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APRIL 30, 2020

**BC RESTAURANT AND FOODSERVICES ASSOCIATION
BLUEPRINT FOR REOPENING
IN-RESTAURANT DINING**

≡ INDUSTRY PANEL REPORT AND RECOMMENDATIONS



The British Columbia Restaurant and Foodservices Association is a dedicated resource to help restaurateurs grow and succeed in business in our province.

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INTRODUCTION

Upon receiving the call to action for innovative thinking from Provincial Health Officer Dr. Bonnie Henry, the British Columbia Restaurant and Foodservices Association (BCRFA) assembled a group of world-class British Columbia restaurant operators and industry representatives to come together with the goal of building a set of best practices for operators timed for the reopening of in-restaurant dining. The group includes a cross-section of independent restaurants, chains and franchises including both licensed and non-licensed establishments.

The committee wishes to acknowledge the leadership of Provincial Health Officer Dr. Bonnie Henry and the Honourable Adrian Dix, Minister of Health and their teams in Public Health and the Ministry of Health from the start of the response to COVID-19. Your request for our input is heartening in an incredibly challenging time. The way that elected officials from across the aisle have come together to tackle this pandemic reflects your combined interest in the health and wellbeing of our communities and of all BC residents.

The group held three virtual meetings in a period of one week to set out practical processes that raise the bar for health and safety and build upon the industry leading standards that operators currently follow. We have also consulted with our Restaurants Canada colleagues and would like to acknowledge the work they are doing in developing re-opening best practices guidance for their members across the country. Their national perspective provided valuable insight and opportunity for alignment and consistency. The emphasis of the discussion was how, as operators, our industry can exceed employee and consumer expectations around health and safety and deliver the high quality food and beverage experiences that British Columbia restaurants are known for.



At the core of the process was ensuring that as stakeholders in the industry, we are at one table with the Government engaged in a constructive dialogue around what the phases of reopening restaurants looks like. Restaurants and foodservice operations play an essential economic and social role in British Columbia, and combined are the third largest employer operating in every community across our great province. We collectively nourish our communities and provide the backdrop for the stories of lives lived and milestones celebrated. We bring people together. In that way, we are the complete opposite of COVID-19.

The challenges that operators are currently facing are unprecedented and, for many, catastrophic. We are resilient and determined to continue and to grow and thrive. We believe that working together will help us move into the “new normal” of restaurant and foodservice in our province. We will continue to work with the Government to put the health and safety of staff and guests first.

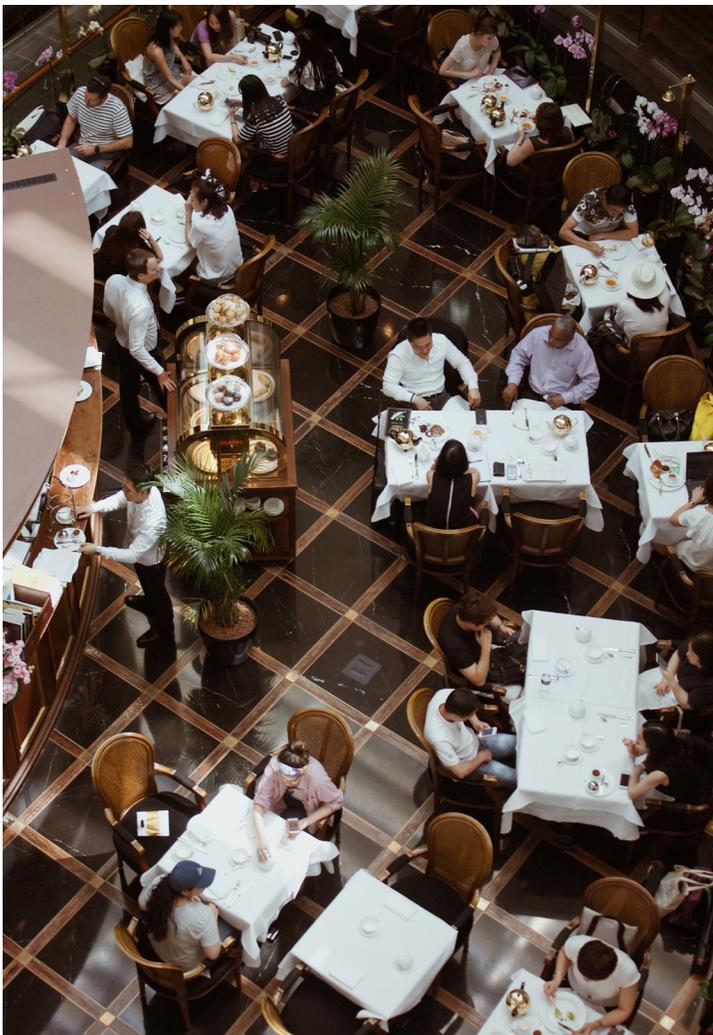
Food safety and the dining experience are at the core of every foodservice operation in our province. We reconfirm that today and believe that the best practices outlined in this document showcase our strong commitment to ongoing excellence. It will show on every plate, bite, and sip we serve.

