





If it's not *Certified*, it's not the best.™

Si ce n'est pas *Certifié*, ce n'est pas le meilleur.MC

Contact your sales representative today.

Contactez votre représentant pour en savoir davantage.

ALBERTA
Gordon Food Service Canada – Calgary
Gordon Food Service Canada – Edmonton
Intercity Packers – Edmonton

BRITISH COLUMBIA
Intercity Packers – Richmond
Gordon Food Service Canada – British Columbia

MANITOBA
Gordon Food Service Canada – Winnipeg
To-Le-Do Foodservice

NEWFOUNDLAND AND LABRADOR
Atlantic Grocery Distributors

NOVA SCOTIA
Gordon Food Service Canada – Atlantic

ONTARIO
Gordon Food Service Canada – Ontario
Intercity Packers – Toronto
Macgregors Meat & Seafood

QUEBEC
Gordon Food Service Canada – Montreal
Gordon Food Service Canada – Quebec
Les Viandes Intercite



what we've always loved, but we don't have to be the ones doing all the cooking all the time anymore, early morning and late night. This goes for our team too. We really encourage that work-life balance. Our hours are just 10 a.m. to 10 p.m. and we really hone in and do great service in between those hours. It allows us and our team to have a really strong work-life balance and a lot of fun. We're all in this together. We're all connected in this industry."

Trinity Market is being promoted as a "Tasting Room, Event and Small Business Collab Hub", part of a plan to use the interior and exterior space for events and for neighbourhood vendors to put up a tent to promote their food or retail items. While they were building, the Trinity Market teamed up with Kensington Flea Market, hosting a series of pop-up vendor markets from September to December on their patio. "We were just a space for people to come and do pop-up markets and it was amazing because we took a quiet little sort of residential corner and the neighborhood loved it, because there was something there that was safe, and family friendly; there were dogs everywhere while people bought from these small independent businesses. It was fantastic, and we're going to continue to do a lot of that."

Queen West is always busy, but the return of warmer weather marks the end of urban hibernation period. When the strollers, bikes and dog walkers return to sidewalks and green spaces, Trinity Market will have the opportunity to test its full offering. Location and amenities are crucial considerations for any entrepreneur, and while Trinity Market is on the small side with seating for roughly 20 people, they have one of the only patios on the strip that will provide west-facing sun until twilight.

Snack Bar
Bottle Shop
Eat & Drink
Shop & Smile

RC Show Restaurants Canada
·TORONTO·

RC Pop UP Experience
Curated by Matt Dean Pettit &
Inspired by Trinity Market

Experience Matt Dean Pettit's Trinity Market concept live at RC Show! Matt and his team invite guests to take a break from the busy show, reserve meeting tables and use the Pop UP as a backdrop for in-Show meetings. Enjoy an expertly curated selection of small bites and snacks from local makers and RC Show exhibitors served on gorgeous dinnerware from Spirit Wares. Let guest mixologists surprise and delight you with special cocktail menus at the Pop UP bars.

"I think the best way to get to know someone is when you share a meal with them. You learn something about someone when you break bread with them. Guaranteed."

— Matt Dean Pettit

LEARN MORE AND REGISTER NOW



LET THE STORY OF LOCAL DAIRY ELEVATE YOUR MENU

The dairy industry in Ontario is the largest agricultural sector in the province, with roots on over 3,300 family farms focused on providing quality milk to consumers. Dairy Farmers of Ontario is proud to represent these producers and taking an active role in the supply chain, bringing the milk from farm to table.

Restaurants across Ontario and Canada play a significant role in bringing a variety of dairy products and ingredients as tasty menu items to their patrons every single day. There are a couple of elements that every restaurant and establishment should consider when using dairy ingredients in their menu planning and execution; firstly, milk and the dairy products derived from milk are some of the most nutrient dense products available for consumption. A single glass of milk contains 15 essential nutrients and vitamins. Secondly, with all milk originating from family farms across the province, this grassroots movement clearly embodies "local".

