



RESEARCH

Restaurant Outlook Survey

Q2 2021





Executive Summary

- In July, 84% of table-service restaurants were open for on-premise dining (either without any capacity restrictions, or at reduced capacity/outdoor dining only) following the closure of on-premise dining in many parts of the country throughout the first half of 2021.
- In April and May, nine in 10 table-service restaurants reported lower sales compared to the same months in 2019. By comparison, seven in 10 quick-service restaurants reported lower sales. An easing in government restrictions and the opening of patios led to a marginal improvement in foodservice sales in June.
- Given the steep decline in sales and rising expenses, 55% of respondents were operating at a loss in July while 20% were just breaking even.
- The vast majority of foodservice operators are seeing a surge in food prices. Overall, seven in 10 restaurants reported higher costs for fresh vegetables, cooking oil and beef.
- Nearly half (48%) of foodservice operators expect to boost menu prices by 4% or more over the next 12 months. In fact, one in five plan to raise their menu prices by 6% or more. In contrast, only 12% are planning to raise their menu prices by 2% or less.
- In the first two weeks of July, 80% of restaurant owners were finding it difficult to hire back-of-house-positions, while 67% were having difficulties filling front-of-house positions.
- Overall, 14.5% of jobs at quick-service restaurants and 11.4% of jobs at table-service restaurants are currently vacant.
- Looking ahead over the next year, 42% of restaurants expect the number of unfilled positions to increase.

Introduction

What a difference a few months can make. In the last edition of the Restaurant Outlook Survey, the foodservice industry was coming out of a challenging second wave. The reprieve didn't last long: the number of confirmed cases skyrocketed once again in early April and remained high throughout most of May. As a result, government-mandated shutdowns meant some foodservice businesses had to rely on takeout and delivery only, while others decided to temporarily shut down all operations.

When this survey was conducted in early July, the number of confirmed cases had declined to their lowest levels since September 2020. The dramatic drop in cases is the result of a significant surge in the number of partially- and fully-vaccinated Canadians. With the steep decline in cases, most foodservice establishments across the country were able to open up their patios and even be open for on-premise dining.

Based on robust pent-up consumer demand, and a more positive economic outlook, Restaurants Canada's latest Quarterly Forecast report calls for stronger-than-expected growth in commercial foodservice sales in the second half of 2021 and throughout 2022.

While it is encouraging to see a more positive outlook in the recovery for sales, the foodservice industry continues to be impeded by several major challenges. This edition of the Restaurant Outlook Survey reviews the three biggest challenges that are currently facing restaurants: operator debt, higher food prices and labour shortages.

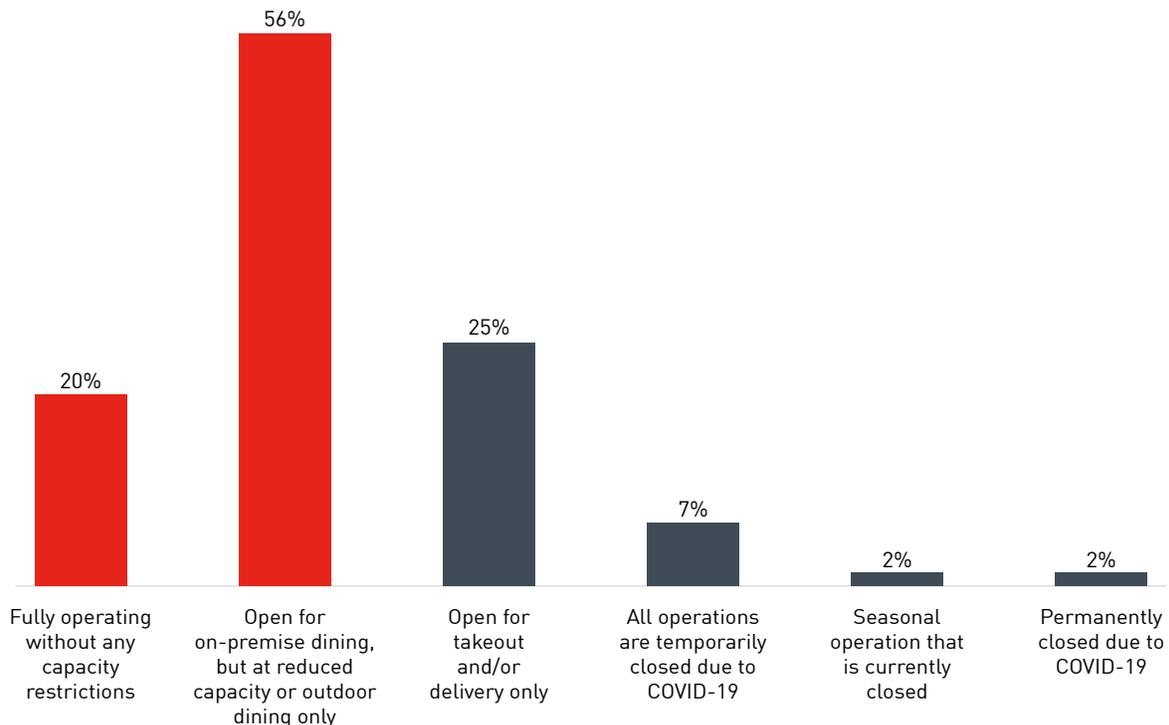
Restaurants Reopen!!

Following the closure of on-premise dining in many parts of the country due to the second and third waves of COVID-19 throughout the first half of 2021, 84% of table-service restaurants were open for on-premise dining (either without any capacity restrictions, or at reduced capacity or outdoor dining only) in July. One in five table-service restaurants were open solely for takeout and delivery in July compared to more than half (53%) of operators in April.

Just over half (55%) of quick-service restaurant operators were open for on-premise dining, either fully or at reduced capacity. Nearly half (48%) were open only for takeout and delivery in early July, compared to 85% in April.

Meanwhile, seven in 10 of the 'all other foodservice' category – which includes accommodation, institutions and bars – were open for on-premise dining either fully or at a reduced capacity. Still, 16% of respondents in this category remain closed temporarily.

Nearly eight in 10 restaurants were open for on-premise dining in July (either without any capacity restrictions, or at reduced capacity/outdoor dining only)