PREPARING TO OPEN DINE-IN

This document is a framework to provide the best practices and protocols that the industry has worked together on. We know not every establishment or business is the same, and we know that not every scenario will be the same.

That's why the BCRFA has gathered a consortium of experts in many different restaurants and foodservice establishments.

Our vision is that this document will help us exceed staff, government, and consumer expectations for restaurants and foodservices in regards to public health and safety in a COVID-19 world. We know that by generating these best practices and by investing the time and resources necessary to provide supporting materials, we can lead the way to re-starting business with staff and consumer confidence.



As a community of professionals, we know that the decisions around timing are in the hands of Public Health officials and the latest epidemiological findings. However, we know that getting a head start on what this process looks like is essential to building public trust. Our key recommendations focus on three themes:

- **PREPARATION** Ensuring that establishments are well-prepared ahead of reopening dine-in. We want to ensure operators have the materials and the time to educate their staff on best practices and that each operation designates a go-to health and safety person to help staff access materials and answer questions should they arise.
- **PROCESS** Creating repeatable, consistent processes for increased health and safety that build in transparency and accountability. Foodservice operators regularly follow strong protocols for the safety of all of our guests. In this time of uncertainty, we want to ensure that our guests and staff know what those protocols are and how we are elevating the process in light of COVID-19.
- **PARTNERSHIP:** Engaging the knowledge and expertise of our partners across industry to ensure that all our suppliers, farmers, produces, foodservice distributors and technology partners work together to pivot the supply chain to the “new normal” as efficiently as possible.

Our documents and best practices represent a collection of our expertise and the most current and up to date best practices from jurisdictions across North America.

COMMITTEE PARTICIPANTS

The BCRFA is proud to work with industry representatives, partners and the Government to ensure that restaurants can ease back into being the hearts and souls of our communities. We anticipate that this process will be evolving and are ready to update our protocols based on experiences in other markets and official guidance from the BC CDC, BC Ministry of Health, and Dr. Bonnie Henry.

