

# MENU

CANADA'S FOODSERVICE MAGAZINE

# Celebrating
## OUR INDUSTRY & PEOPLE

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*First Impressions*
*Beverage Masters*
*To Tip or not to Tip*
*Culinary Mavericks*
*Industry Outlook*
*and more...*

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Managing & Contributing Editor

September / October 2016
Volume 1 Number 1

# *Welcome to Canada's newest foodservice magazine!*

We're thrilled to introduce you to MENU, Canada's Foodservice Magazine. MENU is fresh, new and just for you. It's about real people with real stories that inform, educate and inspire.

Our objective is that MENU will connect millions of people across Canada who share a passion for food-service excellence—from the owners, operators and team members who serve more than 18 million customers every day, to the supply chain partners who are so critical to our success.

Along with great stories, MENU promises to deliver advice and insights that will make your business, and our industry, even stronger. We're tapping into the foodservice community and beyond to unpack the issues that are top of mind for you and your customers, while providing practical ideas that you can apply to your business.

Special thanks to our advertisers for making this magazine possible, as well as to everyone who is featured in our premier issue, and to the Restaurants Canada team and Boomerang Art + Design for bringing MENU to our table. Join us! Share your story, and it could appear in an upcoming edition of MENU, MenuMag.ca or BITE, our monthly e-news. Together we have a great story to tell, and we want YOU to be part of it.

**Bill Allen**
Chair of the Board

**Shanna Munro,**
President & CEO

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

# 1.1

**MENU** is published six times per year by Restaurants Canada

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**HST Registration No. #**
106866460 RT0001

**Publication Mail Agreement**
No. 400009977
ISSN 2371-4883

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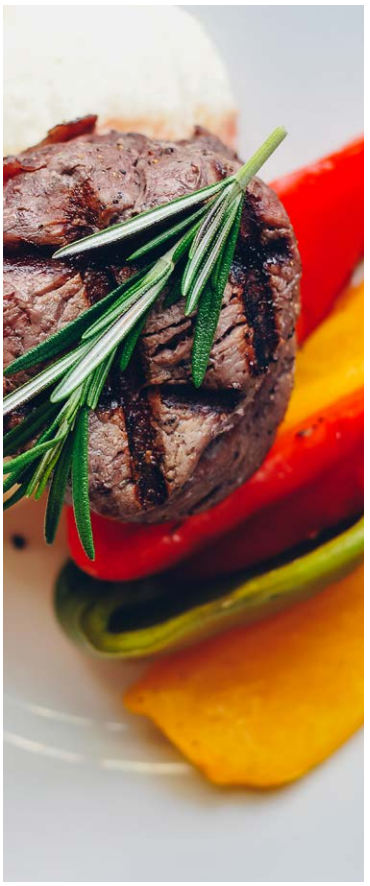
We're taking back the plate 01.10.16

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32



# contents




A FIRST

← Look for this mark to read about a Canadian industry first!

## GATHERINGS

**7** Who's Who
Event Calendar

## THEN & NOW

**9** Our Story is Your Story

## LAST CALL

**13** First Masters in Wine & Beer

## ALMANAC

**19** The Cauliflower Game

## YOUR STORIES

**23** FEAST, Winnipeg, MB
**24** Algonquin College, Ottawa, ON
**26** Truckside, Dartmouth, NS
**28** People First
*McDonald's, White Spot, Starbucks*



19

# MENU

















## EXPO

**32** The Meat of the Matter, Ethical Sourcing & Production

## FRESH

**42** Consider the Hashtag

**64** Cold Snap Pear

## MAIN COURSE

**48** Culinary Mavericks in Catering, *Vancouver, BC*

## BACK OF HOUSE

**56** FOOD FIGHT: Tipping!

## PANTRY

**60** Ideas & Innovations

*54* **RC SHOW:** The must attend hospitality event of the year. Celebrating Canada's 150 years of leadership, innovation, and culinary excellence







# *First impressions*

## 8 WAYS TO BUILD A MEMORABLE DINING EXPERIENCE

**❶ YOUR EXTERIOR MATTERS**
Your exterior sets the tone for what a guest will expect from your interior, and the dining experience. Keep it neat, tidy and inviting.

**❷ WELCOME WAGON**
From the get go, make sure that your guests are welcomed and feel at home! Have greeters waiting by the door to give them a warm welcome.

**❸ "APP" THE ANTE**
If you've got a long wait list, offer your guests sample appetizers while they wait. In addition to making sure they don't leave you for the competition, it's a good way to get customers hooked on different menu items.

**❹ IT'S MORE THAN JUST FOOD**
Consider the smell of your restaurant. Beyond the smell of your food, using scent as a marketing tool can create an interesting and unique dining experience.

**❺ BACKGROUND NOISE**
Taking special care in your music selection can help to prepare your restaurant for unforgettable moments.

**❻ SET THE MOOD**
Lighting design can make or break a restaurant experience. A bright, warm and well-lit space can reinforce your brand and set a mood.

**❼ PLATING AND DISHWARE**
You're in the business of food, so when it comes to your table-top settings, your dinnerware and food should be the main attractions. Consider your plating and dishware choice.

**❽ CONVERSATION-WORTHY DÉCOR**
Creating an immersive visual experience that accompanies your best dishes will leave your customers wanting more!

*Visit **MenuMag.ca** for more advice from the experts on these and other business essentials.*