CUSTOMERS CRAVE LOCAL.

Local food has been more broadly appreciated and in demand since the pandemic. Simply stated, "local" provides a sense of security that comes from knowing where your food comes from and that it is sustainably produced. Special attention is paid to limiting the carbon footprint connected with transporting milk from the farm to the restaurant. The fresh milk from the 3,300+ farms in Ontario is picked up every other day and typically travels within a 100 km radius of the source farm to nearly 100 processing plants that craft it into high-quality milk, cheese, butter and the other dairy products that level up your food.

MADE ON THE FARM.

In recent times, more dairy processing has taken place "on-farm" by the farmers themselves, using the milk from their own dairy herd. It doesn't get any more "local" than this! A few short years ago, Ontario had just over 10 on-farm processors providing a variety of dairy products to the local, regional and national marketplace. Now, Ontario has 20 farmstead dairy processors with more scheduled to open shop before the end of 2023, with new offerings to add to Ontario's well-established selection of incredible local cheeses, butters and other dairy products available to restaurants and foodservice.

CRAVED GLOBALLY. MADE LOCALLY.

The continued growth and ethnic diversity in Ontario has created more demand for culturally familiar dairy using varied methods and ingredients. The breadth and growth of local suppliers means that exceptional cheeses like Brie, Asiago, Bleu, paneer, halloumi, queso fresco, Gouda, and quark, as well as other outstanding products like; kefir, labneh, dahi, ghee, skyr are all not only made and available in Ontario, but are recognized for their quality and craftsmanship across Canada and around the world.

STRONG LOCAL ECONOMIES.

All restaurants, from independents to franchisees, are local businesses serving their communities. Supporting partnerships with local suppliers and farmers helps build resilience by strengthening the local economy and supply chain for all.

Local farm-to-table sourcing is what sets a menu apart and elevates the offering to optimize guest experience. Customers are willing to pay a little more for quality and appreciate knowing where their food comes from. When you take advantage of the wide array of fresh, quality, nutritious Ontario dairy products, the farmers and processors become part of the story of your plate, and it's one you can share with pride.

To learn more about the growing range of Ontario-crafted dairy products, download the fully-updated Ontario Dairy Guide:

www.milk.org

MENTAL HEALTH AWARENESS IN THE HOSPITALITY INDUSTRY:

KRIS HALL AND THE BURNT CHEF PROJECT

BY CHRIS SZEGO



What started as a series of photographs turned into a worldwide movement.

That was never the plan. At first, Kris Hall, founder of the Burnt Chef Project, only wanted to shine a spotlight on the prevalence of mental health issues in the hospitality industry, and if possible combat the stigma they carried. "When I started this project back in the south of England, I had only planned for it to be a local photography campaign to raise awareness in my hometown. The black and white photos were designed to show that there was more going on behind the shadows of our mind than people realized."

Those photos ignited social consciousness in a way Hall hadn't anticipated. "They started to spread via social media." The dual message – that mental illness was more common than once thought and that change was needed at a sector-wide level – resonated not just locally but internationally. "The merchandise we had started to sell to pay for mental health training was gaining momentum in the UK and overseas."

Driven by increasing acceptance then kicked into high gear by the unique pressures of the pandemic, the momentum continued to grow. Today the Burnt Chef Project is a globally recognized not-for-profit social enterprise with a presence in more than 100 countries. Their mission, in their own words, is to create a happier, healthier, more sustainable industry. "We fundraise, sell merchandise and deliver market-leading well-being courses to pay for free education, support, and awareness for the global hospitality community."