→ COMMITTEE PARTICIPANTS

Neil Martens ~ 19 Okanagan (Kelowna)
Eric Griffith ~ Alta Bistro (Whistler)
James Walt ~ Araxi (Whistler)
Al Cave ~ Assembli Restaurants and MR Mikes Steakhouse
John Pigeon ~ A & W Restaurants (Canada)
Jordan Holm & Cara Piggot ~ Boston Pizza (Canada)
Scott Ward ~ Browns Restaurant Group (BC)
Bob Parrotta ~ Butchart Gardens (Victoria)
Richard Jaffray, Andrew Latchford & Carl Dean ~ Cactus Club Restaurants
Robert Belcham ~ Campagnolo, Monarch Burger & Popina (Vancouver)
Michael Doyle ~ Canucks/Toptable Group (Vancouver/Whistler)
Karri Schuermans ~ Chambar (Vancouver)
Mo Jessa ~ Earls Restaurants (BC)
Eric Pateman ~ Edible Canada (Vancouver)
Todd Pollock ~ Gateway Casinos & Entertainment Limited
Emad Yacoub ~ Glowbal Group (Vancouver/Burnaby)
James Iranzad ~ Gooseneck Hospitality (Vancouver)
Heidi Romich ~ The Heid Out Restaurant (Cranbrook)
Megan Buckley & Neil Aisenstat ~ Hy's of Canada
Pepe Barajas ~ Infinity Enterprises Group (Whistler)
Kerren Bottay ~ Listel Hospitality Group (Vancouver/Whistler)
Doug Smith ~ Milestones Restaurants (Canada)
Alan Howie ~ Northland Properties
Peter Buckley ~ Old Spaghetti Factory (Canada)
Scott and Stephanie Jaeger ~ The Pear Tree Restaurant (Burnaby)
Sheida Shakib-Zadeh ~ PH Restaurants LP & Aquilini Cool Treats LP (BC)
Frank Hennessey & Nicolle Scavuzzo ~ Recipe Unlimited
Casey Greabeiel ~ Salt & Brick, Diner Deluxe and Jack's Pizza & Liquor (Kelowna)
Eva Gates ~ Sequoia Company of Restaurants (Vancouver)
Paul Hadfield ~ Spinnakers (Victoria)

Lori Digulla ~ Starbucks Canada
Carl McCreath ~ Steamworks & Rogue Kitchen & Wetbar (Vancouver)
Daniel Frankel & Jason Forbes ~ Tap and Barrel Restaurants (Vancouver/North Vancouver)
Erin Philips ~ Toptable Group (Vancouver/Whistler)
Warren Erhart ~ White Spot Restaurants & Triple O's (BC)
Kelly Gordon ~ Xtra Mile Hospitality (Vancouver/Victoria)

→ INDUSTRY PARTNERS

Jeff Guignard ~ Alliance of Beverage Licensees
Ken Beattie ~ BC Craft Brewers Guild
Miles Prodan ~ BC Wine Institute
Jeremy Luypen ~ Canadian Culinary Federation & Summerhill Winery (Kelowna)
Shawna Gardham ~ Chefs Table Society of BC
David Chung ~ Chinese Restaurant Association & Jade Restaurant
Comox Valley Economic Development Restaurant Committee
Debbie Yule ~ Elegua Enterprises
Nicole Brassard ~ Global Public Affairs
Glenn Robertson & Richelle Akimow ~ Gordon Food Service British Columbia
Doug Ramsay ~ Premium Brands
Mark von Schellwitz & Carol Patterson ~ Restaurants Canada
Dennis Green ~ South Arm Training & Development
Rob Cinkant ~ Sysco British Columbia
Neil Wyles ~ Vancouver BIA Partnership, Revitalization Group (Vancouver)

→ BRITISH COLUMBIA RESTAURANT AND FOODSERVICES ASSOCIATION TEAM

Ian Tostenson - President & CEO
Peter DeBruyn - Chairperson
Michael Audet - Vice-Chair
Peter Teasdale - Treasurer
Samantha Scholefield - Program Manager
Christina Ferreira - Membership Manager
Sherri Barkoff - Executive Assistant

Special thanks to Barbara Bell (Nanaimo), Leila Kwok (Vancouver) and Chrystal Myers (Victoria) for their help in putting the document together so quickly.

GOALS

1. To signal to diners, employees and health officials that the restaurant industry is adopting measures that maximize public safety and increase consumer confidence.
2. To create an opening checklist and helpful resources for operators.
3. To outline best practices for guest and employee health & safety that can be applied in restaurants when provided a timeline for reopening by the regulators, the Ministry of Health and Dr. Bonnie Henry.
4. To identify what procedures are enduring and which will be phased to usher us through reopening.

GLOSSARY OF TERMS

For purposes of this report, decisions around timelines - reopening in restaurant dining, when phases start and when protocols are eased - are sole discretion of regulators, the Ministry of Health, and Dr. Bonnie Henry.

New Normal

The items that are included as the “New Normal” are industry recommended best practices from when dine-in service opens until a vaccine and/or herd immunity have been established.