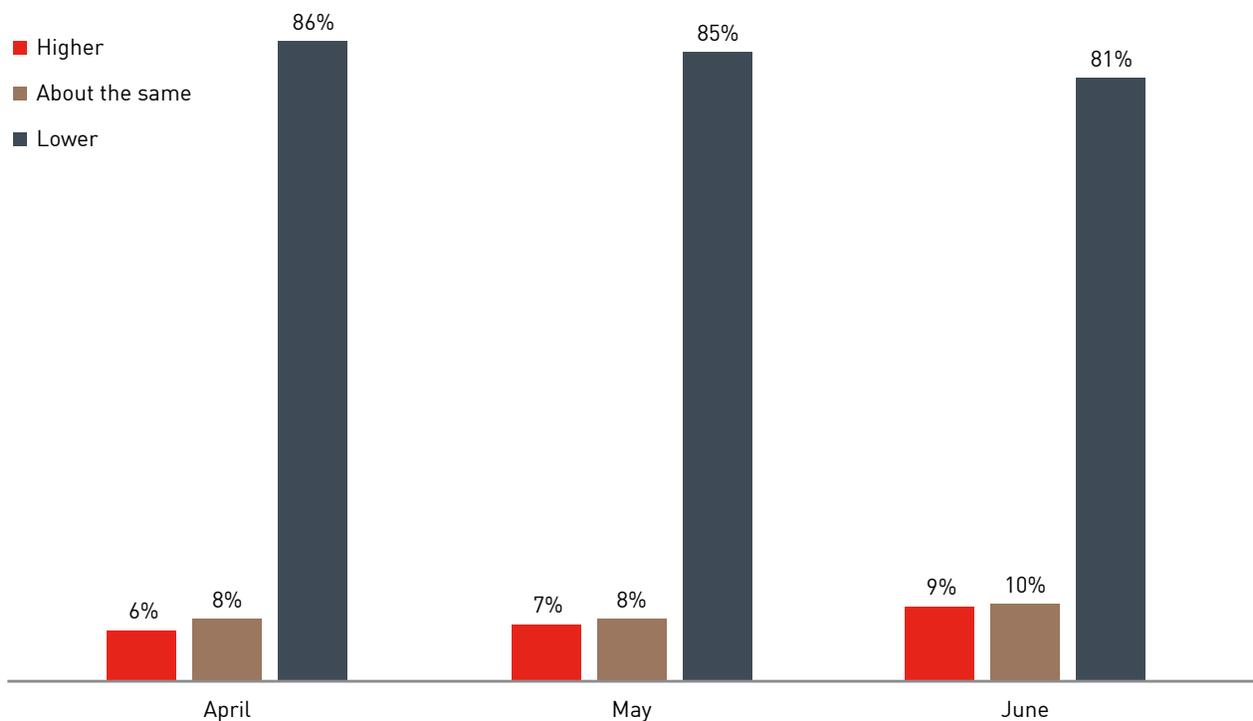


Q: Which of the following best describes your current level of operations? (If you operate more than one location, please select all that apply.)

The third wave had a devastating impact on foodservice sales in the second quarter of 2021. In April and May, nine in 10 table-service restaurants reported lower sales compared to the same months in 2019 and seven in 10 quick-service restaurants reported lower sales. Roughly eight in 10 'all other foodservice' reported lower sales.

An easing in government restrictions and the opening of patios led to a marginal improvement in foodservice sales in June. Still, 85% of table-service restaurants reported lower sales in June 2021 than in June 2019. Anecdotally, while sales were down during this time, the decline in June sales was smaller than the declines in April and May.

Change in same-store sales in Q2 2021 compared to Q2 2019



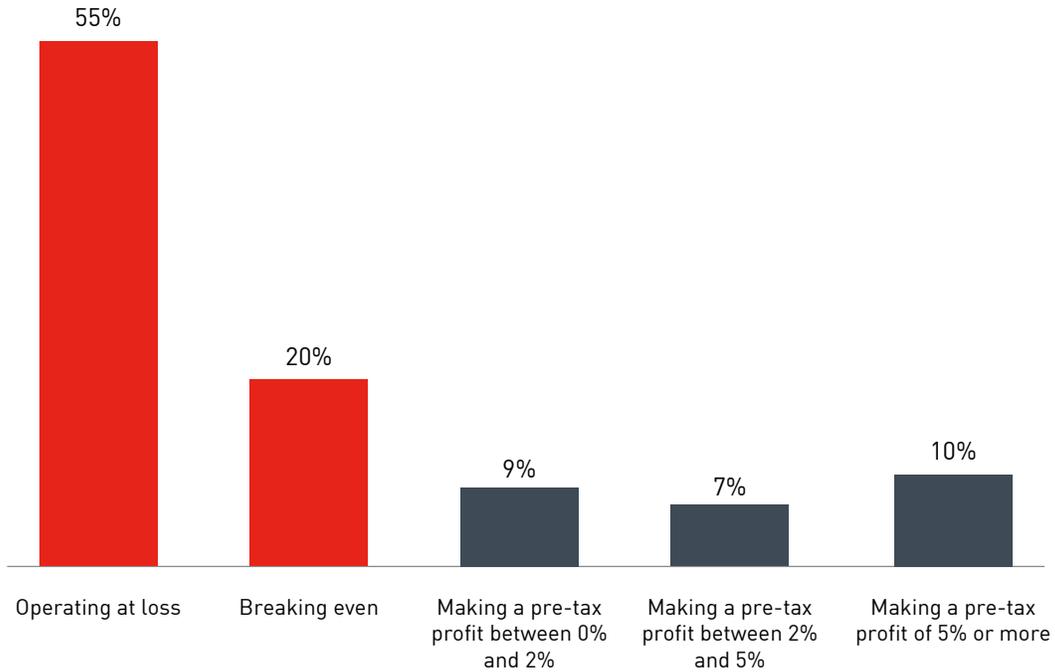
Q: For the following months, was your total sales volume, higher, lower, or about the same as it was compared to the same month in 2019?

Given the significant hit to sales in the second quarter, combined with rising expenses, 55% of respondents were operating at a loss in July. 20% were just breaking even.

The results varied significantly by segment and by region. While 42% of quick-service restaurants were earning a profit, only 20% of table-service restaurants followed suit.

At a regional level, in Central Canada, which implemented more stringent containment measures, 38% reported a profit compared to 52% in Western Canada and 55% in Atlantic Canada.

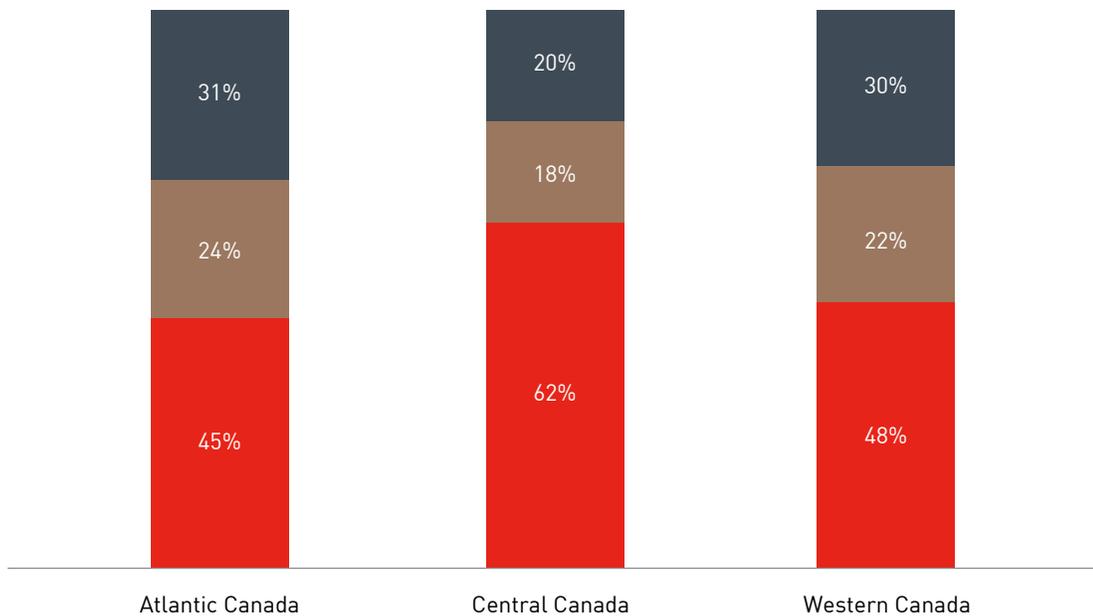
75% of foodservice operators were either operating at loss or just breaking even in July



Q: Which best describes the current profitability of your overall operations?

Six in 10 respondents in Central Canada were operating at a loss in July

■ Operating at loss
 ■ Breaking even
 ■ Operating with a profit



Q: Which best describes the current profitability of your overall operations?