# GATHERINGS

## 2016

**SEPT 2 - OCT 2** The Prince Edward Island Fall Flavours Festival

**SEPT 23** Les Dames D'Escoffier Gala Honours Lidia Bastianich, Vancouver, BC

**OCT 1** Smoke's World Poutine Eating Contest, Toronto, ON

**OCT 4** Alberta Liquor Industry Conference, Edmonton, AB

**OCT 4-7** Eat! Vancouver - Food + Cooking Festival, Vancouver, BC

**OCT 5** Gordon Food Service Show, Edmonton, AB

**OCT 17-18** Grocery Innovations Canada, Conference and Exhibition, Toronto, ON

**OCT 18** Gordon Food Service Show, Vancouver, BC

**OCT 22-25** Eatable - Toronto Food Film Festival Toronto, ON

**OCT 24** Rendez-Vous Gourmet Quebec, Toronto, ON

**OCT 29** 44th Annual Canadian Hospitality Foundation Gala, Toronto, ON

**OCT 31** BC Liquor Conference, Vancouver, BC

**NOV 1** Eat to the Beat, Toronto, ON

**NOV 2-6** Devour! The Food Film Fest, Wolfville, NS

**NOV 3** Friends of We Care Annual Halifax Bowling Challenge, Halifax, NS

**NOV 14** Taste Canada Awards Gala, Toronto, ON

**NOV 17** Friends of We Care Vancouver Bowling Challenge, Burnaby, BC

**NOV 24** Friends of We Care Toronto Bowling Challenge, Etobicoke, ON

**DEC 4** Pinnacle Awards, Toronto, ON

## 2017

**FEB 26-28** Restaurants Canada presents the 2017 RC SHOW, Toronto, ON

**MAR 18** Canadian Culinary Federation, Winnipeg Branch – 2017 President's Awards Gala, Winnipeg, MB

**MAR 21** Sysco Winnipeg – 2017 Sysco Winnipeg Spring Food Show, Winnipeg, MB

**MAY** Canadian Culinary Federation 2017 National Convention, Calgary, AB

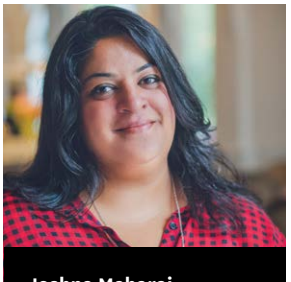
**MAY 24-27** Canadian Association of Foodservice Professionals Conference, Niagara Falls, ON

**JUN 15** Canadian Culinary Federation, Winnipeg Branch - 2017 Annual General Meeting, Winnipeg, MB

*Visit **MenuMag.ca** to submit your industry event listing.*



**Michael Cockram**, Chair in Animal Welfare, University of PEI, Sir James Dunn Animal Welfare Centre



**Joshna Maharaj**, Activist Chef, Canadian pioneer of healthy and fresh food programs in healthcare and education-al institutions in Canada

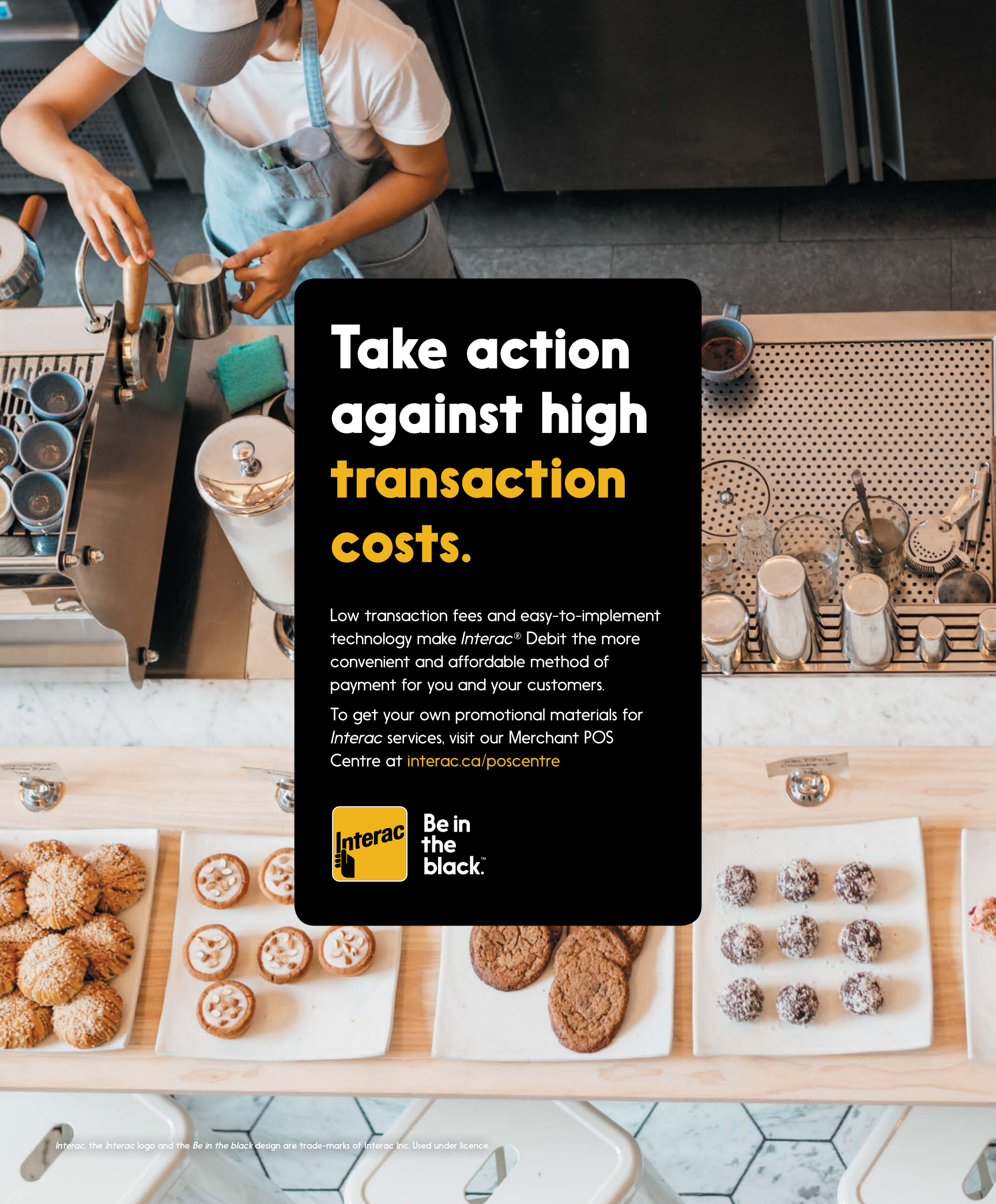


Chef **Eric Chong** of MasterChef Canada. Judge at the Urban Fresh Navy Cook Off



Judges and competitors for the Urban Fresh Navy Cook Off 2016 at the Redpath Waterfront Festival



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*Restaurants Canada*

# OUR STORY IS YOUR STORY



1947 CRA Managing Director George S. Hougham, Peter Grammar, Mrs. F.G. Montgomery, and C.H. Milbourn




## 1940s

The "Canadian Restaurant Association" (or CRA) was born

The Second World War was underway

Food rationing was a sales killer

The government was proposing menu controls

Butter, sugar, meat and beverages were scarce

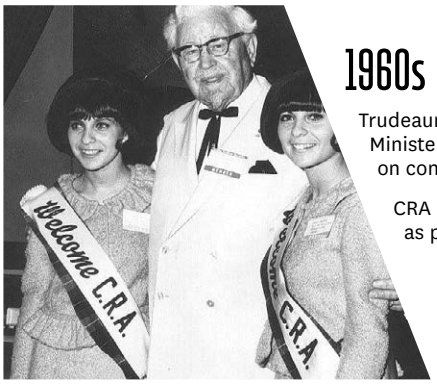
Canada's foodservice leaders unified as a national restaurant association to speak on behalf of restaurants and their challenges