Hall has been open about his own struggles with mental health. "My own personal mental illness has been well documented but aside from that, it was my deep passion for the industry and love for the individuals in it that further solidified my drive to create change." With a background in sales, Hall has worked in hospitality for more than a decade. "It was hard watching college uptake rates start to dwindle, and having conversations with friends and clients in the trade who didn't want to do it anymore, or just couldn't." Even in the pre-pandemic world, the cracks in the industry were starting to show. So, Hall started Burnt Chef in May 2019. "For too long the passion, creativity and drive of our workforce was taken for granted."

The Project's growth was entirely organic. And timely, as the pandemic detonated the pressures the industry was barely keeping under wraps. Hall says the Burnt Chef Project has seen a noticeable increase in mental health complaints since the start of the pandemic. "I believe it's a combination of greater awareness of mental health issues within our society and the increased number of mental illness experiences because of COVID-19. The lockdowns themselves were problematic and created wider financial and economic pressures."



> My own personal mental illness has been well documented but aside from that, it was my deep passion for the industry and love for the individuals in it that further solidified my drive to create change."

Kris Hall, founder of the Burnt Chef Project



That's when the other part of Burnt Chef Project's mission, training, really began to pick up speed. "It was at this point, during COVID, that businesses started to contact me to ask what they could do to support their teams." The Burnt Chef Project expanded their training sessions for both individual leaders and for business teams, and the demand keeps increasing.

The Burnt Chef Project offers many kinds and types of outreach and resources. Their podcast, *The Burnt Chef Journal*, which launched in 2020, has more than 70,000 downloads in 112 countries to date, and its message of support, survival, and welcome continues to spread.

In February 2021, Burnt Chef launched a direct support endeavor in the United Kingdom, a 24/7 text-based support service provided in partnership with Mental Health Innovation. Free to anyone in the hospitality industry who needs to talk to someone about their mental health issues, the service connects those who are struggling with those who can help. And the connection is not just for work-related issues either. The scope extends to relationships, bullying, and mental well-being in general. There's also a 'Get Help Now' option for urgent situations, with options for residents in the U.K., Ireland, New Zealand, Australia, Canada, and the United States.

And the Burnt Chef Project kept going. They created the Burnt Chef Academy, their free online resource center which offers hospitality-specific information and training, along with stress reduction tools and techniques. Recently they created a dynamic and powerful diagnostic tool that helps businesses not only identify stress and burnout hotspots, but also predict the potential costs if no progress is made. Last year saw the Academy deliver almost 7,100 hours of free training, and participants completed 14,169 education modules.

Recently, The Burnt Chef began the Ambassador Scheme, an international peer support network. "I'm very proud of our International Ambassadors," says Hall. "They work hard to support others using their own experiences." At the time of writing, there were 120 Burnt Chef Ambassadors around the globe, each volunteering their time for the Project and to support others in their local hospitality community.

2022 was a big year for the Burnt Chef Project. Though pandemic restrictions receded, and the sector saw some return to normality, it was also sent reeling by ongoing supply chain disruptions, a lack of resources, a rise in economic uncertainty, and increasing reports of mental illness. To better understand the trends, The Burnt Chef Project diverted some of their resources to research, and the numbers were startling. According to their survey of more than 1200 hospitality employees, 84 per cent reported having had mental health issues during their career. Tellingly, 46 per cent said they weren't comfortable sharing their concerns. That's the kind of stigma The Project is determined to tear down.

The Burnt Chef Project approaches mental health as both an individual and a societal issue. Hall doesn't believe one or the other takes priority. "We need to empower individuals to speak up about any concerns they have relating to their mental health whilst also providing education about how to maintain good mental hygiene. That's something we weren't taught." Their website makes several free resources available to make the process easier: checklists, action plans, and guides.

At the same time, Hall knows it's crucial to ensure that businesses also have the right kind of tools, supportive structures, training and sustainability practices when it comes to well-being. They also need to recognize that the hospitality work environment has a considerable impact on the health of their teams. "You can't have one without the other. We like to think of it as an all-systems change."