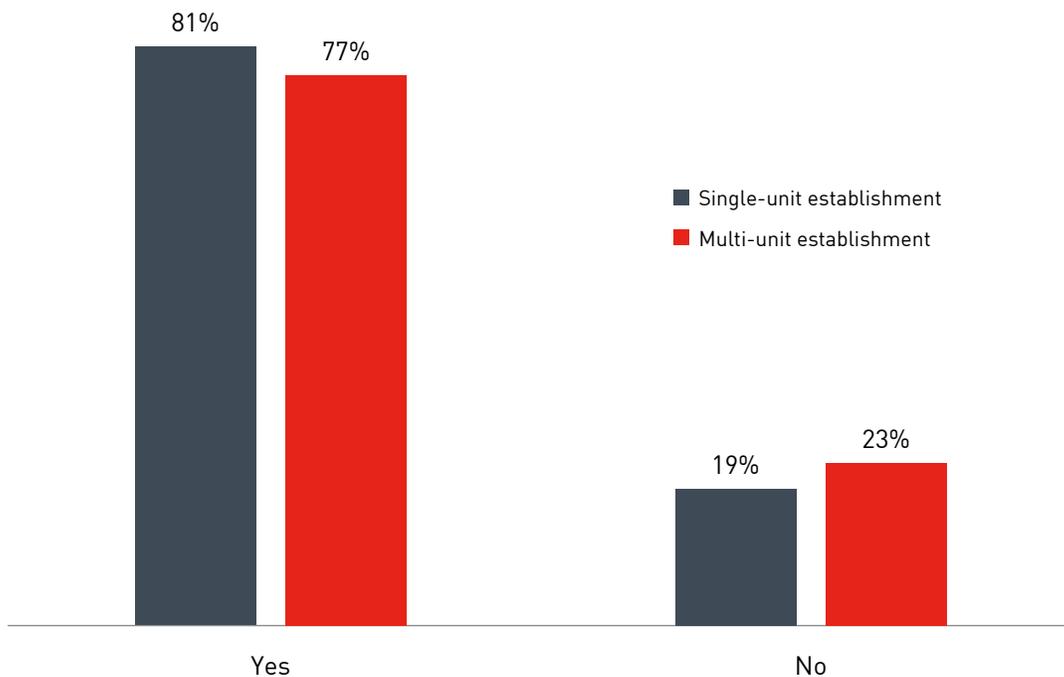
Foodservice Operator Debt

In the last Restaurant Outlook Survey, foodservice owners stated that growing debt is one of the top two challenges for their business for the remainder of 2021. The top challenge, of course, is the potential for additional government-mandated shutdowns.

Overall, 81% of independent restaurants and 77% of multi-unit restaurant owners took on new debt due to the pandemic.

At the segment level, 85% of single-unit table-service restaurants and 89% of multi-unit table-service restaurants took on more debt due to the COVID-19 crisis. In contrast, single-unit quick-service restaurants (83%) were more likely to go into debt compared to multi-unit quick-service restaurants (63%). This is because revenues of many multi-unit QSRs outperformed independent operators.

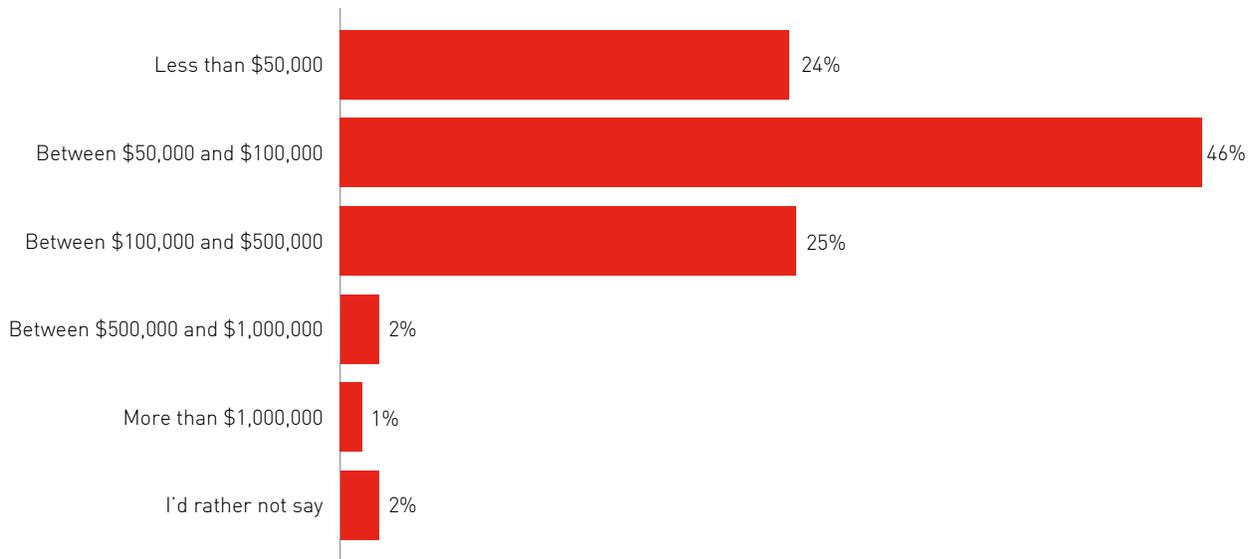
Eight in 10 operators took on new debt due to the COVID-19 crisis



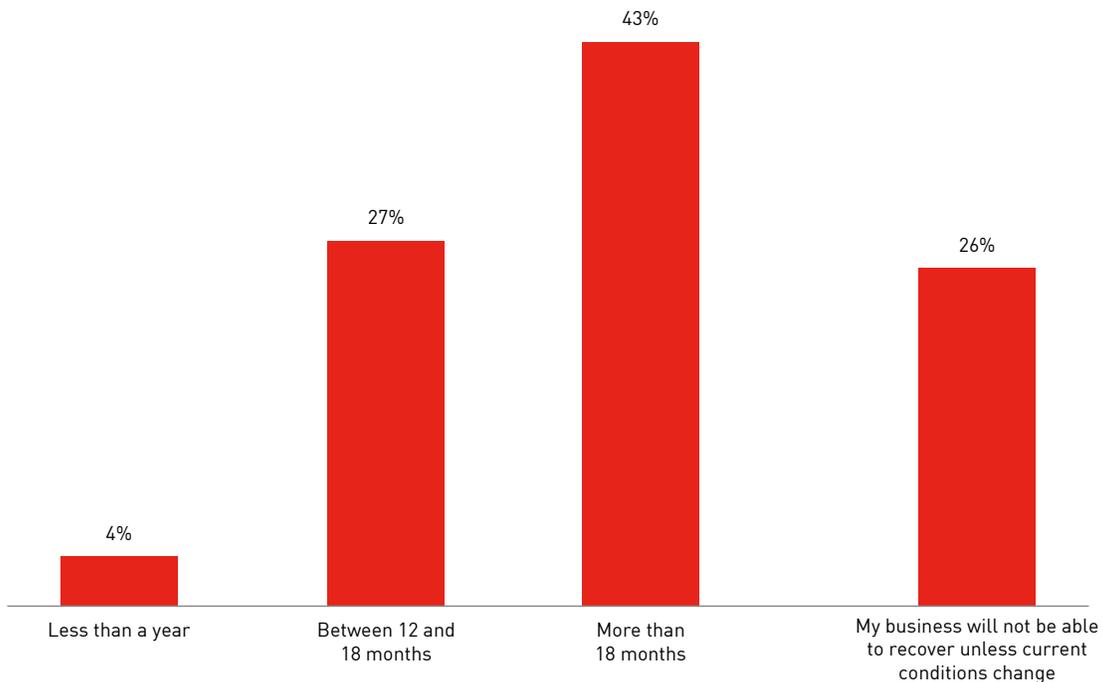
■ Q: Has your foodservice business taken on new debt due to the COVID-19 crisis?

Overall, 24% of single unit restaurants incurred a debt of less than \$50,000, 46% are carrying a debt between \$50,000-\$100,000, while another 25% incurred debt between \$100,000 and \$500,000. As a result, 43% of those in debt said it will take more than 18 months for their business to recover. Another 26% are not sure their business will ever recover.