Additional Measures for Phase 1

The items that are included as Phase 1 are the most strict controls to implement only for the initial period immediately after restaurants are permitted to reopen dine-in.

Additional Measures for Phase 1 + 2

The items that are included as Phase 1 + 2 are industry recommended best practices are recommended to be in effect from when restaurants are permitted to reopen for dine-in service through the first phase of easing of protocols. Based on other markets, this could be 6-8 weeks in all.

Templates will be available for businesses who choose to use them. Businesses may create custom or proprietary documents to serve their needs.

STAFF HEALTH AND SAFETY

OVERVIEW

Restaurant staff are the frontline workers of hospitality: they are in contact with customers, each other, and other workers regularly. As we begin to reopen dine-in, the health and safety of our staff is essential to the success of all industry operations and to ensuring an industry-leading guest experience.

Part of the industry commitment to enhanced staff health and safety is to educate staff on how to protect themselves, and what is expected of them in terms of their responsibilities to the business and public well-being. Our industry operates within a strong regulatory framework that has always put food and guest safety at the forefront. Refreshing staff on existing health and safety protocols combined with training on the new normal will ensure that we exceed guest expectations and achieve enhanced public trust.

OUR BEST PRACTICES FOR ENHANCED STAFF HEALTH AND SAFETY ARE:

1. All staff working at the time of reopening dine-in will complete and sign a simple one time health check declaration form that states that they agree not to come to work if:

- they have any symptoms of COVID-19 including fever, cough, shortness of breath;
- have been in contact with COVID-19; and/or
- have travelled and are currently subject to 14-day quarantine.

Optional template will be made available.

New staff will be asked to complete a health check form when they join a new organization.

2. Restaurants will post a province-wide medical resource list for staff that includes:

- Telephone numbers and website addresses for key medical, mental health, and bullying resources; and
- Approved sources for COVID-19 information.

Template will be created and made available.

3. Each restaurant shall share with their staff the name of the health & safety point person that ensures best practices are being adhered to and education materials are shared. This person should be a member of the Joint Health & Safety Committee required by WorkSafe BC for businesses over 20 staff.

4. Operators and staff may reserve the right to refuse service to any guest:

- if they display symptoms of illness in order to protect their staff and other guests, similar to refusal to serve intoxicated individuals.

Operators would like the support of the Ministry of Health to determine protocols around refusing service. To support this, restaurants would like the option to post a sign on their doors to inform customers that anyone with symptoms of COVID-19 can be turned away. Sign templates could be created and made available with approval of the Ministry of Health.

5. All staff will have a pre-shift health check in the form of mandatory temperature checks. (Phase 1, possibly further at the request of the Ministry of Health)

- Anyone with a fever or other COVID-19 symptoms will be sent home.

BCRFA would like to work with the Ministry of Health to outline ways to check temperatures: either phone applications or approved thermometer models with details of the acceptable range of regular temperatures in order to provide the best practices document to all operators.

STAFF HEALTH AND SAFETY

6. Restaurants will increase use of physical barriers to separate guests and staff using high, clear barriers in counter service and payment settings.

- Create a separation from action stations or open kitchens: with separation guests from the kitchen or plating team with high, clear dividers if the distance between guest and staff is less than 2m or 6ft. **(Phase 1 + 2 only)**

7. Operators will outline and post their repeatable process for deliveries and suppliers that ensures reduced contact.

Execution should include:

- Tracking all deliveries, service professionals and visitors (*either electronic or manual delivery log*). If a corporate protocol exists, that will be maintained. For small businesses, a sample Delivery Log will be created and distributed to record business, date, time, name.
- Ensuring that staff receiving deliveries wear masks (*cloth or PPE masks*) and gloves (*one pair per delivery*). **(Phase 1 + 2 only)**
- Keeping a record of key drop deliveries.

8. Serving teams will reduce the number of items that remain on tables including:

- discontinuing on-table condiments, caddies, table cards, marketing materials, billfolds and candles until the completion of Phase 2.