To fund their work, The Burnt Chef Project sells merchandise, branded with their logo, a cheeky F**K STIGMA with two crossed knives in place of the missing letters, and sayings that offer support for and challenge the stigma of mental health issues. Along with kitchenware and accessories, they sell T-shirts, jackets, hats, coats, and more. One hundred per cent of the profits from sales go directly to providing their free-to-access support services. They also fundraise with athletic events like skydiving and a hiking challenge.

Hall also looks outside of the industry for inspiration and collaboration. The Burnt Chef Project works closely with Mental Health First Aid (MHFA) England to provide their training for businesses and individuals trying to improve their understanding of and accommodation for mental health. Currently they provide half-day, full-day and two-day training sessions, taught either in-house or through third-party training partners. In 2022, they provided almost 2500 hours of training to businesses and teams.

In addition, they recently partnered with Thrive Mental Wellbeing to offer an app for businesses. Hall is thrilled with the

YOUR MENU NEEDS THE B1G*

Pace®

B1G* SALSA

TASTE OF PACE®



CANADA'S FAVOURITE FOODSERVICE SALSA.*

Campbell's FOODSERVICE

MADE TO SERVE®

Visit campbellsfoodservice.ca/brands/pace to learn more.

*Source: Canadian Foodservice Market Sales. Direct Link, 52 wks ending 9/30/22.



partnership. "The Thrive mental Wellbeing app provides proactive therapy all around the globe. It's available in nine different languages, so those who struggle with their mental health do not need to find courage to ask for help." Instead, help is offered privately, via an app with unlimited access. Approved by the NHS in the U.K., the app hosts over 100 hours of mental fitness and resilience building tools. "From a services point of view, our partnership with Thrive Mental Wellbeing is incredible. The app's resources provide unrivaled impact whilst also giving businesses a return on their investment of up to 19:1!"

From its humble beginning, the Burnt Chef Project has grown to a team of 17, including trainers, marketers, psychologists and administrative personnel. But when it comes to mental wellbeing, they built both mitigation and prevention into their ethos from the start. "The old saying 'An ounce of prevention is worth a pound of cure' has never been more true than when it comes to this subject," says Hall. "Far too often we wait until the struggle sets in, either personally or professionally, before we do anything to intervene. This often leads to increased recovery times, additional problems and, for businesses, considerably higher costs."

Hall is frank when insisting that the hospitality industry must recognize it has areas to address. "First, the mitigation of stress within our workplaces must be a priority. It's the leading cause of mental illness amongst our demographic and for a long time we've been told 'That's just hospitality'. Why does it need to be? Why have we just accepted damaging levels of service and stress without looking at the impact and how to address it?"

He compares the hospitality workload to other exercises in endurance. "You wouldn't expect an Olympic athlete to perform their chosen sport for 16 hours a day in poor conditions, with low nutritional value and without proper rest. Why then, should hospitality workers struggle to keep working in those conditions?"

He also notes that there isn't a one-size-fits-all approach to improving mental wellbeing. "We try to encourage individuals and leaders to ask their teams what they want and how they feel. We often assume we know what is best for others, especially in hospitality where we're very good at providing service to others." The tools and technologies that work best for one individual or workplace might need tweaking or substitution in another. "However," he continues, "We also need to service ourselves, with self-care and respect, and by asking our professionals what they need in order to create hospitality 2.0. The answers are already there, we just need to be courageous enough to ask the questions and hold that space."

In a few short years, Hall has overseen the growth of The Burnt Chef Project from a small local awareness program into an international phenomenon. "2022 was quite the year, and 2023 is already shaping up to be even better. We have on-the-ground launches in Italy and Canada is already in progress." Hall sees the evolution and expansion as more than a business opportunity. "It's my moral obligation, my duty to provide easy-to-reach education, support, awareness, and data so that our industry can begin to repair itself. I've been very much a passenger on this journey."