How much new debt has your business incurred due to the COVID-19 crisis?
Single-unit establishments

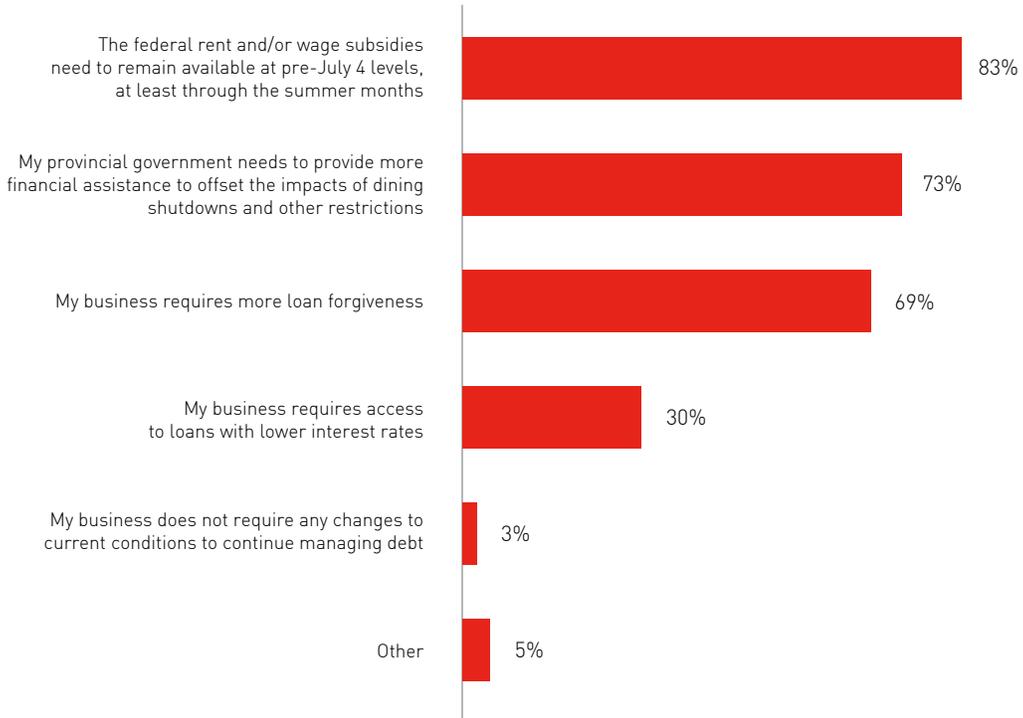


If current conditions continue, how long will it take your business to recover from debt incurred due to the COVID-19 crisis? **Single-unit establishments**



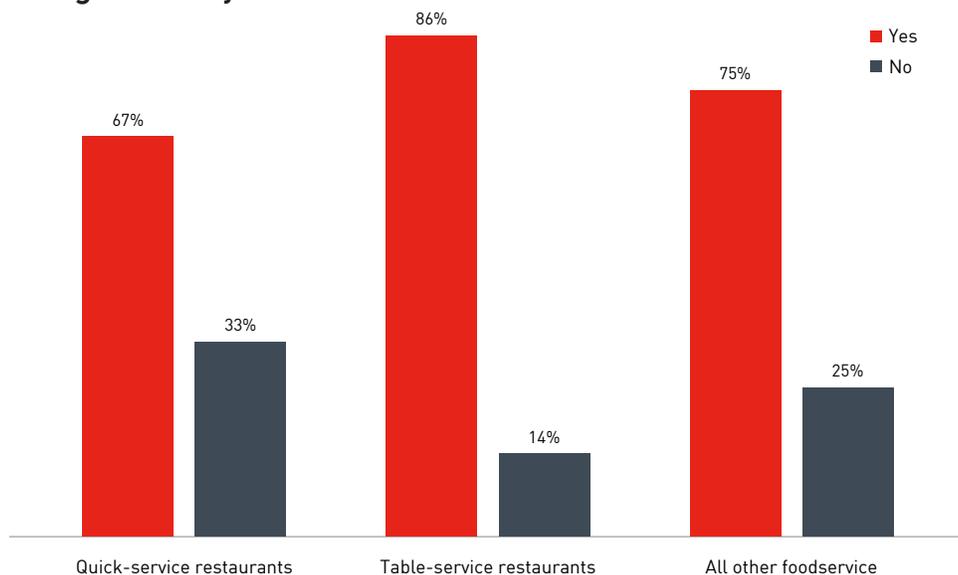
In order to manage their debt, whether a single-unit or a multi-unit establishment, 83% of operators said they want to see the federal rent/wage subsidies remain available at pre-July 4 levels, at least through the summer. Just over seven in 10 are looking for more help from the provincial government and feel they need to provide more financial assistance to offset the impacts of the restrictions and dining shutdowns. Seven in 10 are looking for more loan forgiveness. Table-service restaurants require the most help from these programs, as they are among the hardest-hit segments from the pandemic.

Will your business require any of the following changes to current conditions to continue managing debt from the COVID-19 crisis? (Please select all that apply.)
Single- and multi-unit establishments



For the vast majority of foodservice owners, the federal rent and wage subsidy are vital lifelines for businesses to survive, given the sharp decline in sales. 86% of table-service restaurants currently depend on the federal wage and rent subsidy compared to 67% of quick-service restaurants.

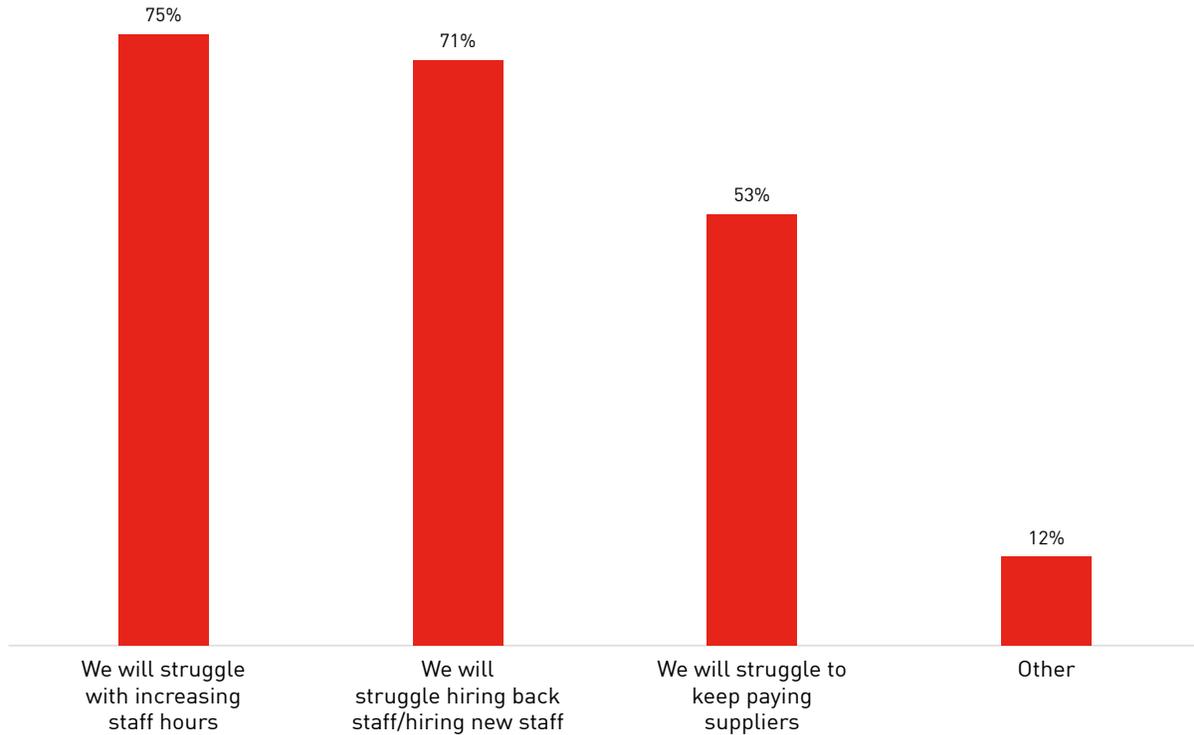
Nearly nine in 10 table-service restaurants are receiving the federal rent and/or wage subsidy



Q: Is your business currently receiving the federal rent and/or wage subsidy?