## 1950s

The cost of doing business was soaring and restaurants were absorbing it

Food prices in 1951 were five times the cost they were before the war

CRA taught members the importance of advertising to grow their business




Colonel Harland Sanders of Kentucky Fried Chicken at the 1965 CRA Show

## 1960s

Trudeaumania gripped the nation as Prime Minister Pierre Trudeau commended the CRA on contributing greatly to Canada's growth

CRA coined the phrase "It's in to Eat Out" as part of National Restaurant Week




1950 CRA Convention- Toronto Mayor Hiram McCallum

## 1970s

More women entering the workforce

The inventions of VHS and home theatres resulted in a boon in takeout sales

CRA became the Canadian Restaurant and Foodservices Association or CRFA



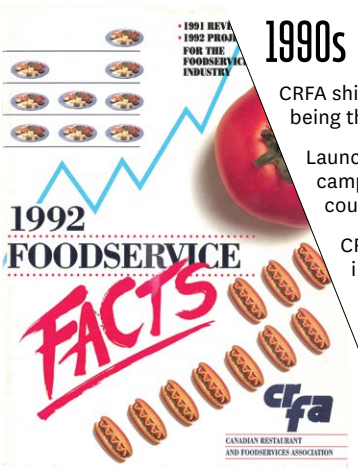

## 1980s

Groupex was founded (CRFA later went on to buy Groupex)—the group buying program still in existence today that gives independent restaurants the buying power of chains

CRFA's trade show, then known as HostEx, became a runaway success

CRFA added the Canadian Food & Beverage Show to its event roster

The two shows went on to become the CRFA Show and now the RC Show




## 1990s

CRFA shifts its focus even more toward being the industry's voice to government

Launched media and letter-writing campaigns and criss-crossed the country to meet with government

CRFA opened regional offices in Atlantic Canada and Western Canada

The first issue of Foodservice Facts was published in 1992, to help restaurants navigate the economy in the midst of a recession



## 2000s

Canada's restaurants celebrated one million employees for the first time!

On the government front, we ran aggressive public campaigns and successfully fought off proposed provincial sales tax on restaurant meals in Saskatchewan three times!

CRFA also won the return of the restaurant meal tax exemption in British Columbia

CRFA opened regional offices serving Quebec, Manitoba, and Saskatchewan

CRFA became Restaurants Canada: The voice of foodservice

Prime Minister Jean Chretien, millionth employee Amanda Kisch, CRFA Chair John Rothschild in 2002

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## TODAY

Foodservice is a $78 billion industry that employs 1.2 million Canadians and serves 18 million customers every day

Restaurants Canada is 30,000 members strong, and growing

The RC Show is getting set for its biggest celebration ever, as Canada marks its 150th birthday in 2017

We continue to connect and inform YOU, our members, and proudly share your story. Together we're stronger!






Photo credit top right: Sandpiper Studios

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MIRELLA AMATO

JENNIFER HUETHER

A FIRST

# *A Master Sommelier and a Master Cicerone walked into a bar...*

BY STACEY NEWMAN

No, really. They did. And we sat down for a chat. Meet Jennifer Huether—Canada's first female Master Sommelier and Mirella Amato—Canada's first and only Master Cicerone. Each of these Canadians is a trailblazer in their respective fields, both in Canada and across the globe.

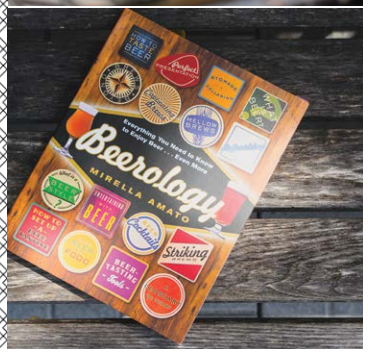
## HUMBLE BEGINNINGS

In the 1990s Jennifer Huether was introduced to the pairing of white wine with select foods by a friend and chef in Toronto. It was her aha! moment, soon after which she enrolled in courses at George Brown College. "It was so cool. I thought, I really love this, what else can I do?" She discovered a sommelier course, which in the 1990s was challenging as a woman interested in wine. The world of wine was steered "by the idea of the old stuffy sommelier, who was male, pretentious, and going to talk down to you." But Jennifer found the courses, and she excelled. For Jennifer, the quest became very personal. She was passionate and academically hungry for every designation available to her. She passed her exams through the Wine & Spirit Education Trust in the UK. Then, after six more years of study and work, she

CONTINUED ON PAGE 14

*"The world of wine was steered 'by the idea of the old stuffy sommelier, who was male, pretentious, and going to talk down to you.'"*






# 2 MASTERMINDS

achieved the level of Master Sommelier through the Court of Master Sommeliers. Says Jennifer about the idea of the old stuffy sommelier today, "that idea is gone. It's so gone."

To date, there are 230 professionals worldwide who have received the title of Master Sommelier since the first Master Sommelier Diploma Exam. There are 147 who have earned the title of Master Sommelier in the Americas, of those just 23 are women. 2015 was a ground-breaking year for women in the program. It was the first year in which more women than men took the advanced exam.

Mirella Amato is Canadian, born and raised in Toronto, and she comes from a performance background. Her passion for beer began as a hobby. "When I first discovered beer...my drinking buddy at the time was very into imports, craft beers, British styles. So, I discovered beer as a beverage which has many styles and flavours. I don't think this is the average person's first impression of beer." Going to university in another city, Amato would be out with friends who would drink the same beer all night by the pitcher. While it was fun, it always bothered her that other styles of beer weren't available and that people didn't know other kinds of beer existed. Amato was excited as she dove into the world of craft beers. She could drive out to a brewery and nine times out of ten the brewer was there, would answer questions, and she could taste beer with the brewer. The local aspect of those experiences shaped her passion. In those early university days, Amato surmised that one day she could write a book about beer; it didn't occur to her that her passion for beer could become a career. Amato pursued a career in performance as an international opera singer but in 2006 she drastically switched gears. She came back to Toronto and started seriously pursuing a career around her passion for beer. The timing was perfect. The world was discovering craft beer, and people were curious.

**"I was a Beer Geek before I was a professional."**

Like Jennifer Huether, Amato found that educating herself was a real challenge. She travelled, had to go to the US and Quebec for courses, there were so few beer-tasting courses at the time. She studied wine tasting classes to hone her palate, and she began connecting with the local home brewing community. Amato became a beer judge, she read books. She connected with people in the world of beer, whenever and wherever she could. She tried brewing but knew it was not for her. "I like people, the immediacy of human contact and interaction, and the brewing process wasn't where my interests rested. I was a Beer Geek before I was a professional." Then in 2010 she heard about the Cicerone Certification Program and she jumped right in.