THE BURNT CHEF
PROJECT

@theburntchefproject
@burnt_chef
@theburntchefproject
www.theburntchefproject.com

RC Restaurants Canada Show
·TORONTO·

On **Monday April 10,** Kris Hall will appear on the **Speaker Stage** at the for a fireside chat with Jim Taylor of Benchmark Sixty: **"The Elephant in the Room: Exploring the Relationship Between Team Well-Being & Business Success". Scan to register now:**

wholesale club™
everything foodservice

Shop where the chefs shop



Free Business Membership. No Minimum Order Required.

Why Shop at the Club?

- No Membership Fee.
- No Minimum Order.
- Restaurant Quality Products.
- Product sold by the each, Club Pack, case or pallet.
- Wholesale pricing and savings through our Multi-unit discounts on thousands of items.
- Fast check out and efficient store layout to minimize your time away from your business.
- Extended opening hours for your convenience.
- Commitment to food safety.
- Great value on our Sunspun brands, no name and many other private label products.
- Focus on your business and leave the shopping to us with PC Express.

wholesale club™ everything foodservice × express™

Save time, shop online.†

Place your Wholesale Club order online and pick up in-store.

†Applicable fees for in store pickup of online orders are extra. In-store pickup of online orders is only available at select locations and on orders over $75.

To find a location near you, visit wholesaleclub.ca

Follow us @therealcanadianwholesaleclub

Available only at your local

wholesale club™
everything foodservice



sunspun™ Priced to add value to your menu.

Sunspun dressings are made from high-quality ingredients but priced lower than national brand dressings. You can get all your customer favourite dressings like Ranch, Greek, Italian, French, Coleslaw, and of course, Caesar. Sunspun salad dressings, only available at Wholesale Club.



sunspun™ Caesar salad dressing
3.78 L



sunspun™ chicken breasts
4, 5 or 6 oz varieties, frozen, boneless, skinless, seasoned, uncooked, 17% meat protein, 5 oz= approx. 29 pieces, 4 kg



sunspun™ sliced bacon
frozen, rindless, sliced
5 kg



sunspun™ cracked black pepper
420 g



sunspun™ mayonnaise
20 L

visit wholesaleclub.ca for store locations, store hours, flyers and more.

THE MARKETPLACE

INSPIRE · INNOVATE · EMPOWER



Gordon® FOOD SERVICE

Single-Use Plastics Ban Solved!

The next phase of the ban will be in place in no time - but Gordon Food Service has got you covered! With their new Re.Source™ brand disposables, they've got solutions readily available.

What is Re.Source?
Re.Source offers a line of disposable products designed to share your sustainability story with end consumers—using a one-of-a-kind, icon and colour-coded system to clearly communicate which products can be recycled, composted or reused.

Visit gfs.ca to learn more | 1-800-268-0159



VIAU FOOD PRODUCTS INC.

Viau, where tradition and quality meet innovation and value.

Viau Food Products is a major player in the production of pepperoni and other processed meats in Canada. Now a part of Maple Leaf Foods, Viau aims even higher in achieving its goals and mission to provide its customers with exceptional service and superior quality products, manufactured using processes that meet the highest quality standards.
Your priorities are their priorities. Share them with Viau today and get working together!

Viau Food Products Inc.
6625 rue Ernest-Cormier, Laval QC H7C 2V2 | 1.800.663.5492 | info@viausila.com
Pricing, availability as necessary

There's a better way to serve coffee all day!

Consistently deliver your signature coffees to the morning rush with the Infusion Series® batch brewing system. For the rest of the day, Fast Cup® complements your coffee program by delivering the same flavour profile with a bean-to-cup platform. Learn more and see the rest of the industry-leading line up by visiting them at **www.bunn.com**



TouchBistro



Canada's Favourite All-In-One Restaurant Management System

TouchBistro is an all-in-one POS and restaurant management solution equipped with all the features you need to streamline your operations and boost your bottom line. Each and every one of TouchBistro's products has been built to specifically address the needs of restaurateurs from both an operational and guest satisfaction perspective. Simplify day-to-day operations with POS, KDS and Payments. Use Online Ordering, Loyalty, Marketing and Reservations for a 360-degree customer engagement solution, all on one platform. Get in touch today to see why TouchBistro has been used and loved by thousands of Canadian restaurants for 10+ years.