As a result, the vast majority of these business will take another serious blow as subsidies decline between July and September. This will cause a ripple effect which will impact staff hours, hiring or bringing back workers and paying suppliers.

Seven in ten operators reported that they would struggle with increasing staff hours or hiring staff due to the impacts of decreasing subsidies



Q: How will your operations be impacted by these subsidies decreasing between July and September? (Please select all that apply.)

These subsidies are not only critical for the foodservice industry but will also be vital in getting Canadians back to work and the overall economy up and running. As of June 2021, employment in the foodservice and accommodation industry remains 264,000 jobs below pre-pandemic levels. This is more job losses than in the construction, wholesale and retail trade, information and culture and agriculture sectors combined.



Food costs and menu prices

Based on data from Statistics Canada, menu inflation held steady at around 2.7% in the first six months of 2021. Still, foodservice operators are seeing significant cost pressures as the price of a number of ingredients have increased dramatically.

Seven in 10 restaurants reported a recent surge in the cost of fresh vegetables, cooking oil and beef. Higher prices for poultry and dairy are also having a negative impact on restaurants. Table-service restaurants, which are primarily independent and not part of a chain, are experiencing the largest cost pressures across most of these ingredients.

Several respondents reported soaring costs for other ingredients:

“We are seeing higher costs for all purpose flour, whole wheat flour, rye flour, spelt flour, cornmeal, millet, sunflower seeds, flax seeds, oats, sesame seeds, caraway seeds, poppy seeds, quinoa, wheatgerm, rice flour, etc.”

“Bacon!!! Overall pork prices have soared 28%”

“Imported dry goods and ingredients from Asia”

In addition to higher food costs, foodservice operators identified other major cost increases:

“Plastics and take out packaging” and “Environmentally friendly takeout containers and utensils”

“Rubber gloves: \$7 / box pre pandemic, \$23/box now”

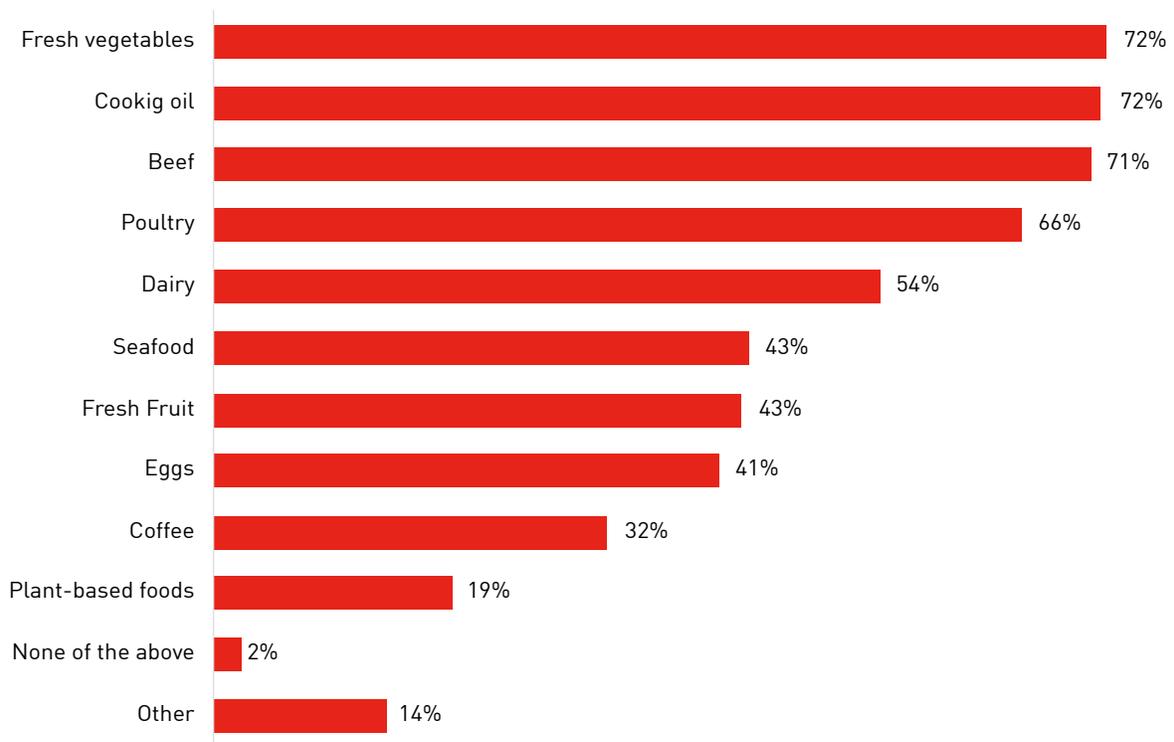
“A shortage of cardboard is leading to higher prices”

Some operators are also seeing fuel surcharges for delivery. As one operator summarized:

“Everything went up and packaging costs have skyrocketed.”



Most restaurants are experiencing a surge in costs for vegetables, cooking oil and beef



Q: For which of the following ingredients, if any, have you experienced a recent surge in costs? (Please select all that apply.)

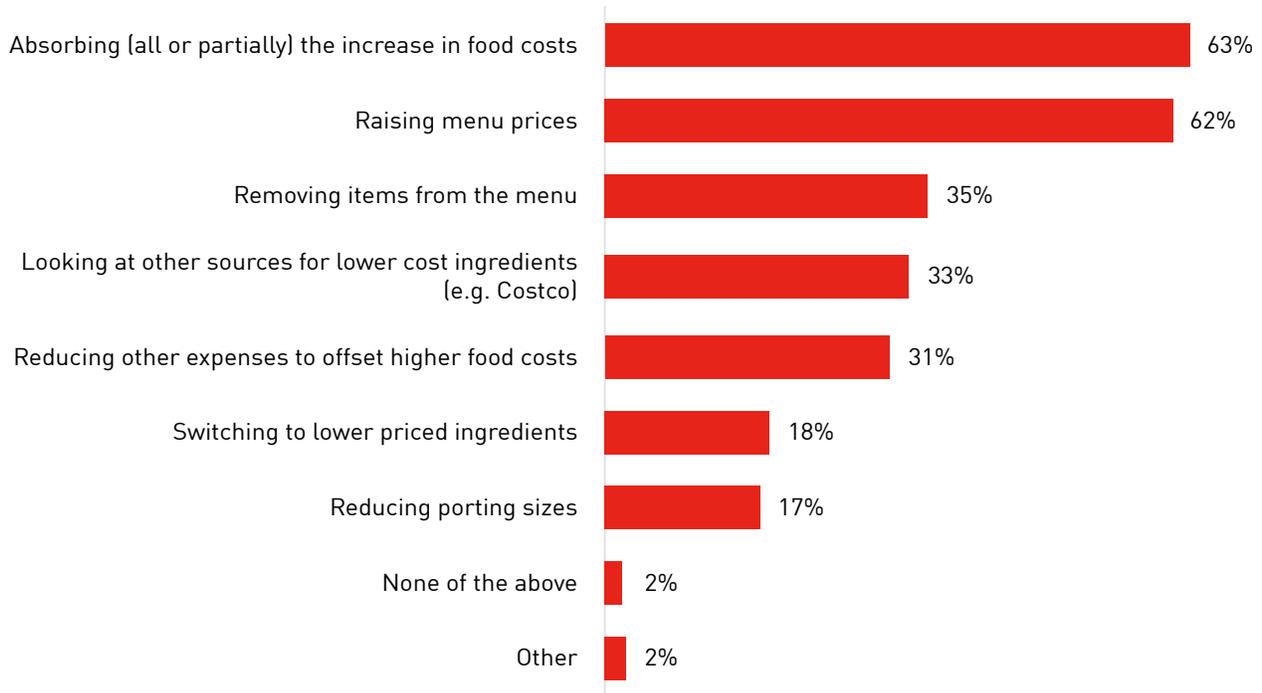
We asked restaurants to identify how they are responding to these cost increases. There was no simple one-size-fits-all answer. Most would choose a combination of partially absorbing the higher food costs and raising menu prices rather than exclusively do one or the other. For about a third of restaurants, they would remove items from their menus or shop around for lower cost ingredients.