*Being a Master Sommelier is as much about performance as it is about tasting.*

Today, Jennifer is one of nine Master Sommeliers working with Jackson Family Wines, a family run company that over 30 years has grown to own 50 wineries around the world. Jackson Family Wines started with just one wine, the Kendall Jackson chardonnay in Sonoma. It became the No.1 selling chardonnay in the US and held this title for close to 25 years. A Prestigious Account Manager by day, Jennifer says she continues to pursue her passion for wine with gusto, and that the company is hugely supportive of her work in the world of wine. Jennifer is constantly involved in tastings, competitions, and teaching restaurateurs and budding sommeliers alike. On any given day, she could be meeting with accounts, a liquor board, hosting a special wine dinner, emceeing charity dinners, or helping somebody study for a tasting exam.

**Being a Master Sommelier is as much about performance as it is about tasting.** "When being examined for designations, or when conducting tastings, because of our nerves we end up in fight or flight mode, which keeps us out of tune with our senses and our connection to the wine. Learning to perform under that pressure, staying connected to the wine and to our knowledge and experience is imperative."



*Mirella Amato is Canada's first and only Master Cicerone, the highest professional designation in the art and science of beer.*

Mirella Amato is Canada's first and only Master Cicerone. A Master Cicerone (pronounced 'sis-uh-rohn') is the highest professional designation in the art and science of the selection, storage and service of beer. Master Cicerone is the fourth and highest level of the world-

CONTINUED ON PAGE 16

ADVICE FOR

# Restaurateurs



## Building Your Wine Program According To Jennifer Huether

There are so many things to consider, it can be easy to become overwhelmed. Ask yourself the following:

What are your objectives? What is your price point? Your wine list has to be in line with your objectives and your food program prices.

What cuisine do you have? Are you dealing with all kinds of spices, do you need special wines to offset the spiciness?

Is your sommelier truly on your team? They should not be there to do a funky, esoteric wine program that only they can hand sell. They need to be in line with your goals, they should be customer service oriented, they must be able to read numbers, show profits and be in control of inventory.

Be creative definitely, but first and foremost in line with your customers. Sommeliers are there to serve the customer, to work with your team on the floor, and to make money. You can make really good returns on a wine program if you do it properly. Be genuinely in tune with your customers, don't oversell. Focus on what it is they actually want to drink, not what you want to drink, steer customers in the right direction, work within their budgets, build trust and return business will follow. Then people open up and will try something new. Wine and craft beer are on the rise as

renowned program based in Chicago. “Brewers are so busy making their beers and getting product out the door. They want a better way to explain beer to people.” This is what being a cicerone is all about. Amato began doing guided tastings and founded Beerology, her company, in 2008. It was imperative to Amato that her customers could trust her level of expertise, so when she heard of the Cicerone Certification Program she jumped right in. In the beer world, there are brewmasters who understand the process. A Master Cicerone’s expertise lies in style, flavour, choosing glassware, food pairing, and beer cocktails. These are aspects that brewers sometimes delve into but not what they study. Today it is about an exchange of ideas and Amato’s work is to help brewmasters, to train staff at bars and breweries, to specialize and obsess. Studying biochemical processes and impact on flavour, Amato really started Beerology to support local brewers by introducing new people to beer. **There is still a huge segment of the population who have not been introduced to craft beer.** Amato’s book Beerology: Everything You Need to Know to Enjoy Beer...Even More was published in 2014, and she’s had exactly the response she hoped for, a lot of people who “finally feel like they understand beer”. Beer history is poorly documented and our notion of beer styles is US-centric. Leveraging her network, fact checking around the world, her book is anchored on the principles of accessibility and brand neutrality. Beerology covers all the different beer styles. With each style she provides a list of four or five beers brewed perfectly to style. Anywhere in North America, you should be able to find at least one of the beers on every list.

a percentage of sales in North America. We’re in a really good place and time to be part of it. Present information in an open, comfortable environment. That’s how you sell wine.

### Building Your Beer Program According To Mirella Amato

I’m seeing way too many restaurants with carefully curated menus and wine lists...but their beer offerings are an afterthought. There is such an incredible selection of beers out there, it’s a missed opportunity if you’re not curating a list of carefully selected beers to reflect your establishment’s theme.

There are a lot of people today who are very into beer. Having a good beer list will invite a new demographic, it will make larger parties of people feel welcome. Some will be interested in wine and some in beer, and people look for establishments that appeal to both.

Your beer selection doesn’t have to be big, the key is diversity. If you have three beers, make sure they cover a range of palates and contexts. Do you want to offer three craft beers or three beers from a chosen country? Your selection can be inspired by food. If your beer selection is a mix-and-match, always have one highly quaffable lager, then include an IPA, and stick to your price range.

Establishments shouldn’t worry about people replacing wine with beer. If anything, offering a curated beer selection will be supplemental. People may order beer while considering the menu, or they might stop by for a pint and see your menu. Beer opens your operation up to a much larger demographic.

Educate your customers! Make sure there is some kind of beer description on the menu! Describe the beer and pairing recommendations. Describe the flavours. Ensure that your staff is knowledgeable and able to explain the beer. Or hire a certified cicerone to help design your menu. Many establishments in the US have in-house cicerones, and Canada is starting to follow suit.



### The Future

Sitting down with Jennifer Huether and Mirella Amato is an education in and of itself. Open and generous, enthusiastic and encyclopedic, both Huether and Amato also have a great sense of humour in common. The two hadn’t met before we all walked into a bar in downtown Toronto, but they are already planning an event together down the road. It’s easy to see that the key elements to mastering anything are passion and ingenuity. Both Huether and Amato stood with walls before them and they carved out doors to the future. Today they each spend a lot of time mentoring the next generation of sommeliers and cicerones, and their students are very fortunate to have two bright trails blazed before them.

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# THE CAULIFLOWER GAME

*Wild weather and riding out the food pricing storms*

BY CAELI MAZARA

***In 2011, a high-pressure system developed off the west coast of the United States. The system was caused by a La Niña event, and it triggered the worst drought in California's recorded history. The drought crippled California's agricultural health and created lasting damage on the trade economy of one of the biggest growing regions in North America. This is when cauliflower started to make headlines.***

El Niño and La Niña are cyclical meteorological phenomena caused by oceanic and air mass interactions and are collectively labelled El Niño/Southern Oscillation (ENSO). They are characterized by warming (El Niño) or cooling (La Niña) trends that can have far-reaching effects on growing regions around the world. The high-pressure system that occurred in 2011 was caused by the descent of cold air towards earth's surface. The same cooling trend that caused drought in the southwestern United States also created drought conditions in East Africa and flooding in Australia. Canada is California's largest importer of agricultural goods, so it's not surprising that when production went down, prices north of the border soared.