9. Operators will increase their use of sanitizing stations and:

- encourage all guests to use hand sanitizer upon entering the facility (*with availability, preference is for handsfree*). **(Phase 1 + 2 only)**
- BCRFA will work with the Government to ensure availability of sanitation stations.



HEIGHTENED AWARENESS AROUND CLEANING AND SANITATION

OVERVIEW

While there are already existing public health guidelines and protocols around cleaning and sanitation, a heightened vigilance and accountability is critical to preventing the spread of COVID-19. Adhering to existing cleaning and sanitizing protocols, while increasing transparency, accountability, and frequency of cleaning procedures are essential to keeping everyone safe.

Our best practices in this section, focus on increased accountability and transparency and creating awareness for existing protocols.

Operators will be reminded to:

- ✓ Post handwashing protocols
 - Standard signage for handwashing protocols to be posted at every kitchen handwash station and in every bathroom. *Diagram-rich templates will be made available in electronic and printed form for those who don't have in house materials.*
- ✓ Post cleaning schedule that:
 - Indicates the frequency of cleaning and sanitization of common places (*door handles, front of house counters, bathrooms*);
 - Is managed by a visible cleaning log denoting date, time and person - posted in or near washroom; *Records to be kept for one month; and template to be provided to those that need it.*
- ✓ Use approved cleaning methods:
 - Cleaning products and methods used must be certified by Health Canada or the British Columbia Ministry of Health.
 - Resources will be provided including:
<https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19.html>
- ✓ Display nightly closeout procedure clearly in an obvious location in the kitchen or staff room.

- ✓ Document kitchen sanitation procedures showing the correct usage of kitchen sanitation products.
- ✓ Commit to enhanced protocols for handling dirty dishes. **(Phase 1+ 2 only)**
 - Staff members clearing plates and doing dishes mandated to wear masks (*cloth uniform style or disposable PPE*) and gloves (*dishwashing gloves are suitable*).
 - If using disposable PPE, the Ministry of Health guidelines for when to change PPE should be posted in the dishwashing area.
 - In the event a server must clear dishes, they should use hand sanitizer or wash hands between clearing and serving another table.
 - Clearing trays should be sanitized between uses.



PHYSICAL DISTANCING MEASURES



Physical distancing is the most critical component of the fight against COVID-19. Through this process, we have identified a series of actions that operators can implement during the initial stages of reopening to achieve a successful and safe phased opening approach.

1. In Phases 1 and 2, operators will increase the spacing between tables and chairs to observe physical distancing requirements:

- Moveable tables shall be arranged such that the distance from the back of one chair to the back of another chair shall be more than 1m or 3ft apart.
- With fixed seating:
 - a. For fixed tables and chairs, operators will seat every other table; or
 - b. For booths, restaurants have the option of being divided through the use of temporary partitions that raise the division between booths to at least 2m or 6ft tall.

2. Capacity for guests dining inside will be temporarily reduced to 50% provided that physical distancing measures are respected (**Phase 1**).

- We recommend that staff not be included in the revised capacity.
- For Phase 1 only, parties should be limited to no more than 10 people per group to enforce physical distancing.
- It is the committee's hope that the guest capacity and group limits will increase incrementally in subsequent phases.
- The committee will be working on patio capacity and reaching out separately on this issue after consulting with the municipalities.

3. Temporarily close all buffet and salad bar service until the completion of Phase 2. Buffets with staff serving and limited guest service or self-service to be reintroduced in Phase 3.

4. In Phases 1 + 2 use placement markers on floors for counter service or any areas where a lineup may occur.

- use floor decals to mark required physical distancing of 2m or 6ft.
- In Phase 3, add additional floor decals to reduce physical distancing to 1m or 3ft.

5. Post physical distancing signage. *Template will be made available:*

6. Prevent guests from lingering in physical waiting areas for dine-in restaurants: (**Phase 1 + 2 only**)

- Seating in a waiting area shall be removed or not used during Phases 1 + 2.
- Encourage external waiting, while keeping the sidewalk clear and maintaining 2m or 6ft distance.