Get in touch today for a custom quote: **www.touchbistro.com | 1 855-363-5252**
Pricing, availability as necessary

Lignum Honey is a premium brand offering an unparalleled depth of flavour across six distinct varietals including Logwood, Blue Mountain Coffee, and the best-selling Scotch Bonnet Pepper. The uber-versatile product is at its best as a stand-alone sweetener, but also raises the profile of marinades, dressings, and charcuterie boards.

LIGNUM HONEY



For generations, Jamaicans have known that honey sourced from their island was a treasure to behold. Now, CEO Ken Benjamin is proud to bring his country's liquid gold to North America. Despite launching just three months before the COVID-19 pandemic, the company has amassed scores of fans across the GTA and hopes to capture the hearts of American foodies later this year.

To explore the world of Lignum, visit **lignumhoney.com** | **@lignumhoney**
To more information or to place an order, contact Ken Benjamin at:
info@lignumhon

Hormel Foods
FOODSERVICE INTERNATIONAL

Top your pies. Pack your tables.

HORMEL® ROSA GRANDE™ Cup & Char Pepperoni offers picture-perfect signature curls and charred edges that provide a look that gets posted shared and loved. It not only looks great on a pizza, it also delivers a distinct flavour and crunch for patrons. Thanks to the power of social media, this is a topping that can help increase sales and attract more repeat customers. Try this new spin on a classic topping that consumers have come to know and love.

To learn more, please visit:
https://www.hormelinternationalfoodservice.com/ca/product/hormel-rosa-grande-sliced-pepperoni-1-10lb/



EXCLUSIVE LABOUR SOLUTION OFFER
for Restaurants Canada members.

Swob®

Swob: Great new team members are just a swipe away





Now more than ever, operators across Canada are in a constant recruitment cycle, often spending (and wasting) far too much time on job boards. While many of these boards cite high numbers of qualified job seekers, any restaurant will tell you that the gap lies in the location of these applicants. Applications from job seekers located hours away and "speculative" applications from other provinces or countries cost recruiters enormous amounts of time to review, particularly if they need a role filled "yesterday". Swob's focus on the needs of the hospitality market and on closing the location gap is what led to Swob's big differentiator: its hyper-local focus.

Swob is a web and mobile recruitment app explicitly designed for hospitality and foodservice recruitment. Originally launching on mobile, the app experience allows users to scroll through jobs in their community and, when they find one they like, swipe right to learn more and apply. Swob was custom-created for entry-level hospitality jobs, and its growing client and user base has streamlined the online recruitment process for restaurants across Canada.

The visionary entrepreneurs behind the award-winning recruitment app are Stephanie and Alex Florio, a brother-and-sister team. They initially struck on the idea based on their lived frustrations in finding local part-time, entry level jobs. Since those original conversations, they've raised funds and designed, built and launched Swob, becoming the first Canadian company to win Sir Richard Branson and Virgin Mobile Canada's "Pitch To Rich" competition in May 2018. They've also earned many awards and accolades for the success of their business and product quality and sophistication.

During the original research and development phase for Swob, Stephanie notes they made listening to restaurant owners a priority, building their feedback and experiences with traditional job platforms into the solution design. "If you are missing your bartender, that's a crucial thing. If you need to call somebody to come in as soon as possible, that person needs to live nearby. We built in a feature called "maximum applicant distance" that allows the employer to select a certain radius around their business. That was a huge lesson learned for us. We're very location focused, and that ties into our recent update."