Chris McGregor owns and manages a produce supplier in downtown Toronto: Romano's Fresh Produce, Inc. He got into the business last year, after spending years working as a chef in some of Toronto's hotspots, including the Auld Spot Pub and 416 Snack Bar. His entrance to the produce industry happened at what he considers a key time as far as ENSO goes. "Everyone in the supply chain was affected by what was happening," he says. "It was really weird to watch it happen. All the guys down at the terminal who have been doing this for years were losing their minds at how prices were climbing."

↣ CONTINUED ON PAGE 20





Chris McGregor

What produce was most affected for Canadian buyers? "Greens," says McGregor, "herbs, citrus fruits, tomatoes, cauliflower. The 'cauliflower game' that happened last fall, it was crazy." McGregor says. "It was down in the $1.50 range, and then it was $2, and then $3, $6, and then $8. People were showing pictures: $9 a head! When one guy saw that another guy couldn't sell it, he jacked his price up. And when supply dried up, they started bringing it in from Europe."

**"It was down in the $1.50 range, and then it was $2, and then $3, $6, and then $8. People were showing pictures: $9 a head!"**

According to statistics released by the California Department of Food and Agriculture in 2014, revenue from cauliflower production decreased by almost 25% between 2010 and 2012. Tomato revenue went down by nearly 40%. Across the board, income from all vegetable crops grown in California decreased by over 3% during the same period. "As a small business owner who wants to provide his clients the best possible prices, it sucks," says McGregor. "It sucks to have to go to a chef who orders the same thing every week, and each week the number on the invoice goes up and goes up. Clients were frustrated at vegetable prices. But they knew that I had no control over it."

California exported 11% fewer oranges and orange products to Canada in 2012 compared to 2011, 6% less garlic, and 9% fewer carrots. With La Niña coming to a close with a warming trend this past winter, some of California's precipitation is returning, but McGregor points out that this doesn't mean prices will be back to normal anytime soon.

"It has had a trickle-down effect," he says. "You would think because La Niña passed, prices would go back down, but it's had a lasting impact on the pricing. It's like people are realizing that even though the situation isn't as dire this year, maybe it could be next year or the year after. I think what it's done is make the entire industry step back and look at themselves. There are whole farming networks that went completely out of business."

Ontario has seen significant decreases in crop yields in the last 24 months, with cauliflower yields down 24%, cucumbers down 28%, and peaches down 15%. British Columbia saw cranberry yields drop almost 30% and some grains, like malt, suffered a 19% decrease in totals produced over the last year.

**When demand exceeds supply here, Canadians look to their southern neighbour for exported goods, but a moderate La Niña is expected to take hold this fall, which means the return of extreme drought in America's southwest is a possibility.** With waters just beginning to recover there, it would be a huge hit to agriculture and exports.

"People still have to recoup their losses from last year," says McGregor. "The only way to do that is to keep your prices elevated this year, and maybe next year, and maybe the year after. By the time you've recouped your losses, whatever insurance didn't cover, you have to think, this might happen again."

If extreme weather becomes the new normal, both farmers and consumers need to start making plans to deal with the effects. As McGregor reminds us, it is in nobody's interest to play the "cauliflower game." M

## **ADAPTATIONS:** ADVICE FROM THOSE ON THE FOREFRONT

*"Start a rooftop or window garden for finer produce (herbs, lettuces). It's something that you as a chef can control. Water it yourself, cover with more shade or move to a location with more sun to help it flourish. Attend farmers' markets more often. They'll bring certain produce there without telling you that it is available because they know they can't support restaurants if they place it on a price list. If there is certain produce you can prepare in batch, do so. Pickle, preserve, dry, freeze, etc. Follow weather trends and see what could go downhill and adjust menu accordingly!"*

CHEF EMMA HOUSE

*"Be flexible with your menu (not just your specials) to allow for seasonality. Order sensibly—if you buy things at case/pack levels, things usually cost less. Work with your suppliers—trust their knowledge of pricing and products to guide you in the right direction. There are always alternatives to what you THINK you want. Raise your prices—most restaurateurs are too hesitant to do this. If prices don't change to reflect the increase in food cost, the margin will never look like it used to."*

CHRIS MCGREGOR

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**At the forefront of identifying top trends and ingredients shaping the future of flavour, the McCormick® Flavour Forecast® 2016 highlighted the growing popularity of turmeric as part of the "*blends with benefits*" trend. Incorporate the musky, earthy aroma and pungent flavour of turmeric onto your menu with these easy serving ideas.**



- Turmeric pairs well with orange foods— sweet potatoes, squash, pumpkin, and carrots! Make baked sweet potato 'fries' by sprinkling oil-spritzed wedges with turmeric and a touch of sea salt and black pepper before baking.
- Rice dishes and grain bowls become golden and aromatic with the addition of about 1/4 tsp. of turmeric per 2 cups cooked rice. Also great with wild rice, quinoa, couscous and farro. For extra flavour and texture, try adding toasted sliced almonds, shredded carrots, peas and/or raisins.
- Roasted vegetables and turmeric make nice companions! Toss with cauliflower and tomatoes before roasting.
- Spruce up your chicken salad! Add a dash of turmeric and some chopped apple or sliced grapes to your chicken salad recipe. Or, do the same with tuna salad.




Pictured: Stuffed Tandoori Chicken Thigh Ballotine

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A FIRST

# Feast Café Bistro

**WINNIPEG, MANITOBA**

BY MARISSA CARLBERG

The first in Canada to focus exclusively on First Nations cuisine

FEAST's Christa Bruneau-Guenther is a home-trained cook hoping to reconnect the city of Winnipeg to its First Nations roots, which so many in Winnipeg share.

Asked to describe the fare at the popular Winnipeg spot, owner Bruneau-Guenther says, "The food at FEAST is humble and approachable, emphasizing that those who are new to indigenous cuisine can enjoy the food and learn about the culture at their own pace." The diverse menu features domestically-sourced ingredients such as berries, nuts, rice, and Manitoba bison. When asked about the most popular menu items, Bruneau-Guenther points to the Indian Tacos and the Butternut Squash Pizza, both of which fuse modern-day tastes with local, traditional ingredients.

FEAST is more than an eatery or a space for sharing tradition. Bruneau-Guenther works very hard to ensure equal opportunity for those who have an interest in the hospitality industry but lack experience. "A lot of youths are interested in becoming cooks or servers, or working in an environment that promotes their culture, and helps them connect to their culture in a different way they may not have seen before."

It's clear that Bruneau-Guenther's passion is giving back to the community, which began with running a daycare focusing on children with specific needs. She moved on to community-based programs which included cooking lessons for youths and young mothers. The connection to First Nations culture within these programs led to improvement in children's behaviours as well as encouraging their interest in indigenous culture. While indigenous music, art, and language are widely recognized in Canadian culture, Bruneau-Guenther has not yet seen the same appreciation for indigenous foods. She has mandated that FEAST set the example, committing to working for the greater good of the community by exposing everyday diners to "the beautiful foods native to this land and bringing these traditions into a lively Manitoba city."