7. Reduce bar or counter service seating:

- In Phase 1, to allow for physical distancing, bar and counter seats must allow to 2m or 6ft between parties or bar seating must be closed.
- If there isn't a distance of at least 1m or 3ft between the bar staff and the guest, a physical barrier must be installed between guests and the bar or kitchen, otherwise the bar seating must be closed.

GUEST EDUCATION

Keeping guests informed about what restaurants are doing to keep them safe, as well as what is expected of them as customers, is a sure-fire way to establishing trust and mutual respect. As an industry group, we are recommending the establishment of a customer-facing campaign that is supported by education through government channels, as well as a website and a decal with a QR code for the entrance window of every establishment. The website will educate guests on best practices and the restaurant industry's ongoing commitment to health & safety. The online format will allow the resource to be updated quickly should policies and procedures change or regulations be heightened or relaxed.

Establishments will engage with the customer-facing campaign through social and websites to ensure broad customer awareness.

TRAINING

The best offense is ensuring that both front and back of house staff are aware of the best practices: for reducing touch experiences, maintaining physical distance and ensuring their personal health and well-being in the workplace.

The industry will be requesting resources to create appropriate training programs, education materials, and oversight that will support a wide distribution of best practice education. Through proper training, restaurant staff can ensure the safety and accountability of everyone in their restaurants, customers and team members alike. However, the burden of creating these materials would be too large if each restaurant had to produce them in house.

The BCRFA, with partners in industry and operators themselves, are poised to create and design educational materials including:

- A sample floor plan and examples of physical distancing practices and measurements
- Examples of cleaning and sanitization procedures
- Video walk-through of sample restaurant with supportive visuals



NEXT STEPS

While Provincial Health Officer Dr. Bonnie Henry and the Honourable Adrian Dix, Minister of Health and their teams in Public Health and the Ministry of Health are reviewing our initial submission, our committee will continue to work on establishing best practices for specific areas of operations.

BREAK-OUT COMMITTEES

- Test restaurants: Transform multiple restaurants for capacity reduction and workflow, create videos to demonstrate what this process involves and the end product
- Back of house practices: understanding impacts on closed + open kitchens
- Industry-wide health & safety committee: for questions after the restaurants open
- Patios: Best Practices and Expanded Capacity Requests
- Tourism Driven Businesses

Committee members will also be working on determining the current availability of PPE, uniform grade masks, approved sanitation supplies, and thermometers. The committee anticipates that we will need assistance from the Government to help sourcing supplies based on the number of establishments and current supply levels.

PROPOSED OPERATIONAL NEXT STEPS

1. To have BCRFA develop and deliver on behalf of industry
 - a. an education campaign (*industry and consumer facing*)
 - b. standardized materials and templates for those who need them
 - c. product sourcing information.
2. To circulate the above materials and campaign to all operators through partnerships between the Ministry of Health, BCRFA, foodservice distributors, chains and independents.
3. To translate the checklist and best practices into:
 - a. Diagram-rich documents that can be used in all settings; and
 - b. To translate the checklist and protocols into a range of languages reflecting the multi-cultural nature of our diverse industry.
4. To work with government representatives to collaborate on aligning heightened industry best practices with provincially mandated health and safety regulations around reopening.



PROPOSED START-UP CHECKLIST FOR SUCCESSFUL REOPENING

ITEMS TO PURCHASE:

- Thermometers for temperature checks of employees
- Sanitization stations at front door, bathroom areas, and counters
- Protective equipment for both front and back of house including:
 - Uniform-style fabric masks
 - Dishwashing gloves
 - Disposable PPE (*masks, gloves*)
- Cleaning products with Health Canada approved specification (*e.g. >70% alcohol*)
- Health Canada approved kitchen, dining room, and bathroom disinfectants
- Physical distancing decals and signage

ITEMS TO CREATE:

- Cleaning Log, records maintained for one month at a time
- Refusal of guest protocol
- Notice of Health Care Facilities Contact Information (*numbers of medical clinics, hospitals, and mental health support centres*)
- Reduced Occupancy Load Statement (*visually available for guests and inspectors*)
- Dining room floor plans denoting reduced occupancy load (*does not have to be professionally drawn - just a map for set-up and cleaning teams*)
- Physical distancing guidelines for entering, exiting, and queuing (*Phase 1 + 2 - 2m / 6ft, Phase 3 - 1m / 3ft*)

PROCESSES TO DOCUMENT:

- Operators will outline and post their repeatable process for deliveries and suppliers that ensures reduced contact
- How reservations, guestbook and waitlist for tables are being handled
- Protocol for exterior waiting that is appropriately physically distanced
- Sanitization schedule for cleaning log posted in multi-touch points in common area (*front of house*) and in bathrooms
- Sanitization guidelines for cleaning surfaces in contact with guests (*tables, pin pads, menus, etc.*)
- Enhanced process for handling dirty dishes
- Staff training for cleaning and sanitization processes
- Nightly cleaning and sanitization process
- End of service sanitization and shutdown processes

CLOSING

On behalf of the BC Restaurant and Foodservices Association, Peter DeBruyn and I want to thank all the operators who collaborated with us on this extremely fast-moving process.

Since dining-in restaurants were closed on March 20, operators around our province have been concerned, overwhelmed and uncertain about their futures. They have also been responsive, thoughtful, considerate and taking massive steps towards change. The number of businesses that have pivoted their businesses in this time of change makes us both proud to be part of the BC restaurant and foodservice community.

As an industry association, we generally represent our members and work tirelessly on their behalf to create enhanced opportunities and efficiencies that help their businesses succeed. With the COVID-19 crisis, we have opened our resources to all operators who are looking for answers and help navigating this crisis. When we developed an industry committee, we included professionals who are not our members. We know we could not think only in terms of those people and businesses that we know - we had to expand our thinking and do our best to represent the industry in broad strokes.

Just as trying to address every operators' needs would be impossible, we realized that including every voice and every community on the committee would be unwieldy on such short notice. We started by reaching out to known colleagues and members and we organically grew the committee to include people who expressed interest and who were recommended. We grew from 20 to over 50 in 1 day. This document has been prepared for the Government of British Columbia proudly by representatives from Vancouver Island, the Thompson Okanagan, Northern BC, Kootenays and the Lower Mainland.

As you will have seen on the list, many chains are represented and it may feel that we more heavily weighted this segment. This is not our intent. Chains and independents each bring something different to the table.

- Independents represent the largest portion of operators across our province. Each individual restaurant brings vibrancy and uniqueness to our dining scene. We are grateful to the

independent operators who joined us and to the Chefs Table Society of BC, the Vancouver Association of BIAs and the Comox Valley Economic Development Society Restaurant Committee for helping us represent independent voices. In addition to the names and groups listed, we thank the 35 or more independents who called in and Peter and I have spoken to personally outside of the committee framework.

- Chains represent a large number of units and their ability to execute changes through their corporate and franchisee mechanism will help us ensure participation in best practices and build public confidence going forward. We appreciate the complexity of change in large organizations and wanted to make sure that their voices were heard through operators in quick service, casual dining and fine dining.

In order to make sure that our recommendations were thorough and that our partners in industry could help us execute when the time comes, we included suppliers, industry associations and professional associations. Thank you to ABLE BC, BC Craft Brewers Guild, BC Wine Institute, Canadian Culinary Federation and Restaurants Canada for being available on short notice. We also thank industry suppliers Gordon Food Service, Premium Brands and Sysco British Columbia for bringing a much needed perspective on what is available and what is deliverable in terms of supplies and products.

We anticipate that this has been only the first step in a long conversation with the Government, owners and operators about what the "new normal" will look like in restaurants and foodservice. Although this is government facing, next steps will include creating an industry facing document that addresses Best Practices and Tactics and Tips for executing them.

We look forward to including more voices as we move through this process.

Yours in hospitality,

Ian Tostenson - President & CEO
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Peter DeBruyn - Chairperson

BC Restaurant and Foodservices Association