Most restaurants are reluctant to switch to lower cost ingredients or reduce the portion size as they want to make sure they provide the best value to their guests. As one operator stated:

“We are staying focused on the quality of the ingredients and the quality of the processes.”



Most restaurants are adjusting to higher food costs through a combination of absorbing the higher costs and raising menu prices

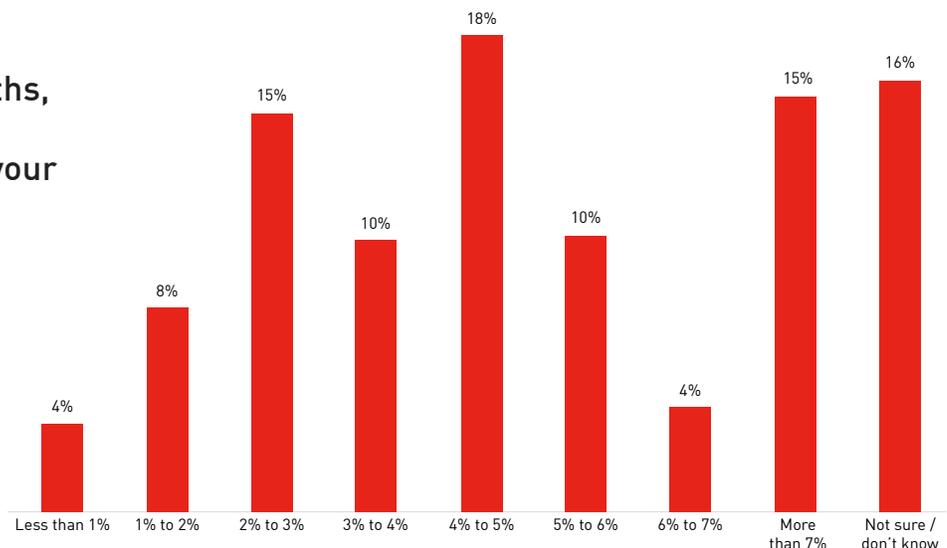


Q: How is your foodservice business responding to higher food costs? (Please select all that apply.)

Raising menu prices is an unfortunate but expected way for operators to combat the numerous cost increases. Nearly half (48%) expect to boost prices by 4% or more over the next 12 months. In fact, one in five plan to raise their menu prices by 6% or more. In contrast, only 12% are planning to raise their menu prices by 2% or less.

By segment, menu prices for table-service restaurants are expected to increase by 4.6% over the next 12 months, while 'all other segments' are planning to raise their menu prices by 4.8%. By comparison, menu prices at quick-service restaurants will likely increase by 4.5%.

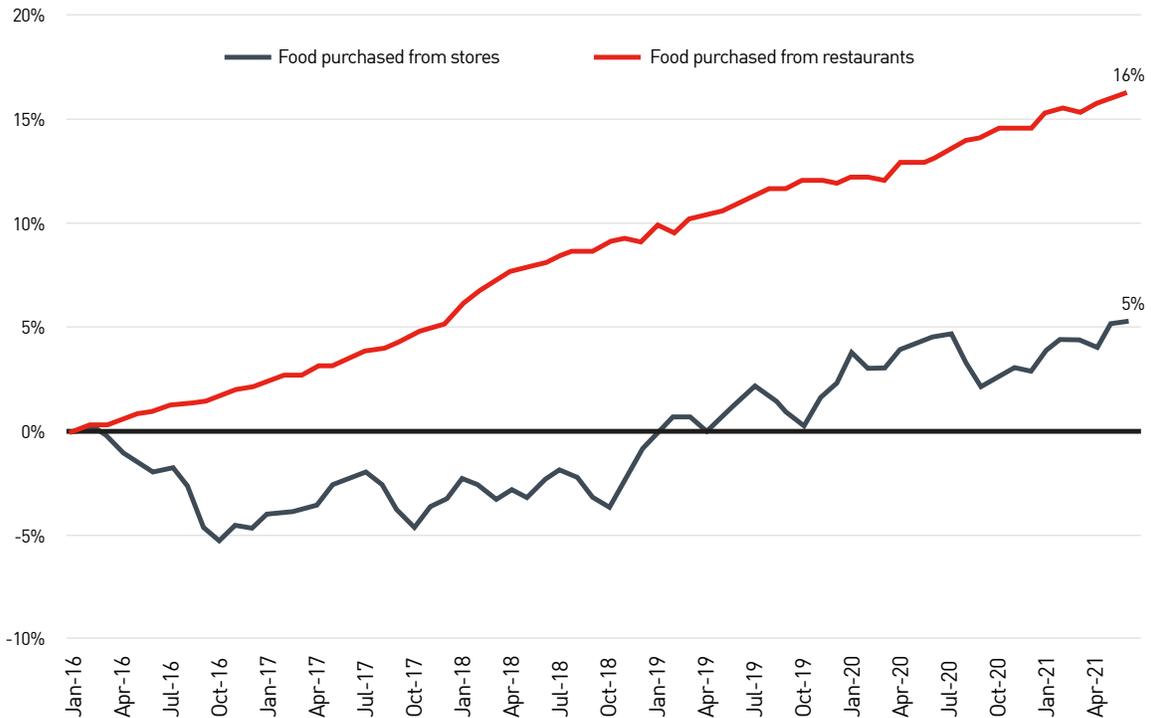
Over the next 12 months, by how much do you expect you will raise your menu prices?



If these projections hold, it would represent the largest single increase in menu prices since 2018. Meanwhile, menu prices have increased by 16% between January 2016 and May 2021 compared to a 5% increase in food prices at grocery stores. If consumers begin to watch their wallets more carefully, any significant jump in significant menu prices could be detrimental. Affordable while still profitable menu items will be the key to success for most restaurant operators.

Menu Inflation Outpaces Grocery Store Inflation

Change in prices since January 2016



Source: Statistics Canada



Labour Shortages

By its nature, foodservice is very labour intensive. Finding any staff, let alone staff with applicable skills and experience, has become more challenging than ever. Even before the pandemic, restaurateurs were facing significant labour shortages. This was due to declining birth rates, an aging population, and two generations of young people, millennials and Gen Zs, who don't behave like their predecessors in the workforce.