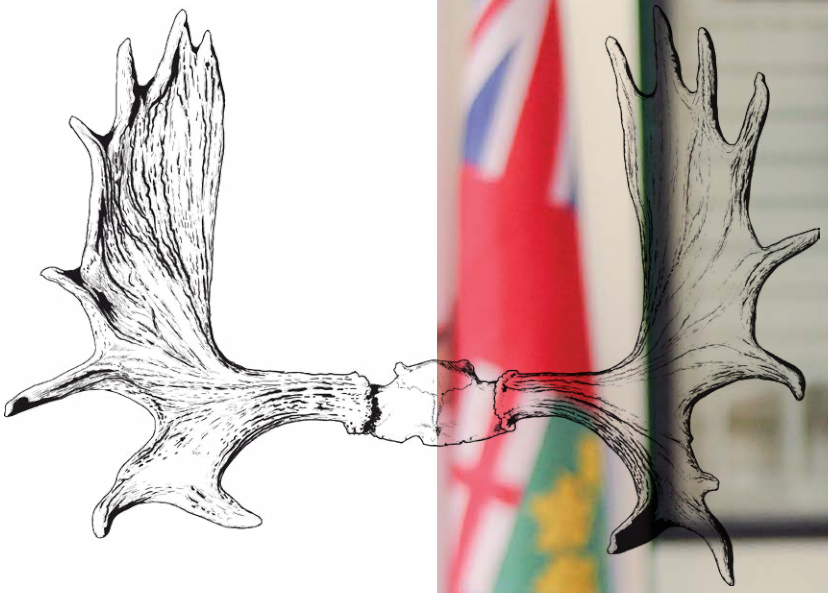
Bruneau-Guenther speaks about FEAST with a happy heart. She explains that embracing her indigenous community has been a fantastic experience and she hopes to continue to support her Winnipeg community by learning and sharing more about these traditional foods and practices. For Bruneau-Guenther, FEAST is a means through which she can provide valuable opportunities to aspiring chefs, as well as create a dining experience which is immersed in the beauty of First Nations culture. M

"THE FOOD AT FEAST IS HUMBLE AND APPROACHABLE."

FEAST IS A MEANS THROUGH WHICH SHE CAN PROVIDE VALUABLE OPPORTUNITIES TO ASPIRING CHEFS, AS WELL AS CREATING A DINING EXPERIENCE WHICH IS IMMERSED IN THE BEAUTY OF FIRST NATIONS CULTURE.







A FIRST

# *Focusing on First Nations cookery & culture*

**AT ALGONQUIN COLLEGE**
**OTTAWA, ONTARIO**

BY MARISSA CARLBERG




Katie Bouska, one of the program's first participants.



MARIE-CECILE NOTTAWAY WITH A DRUMMER

With a focus on indigenous foods, culture, history, and the preservation of indigenous values, Algonquin College is Canada's first college offering an Indigenous Cook Pre-Apprenticeship Program. Canadian students taking part in the program receive an education they can bring back to their home communities, and beyond. Developed by Wes Wilkinson—Academic Manager for Algonquin College's School of Hospitality and Tourism—the curriculum provides students with an education in the hospitality industry while reconnecting indigenous youths with their cultures.

Wilkinson is an esteemed chef who has held a variety of positions in the culinary industry: from sous chef to television cooking host to vice-president in research and development for big grocery names such as President's Choice and Sobeys. Supporting the program are consultants like Chef Marie-Cecile Nottaway of Wawatay Catering, a graduate of Algonquin College herself. From an idea born of Wilkinson's research for his master's thesis on the topic of Aboriginal-Centric education in the college system,






he concluded that only 4-6% of graduates from hospitality and tourism programs were indigenous students. Wilkinson wasn't surprised. "Of course, it makes sense. Why would I leave a reserve to go to a big school? Then learn how to make hollandaise sauce, and go back to the reserve…there's a disconnect with that."

It was after completing his thesis that Wilkinson brought his plans for the program to the Deans' Council at Algonquin College. The feedback from the Canadian community has been enthusiastic. The full-time program is open to anyone who has surpassed grade 10, and there has been interest from all over the country. The first 15 weeks of the program focus on skills upgrading. The next 12 weeks is a Level 1 apprenticeship, which takes place in school. Hot food preparation, an introduction to baking, and trade calculations are a few of the subjects covered and the third and final tier involves an eight-week work placement in the Ottawa foodservice industry. Indigenous culture informs every element of the program. Wilkinson has constructed the curriculum along with consultants to ensure it is entirely authentic, from the foods used to the physical space in which they work. Ingredients throughout the program include beaver, moose, arctic char, wild rice, and bannock. All ingredients are sourced from local Ottawa vendors, as well as from some partner reserves. The environment in the classroom reflects that of a native community. Wilkinson has given creative freedom to instructors, all of whom come from different indigenous backgrounds. They are encouraged to incorporate traditional proceedings and values into the lessons. Integrating practices—such as smudging and forming circles within the classroom—is done in the hopes of maintaining each student's connections to their indigenous roots.

**ONLY 4-6% OF GRADUATES FROM HOSPITALITY AND TOURISM PROGRAMS WERE INDIGENOUS STUDENTS**

Given the uniqueness of the program, there were bound to be obstacles, such as making the program accessible to all students. Wilkinson explains that in today's college system, most courses assume students will have access to a laptop. Thus allowing for portions of course material to be taught online, as well as the use of online resources which anchor to the program while students are not at school. He explains that there are students in this program that might not only lack a personal computer, there might not be connectivity from their reserve back home. This is a revelation that is integral to structuring the course in the future. Algonquin College has taken the bold first steps to creating customized solutions for indigenous students. Indigenous peoples in Canada have struggled to find relevancy in the mainstream college system. "Colleges and universities are starting to wake up and say we need to start doing some things for indigenous people instead of teaching them the dominant society's education." Wilkinson is optimistic. M

# *Truckside, Canada's first indoor food truck food court!*

**DARTMOUTH, NOVA SCOTIA**

A FIRST

Chef Bill Pratt is a pioneer in Canada's restaurant industry. Owner and brainiac behind the country's first indoor food truck food court—Pratt's operation is based on the principles of creating authentic CHEF INSPIRED meals, using fresh and unprocessed ingredients, house-made condiments and garnishes, and creating unique and affordable choices for diners, without compromising on quality.



TRUCKSIDE is all about original twists on traditional recipes. "This isn't fast food" but a whole dining experience in gourmet gastronomy. Chef Pratt empowers his chefs and staff to make decisions, to get creative and to have fun at work. This is the philosophy he says that drives his success.