In December 2022, the Swob team launched their new, enhanced "Swob 2.0" version with design and feature updates on both mobile and web. The improvements in the new release were based on their client and applicant feedback to date and refined by input from human resource professionals at McDonald's and Recipe Unlimited. "We wanted to understand the pain points recruiters experience using other job boards," says Florio. "I think success lies in taking the time to really listen and designing a product people really need and want. We were very fortunate to have the opportunity to sit down with experts

WHO'S USING SWOB?

"Using Swob has been a great experience for us. It allows us to connect to applicants in a way we couldn't before."

~ Michael, People Manager at McDonald's

"Swob is an incredibly user-friendly tool that makes it easier for us to post jobs, find qualified applicants and fill our open positions."

~ Valerie Rock, Senior HR Manager, Lone Star Texas Grill

and gather their feedback and wish lists and I think it really shows in the product. If you're not listening to what people want, why would you expect them to use your product?"

Stephanie points out that the decision to launch a web-based version of Swob was based on increased client demand and the opportunity to reach new potential hires using different technologies that aligned with varied age demographics and job-seeking behaviours. "While we tend to attract a younger audience, many retirees are getting back into the workforce and this trend grew during the pandemic. There are also a lot of new Canadians using our platform, so we wanted to enhance our offering with a web-based version that was simple to use for anyone, on any technology."

This insight has already paid off. Employers continue to use the web-based application to post their jobs and job seekers are now able to choose between the mobile app, which was specifically designed for prospective employees, and the newly enhanced website.

The team's focus on maintaining a local focus led to a redesign that helped draw in more job postings to ensure there are a healthy number of roles available across different communities. "In Toronto, I might have 200 jobs to consider, but there may only be 50 jobs available in Ottawa. We really want to ensure that everybody across Canada is getting enough to choose and select from. That's why we've partnered with large employers to make sure Swob is filled with open, quality roles for all job seekers."



SWOB BENEFITS FOR RESTAURANTS CANADA MEMBERS:

- ✓ Save 10% on job postings on Swob Individual and Monthly plans.
- ✓ Connect quickly and easily with verified local candidates – set your own recruitment radius.
- ✓ Award-winning platform designed for and with the foodservice and hospitality industry.
- ✓ Saved job descriptions – no need to re-enter job details.
- ✓ Flexible plans.

ONLINE HIRING TIPS FROM STEPHANIE FLORIO AT SWOB:

1. **Keep postings short and sweet.** If it's an entry-level role, keep it simple and to the point to attract more candidates.
2. **Include perks.** If you offer a signing bonus, free staff meals, parking or special staff amenities or activities, list them. These extras can make a real difference to applicants.
3. **Show you care about your employees.** If you offer specialized training, wellness programs or access to services and apps, let prospective hires know.
4. **Be responsive and gracious.** Recruiting can be stressful, but how you engage with applicants speaks volumes about your workplace culture. The "best" candidates typically have options and, in this market, taking care to put your best foot forward can make a big difference to recruitment success.
5. **Move fast.** It's an employee market. If you see a great applicant come in, try and engage immediately or you may miss out.

Discover more Restaurants Canada Member Benefits at:

www.restaurantscanada.org/community/benefits/

Restaurants Canada

The voice of foodservice | La voix des services alimentaires



Restaurants Canada

The voice of foodservice | La voix des services alimentaires

Restaurants Canada is proud to welcome you to **RC Show 2023: Heart & Hustle**. This is our chance to come together to learn, connect and celebrate the best of Canadian hospitality and foodservice.

JOIN US:
Learn about Restaurants Canada Member Benefits including industry advocacy efforts and updates, exclusive member benefits and cost-savings programs, industry events and education and leading industry research, data and insights.

ENGAGE WITH US:
Capture your #RCShow experience in front of the Restaurants Canada photo wall and share your Show and event highlights.

VISIT US: Booth #2001

restaurantscanada.org

@RestaurantsCanada
@RestaurantsCA