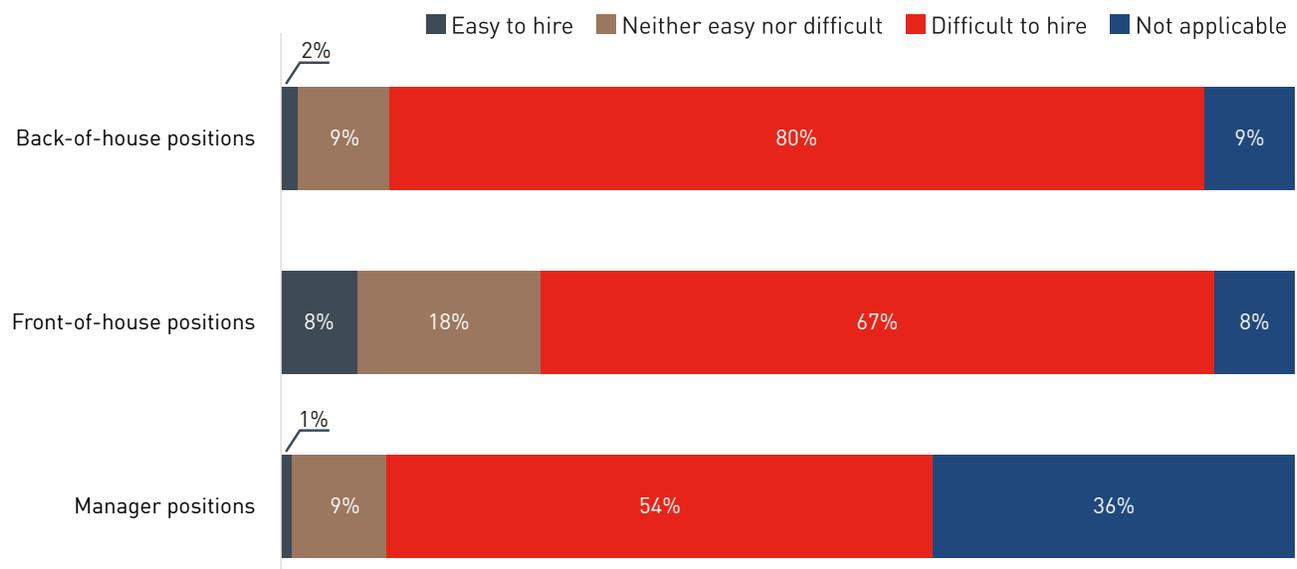
Based on the results of this survey, 14.5% of jobs at quick-service restaurants and 11.4% of jobs at table-service restaurants are currently vacant.

With many foodservice businesses reopened, finding staff to come back to work is creating a new perfect storm for restaurant owners. In the first two weeks of July, 80% of restaurant owners were finding it difficult to hire back-of-house-positions, while 67% were having difficulties filling front-of-house positions. Just over half of respondents were finding it difficult to find manager positions, although 36% were not looking to fill this position at this time.

Occupations foodservice owners are having the hardest time filling:

Quick-service restaurants	Table-service restaurants	All other foodservice
Food counter attendants	Chefs/sous chefs	Dishwashers
Line cooks	Cooks	Cooks/line cooks
Managers/supervisors	Dishwashers	Servers
All positions	Kitchen managers	Bartenders

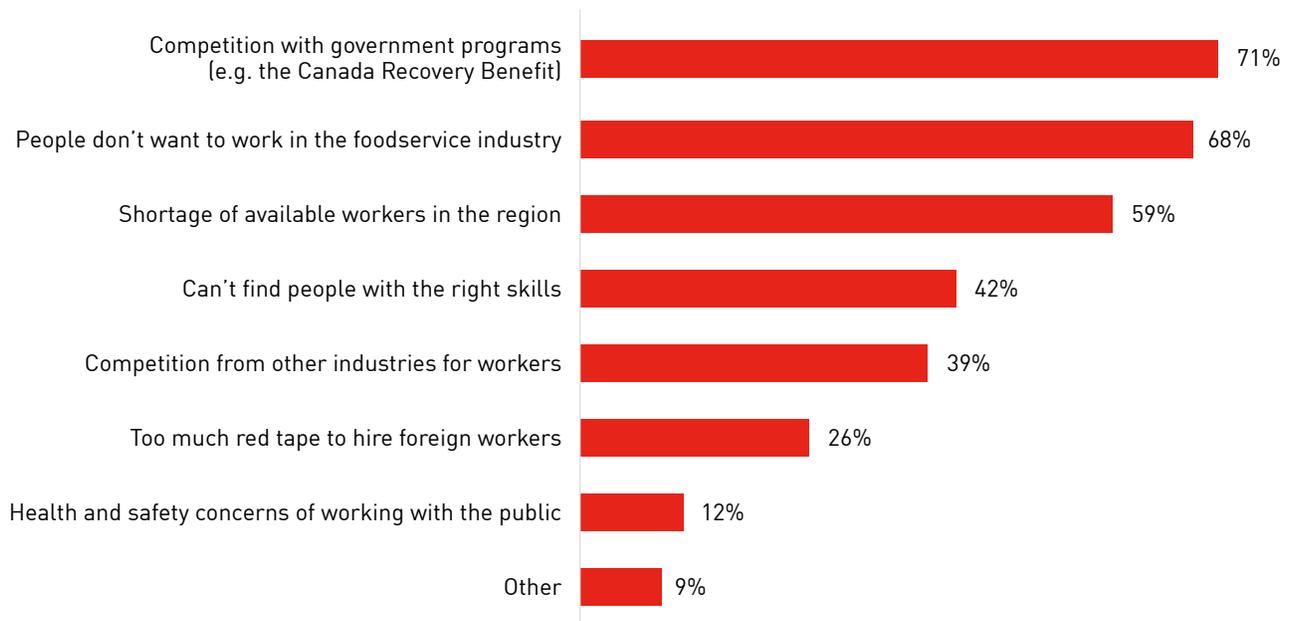
During the last few months, how easy has it been for your business to hire new employees for the following positions?



This difficulty finding employees stems from a number of issues. Restaurants identified three main reasons:

- 71% felt the government programs (like the Canada Recovery Benefit) were creating a disincentive for people to return back to the workforce.
- 68% believe that people don't want to work in the foodservice industry. This issue has been raised as an ongoing challenge in the past. While there was some concern that the labour shortage may be exacerbated by the pandemic and people having health and safety concerns of working with the public, only 12% of respondents believed that was the case.
- 59% said there was a shortage of available workers in their region – a product of demographic factors along with a sharp slowdown in immigration.

Greatest challenges to filling these positions:



Q: Which of the following factors, if any, are the biggest challenges to filling these positions? (Please select all that apply.)

Looking ahead over the next year, 42% of restaurants expect the number of unfilled positions to increase: as high as 50% for quick-service restaurants vs 39% for table-service restaurants and 43% for "all other foodservice". Across all segments, roughly four in 10 respondents were unsure if the number of unfilled positions would improve or get worse.

Restaurant owners are looking at a variety of options to address these labour shortages, including:

- Offering benefits like health and/or dental
- Free meals
- Flexible work schedules
- Referral bonuses
- Higher wages
- Better communicating company culture/values

Conclusion

The end of the second quarter of 2021 represents an important inflection point for the industry. After suffering through a devastating second and third wave, restaurants are opening their patios and their doors. There is a growing sense of optimism.

Reopening doesn't equate to recovery, however. Given the significant debt taken on by businesses, it will take at least a year or more for many to return to some sense of financial stability. In the short term, the reopening has also led to new challenges: soaring food prices and significant labour shortages.

Restaurants will do as they already have: be resilient and find ways to innovate. As a result, we still strongly believe the foodservice industry will come out of the pandemic stronger and better than ever.

Which of the following best describes your current level of operations? (If you operate more than one location, please select all that apply.)

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Open for on-premise dining, but at reduced capacity or outdoor dining only	56%	34%	64%	54%
Open for takeout and/or delivery only	25%	48%	19%	21%
Fully operating without any capacity restrictions	20%	21%	20%	18%
All operations are temporarily closed due to COVID-19	7%	3%	4%	16%
Permanently closed due to COVID-19	2%	3%	1%	2%
Seasonal operation that is currently closed	2%	1%	1%	5%

For the following months, was your total sales volume, higher, lower, or about the same as it was compared to the same month in 2019?

April 2021 vs April 2019

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Higher	6%	15%	3%	6%
About the same	8%	12%	5%	10%
Lower	86%	73%	91%	83%

May 2021 vs May 2019

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Higher	7%	17%	3%	9%
About the same	8%	11%	6%	12%
Lower	85%	72%	91%	79%

June 2021 vs June 2019

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Higher	9%	17%	6%	12%
About the same	10%	12%	9%	9%
Lower	81%	71%	85%	79%

What best describes the current profitability of your overall operations?