**Truckside Food Truck Food Court** has taken the weather out of the equation in Dartmouth, Nova Scotia, by bringing the complete food truck experience indoors, offering five food truck-style menu options–Italian, Asian, Mexican, seafood, and gourmet burgers–in an indoor location designed to look like an outdoor parking lot. Being CHEF INSPIRED is about more than just the food. "In our restaurants, you'll find some of the hardest-working, best-trained, most-talented people in the Nova Scotia food industry." For Chef Bill Pratt, food is a family affair. His two sons are currently studying under renowned PEI Chef Michael Smith. Evolution, fun and truly being CHEF INSPIRED is what TRUCKSIDE is all about.

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# *Cod Sounds*

**ST. JOHN'S, NEWFOUNDLAND**

Food enthusiast and forager Lori McCarthy supplies some of the top restaurants in St. John's with local delicacies such as Scotch lovage, seaweed and oyster plant. Now, through her home-grown company Cod Sounds, she's leading culinary tours of the city. She works in partnership with seven local restaurants to offer a unique taste of Newfoundland's bounty.

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Photo: HMSHost

# L'Auberge Saint-Gabriel

**MONTREAL, QUEBEC**

The location of Canada's first restaurant is debatable, but L'Auberge Saint-Gabriel in Montreal is thought to be the first "auberge" or inn. Built in 1688 by a French soldier, it became the first inn in North America to receive a liquor license, in 1754.

For a time the building was converted to a townhouse, but it was restored in 1914 and has continued to evolve into a trend-setting culinary and event hotspot, while honouring its rich history. Earlier this year the auberge opened a location in Montréal–Trudeau Airport as part of a sweeping plan to give travellers a taste of the best in Quebec culture and cuisine.

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# *Putting People First*




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## MCDONALD'S CANADA

McDonald's Restaurants of Canada Limited owns and operates more than 1,400 restaurants and employs more than 80,000 Canadians coast-to-coast. Thanks to a new agreement between Colleges Ontario and McDonald's Restaurants of Canada Limited, and for the first time in Ontario, McDonald's employees can now receive credits towards a college business diploma. The agreement will create a province-wide partnership with McDonald's Canada to establish a prior-learning recognition system. McDonald's employees, who have completed specific McDonald's training, will be eligible to be granted the equivalent of first-year credit for a business or business administration program at one of 24 public colleges in Ontario. The program is now available for McDonald's employees across Ontario.

McDonald's Canada currently offers a similar program in B.C. with the British Columbia Institute of Technology and is also exploring programs with other post-secondary institutions across the country.

"McDonald's and its independent franchisees are committed to providing opportunities for people to learn life skills that will set them up for success—skills such as leadership, communications, hospitality and profit management," said Sharon Ramalho, Chief People Officer of McDonald's Canada. "We're so pleased to work with the colleges on this new program that not only recognizes the quality of McDonald's training, but also empowers employees to apply the skills they've learned to reach their career and academic goals."

A FIRST



## STARBUCKS

**Starbucks Canada has mandated to hire 10% of its workforce from within Canada's at-risk youth communities,**

through their Opportunity Youth Program. By investing in youth employment programs with non-profit agencies, Starbucks supports some of Canada's most vulnerable young people—those who may be homeless, out of foster care or recovering from addiction; may have little or no high school education; may be unable to afford the rising costs of education; or may suffer from mental illness—through in-store work placements in the hopes that upon graduation, these youth will either find jobs or return to school to further their education.

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## White Spot

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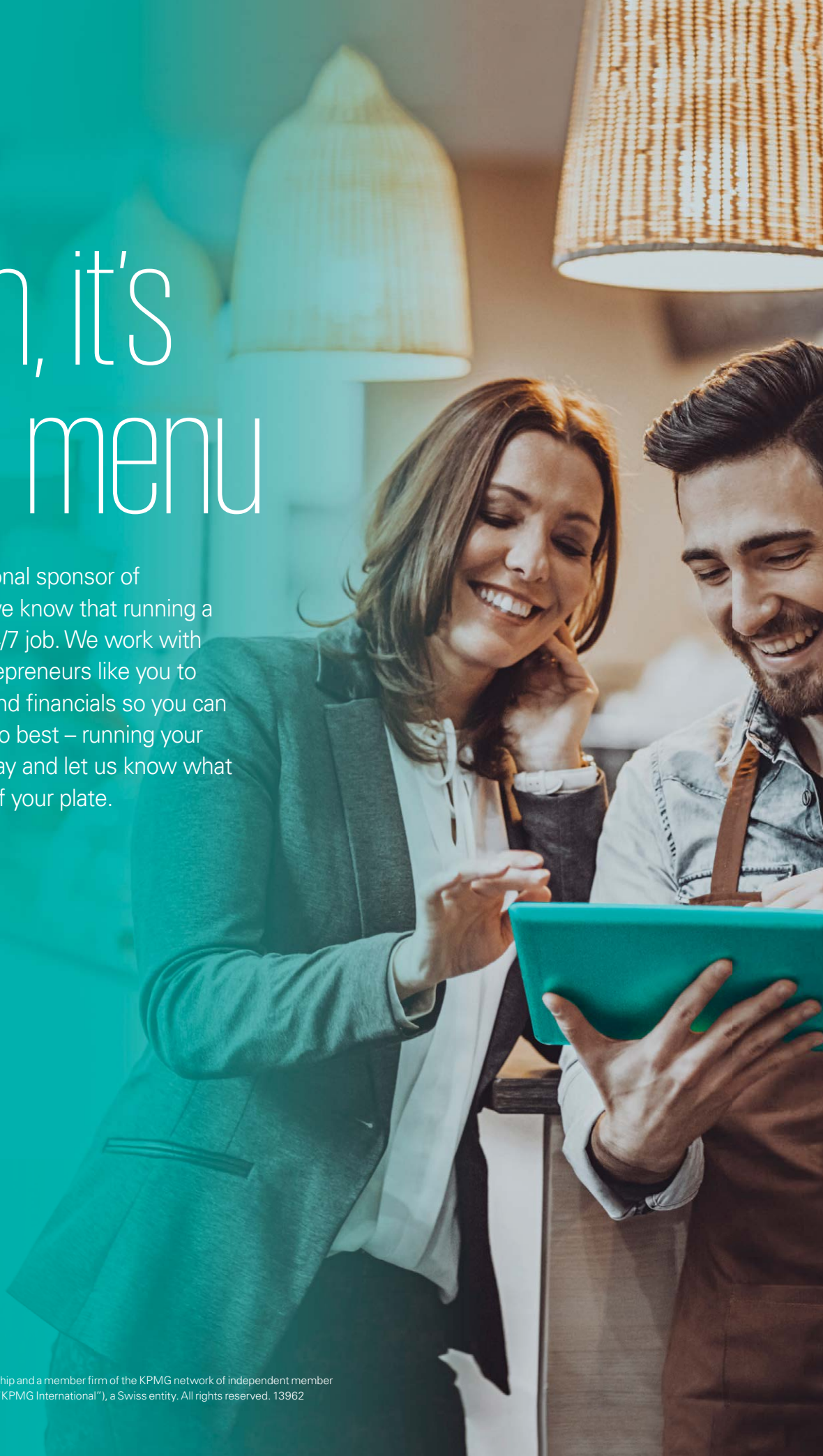
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# ACCEPTING APPLE PAY AT YOUR BUSINESS

*By TJ Langford, VP of Client Solutions at Chase Paymentech™*

Pay

Earlier this year, Apple Pay™ announced that MasterCard®, Visa®, and Interac® cards can now be added to Apple Pay, in addition to existing support for American Express® cards. Businesses across Canada may now see more customers looking to pay with their Apple devices.