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Making a pre-tax profit of 5% or more	10%	22%	7%	6%
Making a pre-tax profit between 2% and 5%	7%	10%	5%	8%
Making a pre-tax profit between 0% and 2%	9%	10%	8%	8%
Breaking even	20%	13%	22%	22%
Operating at a loss	55%	44%	58%	56%

How many foodservice establishments do you operate?

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
A single, independent establishment	59%	40%	61%	72%
A single location with a multi-unit business or franchise	10%	16%	9%	6%
More than one establishment	31%	44%	29%	22%

Has your foodservice business taken on new debt due to the COVID-19 crisis? SINGLE-UNIT ESTABLISHMENTS

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Yes	81%	83%	85%	68%
No	19%	17%	15%	32%

How much new debt has your business incurred due to the COVID-19 crisis? SINGLE-UNIT ESTABLISHMENTS

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Less than \$50,000	24%	32%	23%	21%
Between \$50,000 and \$100,000	46%	58%	44%	44%
Between \$100,000 and \$500,000	25%	10%	28%	28%
Between \$500,000 and \$1,000,000	2%	0%	2%	5%
More than \$1,000,000	1%	0%	1%	2%
I'd rather not say	2%	0%	3%	0%

If current conditions continue, how long will it take your business to recover from debt incurred due to the COVID-19 crisis? SINGLE-UNIT ESTABLISHMENTS

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Less than a year	4%	10%	1%	9%
Between 12 and 18 months	27%	34%	25%	27%
More than 18 months	43%	34%	45%	45%
My business will not be able to recover from debt incurred due to the COVID-19 crisis unless current conditions change	26%	21%	29%	18%

Has your foodservice business taken on new debt due to the COVID-19 crisis? MULTI-UNIT ESTABLISHMENTS

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Yes	77%	63%	89%	57%
No	23%	38%	11%	43%

Will your business require any of the following changes to current conditions to continue managing debt from the COVID-19 crisis? (Please select all that apply.) SINGLE- AND MULTI-UNIT ESTABLISHMENTS

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
The federal rent and/or wage subsidies need to remain available at pre-July 4 levels, at least through the summer months	83%	70%	90%	67%
My provincial government needs to provide more financial assistance to offset the impacts of dining shutdowns and other restrictions	73%	54%	79%	73%
My business requires more loan forgiveness	69%	50%	75%	67%
My business requires access to loans with lower interest rates	30%	23%	30%	36%
My business does not require any changes to current conditions to continue managing debt	3%	10%	1%	0%
Other	5%	4%	6%	2%

Is your business currently receiving the federal rent and/or wage subsidy?

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Yes	80%	67%	86%	75%
No	20%	33%	14%	25%

**How will your operations be impacted by these subsidies decreasing between July and September?
(Please select all that apply.)**

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
We will struggle with increasing staff hours	75%	63%	79%	69%
We will struggle with hiring back staff/hiring new staff	71%	76%	73%	57%
We will struggle to keep paying suppliers	53%	46%	55%	52%
Other	12%	9%	11%	22%

Over the next 12 months, by how much do you expect you will raise your menu prices?

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Less than 1%	4%	6%	3%	3%
1% to 2%	8%	13%	7%	4%
2% to 3%	15%	15%	14%	16%
3% to 4%	10%	8%	11%	8%
4% to 5%	18%	15%	18%	18%
5% to 6%	10%	10%	10%	12%
6% to 7%	4%	2%	4%	7%
More than 7%	15%	11%	17%	16%
Not sure / don't know	16%	20%	15%	15%

**For which of the following ingredients, if any, have you experienced a recent surge in costs?
(Please select all that apply.)**

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Fresh vegetables	72%	61%	79%	63%
Cooking oil	72%	54%	80%	64%
Beef	71%	53%	77%	74%
Poultry	66%	50%	72%	61%
Dairy	54%	56%	55%	49%
Seafood	43%	14%	53%	44%
Fresh fruit	43%	28%	46%	50%
Eggs	41%	46%	39%	42%
Coffee	32%	40%	30%	31%
Plant-based foods	19%	13%	21%	21%
None of the above	2%	2%	2%	4%
Other	14%	20%	12%	15%

How is your foodservice business responding to higher food costs? (Please select all that apply.)

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Absorbing (all or partially) the increase in food costs	63%	66%	65%	55%
Raising menu prices	62%	52%	66%	59%
Removing items from the menu	35%	19%	39%	42%
Looking at other sources for lower cost ingredients (e.g. Costco)	33%	26%	36%	32%
Reducing other expenses to offset higher food costs	31%	31%	33%	25%
Switching to lower priced ingredients	18%	10%	19%	23%
Reducing portion sizes	17%	12%	16%	29%
None of the above	2%	2%	2%	1%
Other	2%	1%	3%	3%

During the last few months, how easy has it been for your business to hire new employees for the following positions?

Manager positions	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Easy to hire	1%	1%	1%	3%
Neither easy nor difficult	9%	11%	8%	11%
Difficult to hire	54%	50%	56%	48%
Not applicable	36%	38%	34%	38%
Front-of-house positions	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Easy to hire	8%	7%	9%	5%
Neither easy nor difficult	18%	18%	18%	16%
Difficult to hire	67%	61%	68%	68%
Not applicable	8%	15%	5%	10%
Back-of-house positions	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Easy to hire	2%	5%	1%	1%
Neither easy nor difficult	9%	15%	6%	14%
Difficult to hire	80%	66%	86%	75%
Not applicable	9%	14%	7%	10%

Which of the following factors, if any, are the biggest challenges to filling these positions? (Please select all that apply.)

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Competition with government programs (e.g. the Canada Recovery Benefit)	71%	64%	72%	71%
People don't want to work in the foodservice industry	68%	64%	70%	61%
Shortage of available workers in the region	59%	52%	60%	63%
Can't find people with the right skills	42%	34%	44%	43%
Competition from other industries for workers	39%	38%	41%	30%
Too much red tape to hire foreign workers	26%	26%	26%	24%
Health and safety concerns of working with the public	12%	16%	10%	10%
Other	9%	12%	7%	14%

Over the next year, do you expect the number of unfilled positions at your establishment(s) to get:

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Much higher	12%	15%	12%	9%
Somewhat higher	30%	36%	27%	34%
Somewhat lower	17%	7%	20%	21%
Much lower	2%	4%	3%	0%
I don't know/not sure	38%	39%	38%	36%

How many units do you own and/or operate?

	Total Foodservice	Quick-service Restaurants	Table-service Restaurants*	All Other Foodservice**
Number of Responses	585	112	335	138
Number of Units	4,737	1,821	2,340	576

* Includes table-service restaurant and combination table-service restaurant and bar

** Includes accommodation, drinking places, institutions (e.g. health care, education) and managed service providers.



About the Restaurant Outlook Survey

The results for the second quarter are compiled from responses to an email to foodservice operators inviting them to take an online survey. The survey was conducted in July 2021.

Restaurants Canada encourages foodservice operators to participate in the Restaurant Outlook Survey to ensure results continue to be representative of our industry. Contact Chris Elliott at celliot@restaurantscanada.org to participate in the survey.

About Restaurants Canada

Restaurants Canada is a growing community of 30,000 foodservice businesses, including restaurants, bars, caterers, institutions, and suppliers. We connect our members from coast to coast through services, research, and advocacy for a strong and vibrant restaurant community.

Before the start of the COVID-19 pandemic, Canada's foodservice sector was a \$95 billion industry, directly employing 1.2 million people, providing Canada's number one source of first jobs and serving 22 million customers across the country every day.



**Restaurants
Canada**

The voice of foodservice | La voix des services alimentaires

For further information

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