**What is Apple Pay?**

Apple Pay allows compatible iPhone, Apple Watch or iPad users to store credit and debit cards on their devices. Using the same Near Field Communication (NFC) technology currently used by contactless-enabled credit and debit cards, consumers simply tap their Apple devices to a contactless enabled terminal or PIN pad to pay.

Apple Pay comes with additional security features[1] to help protect the cardholder, such as using fingerprint or passcode to confirm payment. Additionally, actual card data is not saved on the device, and stored cards can be cleared remotely from the phone using Apple's Find My iPhone feature.

**What will accepting Apple Pay mean for your business?**

Payment network fees are the same for contactless transactions processed using cards stored on Apple Pay mobile wallet and contactless transactions processed using physical cards. Chase Paymentech does not charge additional fees for mobile wallet transactions compared to contactless transactions using physical cards. Please verify with your payment processor if any extra fees apply for your business.

The use of contactless payment can speed up service[2], crucial especially in a fast-food environment. Customers no longer need to search their wallet for the right card either, this can help potentially speed up service further.

**How can I accept Apple Pay?**

If you currently accept contactless credit and debit card payment, you're likely able to accept Apple Pay without any changes to your terminals and PIN pads.

Not currently accepting contactless payments? Upgrade to a contactless-enabled device. Chase Paymentech, Restaurant Canada's exclusive payment processing partner, has a full line-up of terminal and PIN pads that are enabled to accept contactless payments – including Apple Pay. Contact Chase Paymentech sales at 1.888.317.9532.

Looking to accept Apple Pay within your restaurant ordering app? Chase Paymentech provides a payment Software Development Kit (SDK) to allow developers to implement Apple Pay into their mobile apps. Download the Apple SDK at secure.paymentech.com/developercenter

**What about Tipping?**

Chase Paymentech's standalone terminals allow for tipping on any contactless sale transaction, including Apple Pay transactions. Chase Paymentech customers can call their customer service helpdesk at 1.800.265.5158 to enable tipping.

If you are using an integrated solution, please contact your integrated software provider.

**How can I let my customers know they can pay with Apple Pay?**

Apple provides complimentary decals for merchants. Visit www.applepaysupplies.com/applepaykit.html to order your set.

[1] For more information on Apple's security features, please visit: www.apple.com/ca/apple-pay

[2] Visa Market Timing Study September 2012: Visa payWave transactions without receipt are on average 7x faster than typical Chip & PIN transactions with receipt.

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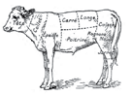


# THE MEAT OF THE MATTER

## FINDING (AND DEFINING) ETHICAL CANADIAN ANIMAL PRODUCTS

BY STACEY NEWMAN





**CANADIANS** are great consumers and lovers of meat, egg, and dairy products. Today, bacon is practically a national treasure. Our love may be resolute, but our attitudes towards the animal products that we consume have changed. Canadians today care about animal welfare more than ever before. Today's consumers are savvy. We simply know so much more about food production and food sourcing. We share information—and misinformation. Consumer attitudes spur demands in the marketplace and Canadians are demanding that the animal products we consume are proven to be ethically raised and processed. There is immense pressure on restaurant owners in particular, who want to be able to tell their customers the where and how of every menu item. Consumers want to see recognizable certification labels and brands, but we don't fully understand the issue. According to survey findings, Canadians didn't worry much about identifying ethical meat products until a few years ago. Change takes time and money. The transition between old and new food labelling and certification practices can be expensive. The bottom line is that consumers, restaurant owners, and stakeholders care about animal welfare, and we care about costs. Therein lies the rub.

## Are we asking the right questions?

"It is a complicated thing to be able to say that one food product is being produced more humanely than another, or that the animals have had better welfare than others." Dr. Michael Cockram is Chair in Animal Welfare at the Sir James Dunn Animal Welfare Centre in PEI. He says, "It's not black and white. There are many factors to consider." We see labels today like the Certified Humane label and this may create a skewed standard in our minds. The Certified Humane brand is one certification program based in the US. There are a number of programs all similarly aimed at oversight and enforcement regarding animal welfare in the food chain. These schemes seem "quite legitimate and

↣ CONTINUED ON PAGE 34

well-thought out," according to Dr. Cockram. Do we need them in Canada? Maybe, but not for the reasons that we might believe we need them. Animal welfare is a moral imperative and responsibility already embedded in the constantly evolving National Farm Animal Care Council (NFACC) codes of practice. But, we may need branded certification programs because Canadians are demanding proof of conformance to animal welfare standards. We seek reassurance through branding that our food products are among other things organic, cruelty-free, free-range, locally-sourced, and Canadian. Consumer satisfaction and demand is paramount. But we're not asking the right questions.

Dr. Cockram has lent his expertise to the third NFACC. He says it is a fascinating process, giving him the chance to affect positive change and growth, and the opportunity to apply the academic work he has done. The NFACC discusses, determines, publishes and updates codes of practice which meet the welfare requirements of the animals and still keep the industry in business. "The industry will tell you that we choose what the market demands. The market demands things of industry in Canada." That which is scientifically sound and what consumers demand are often very different things. This is the problem which crops up when we demand for example "cage-free eggs."

"We have determined that we don't want to eat eggs from birds kept in cages. It is an ethical stance. Fair enough." The problem is with the question itself. What is the question that we should be asking? "Is it bad for the animal's welfare to be kept in a cage?" The answer is "not necessarily."

## What happens when consumers get what we ask for?

Earlier this year in response to consumer demand, Earls Kitchen & Bar publicly stated they would be serving beef sourced from the US instead of purchasing Canadian beef. This was in response to consumer demand for ethical meat sourcing. Earls made the decision to source beef from the US stating that they couldn't find labelled humane beef in large enough quantities in Canada. There was significant backlash by Canadians, from both consumers and understandably from producers of Canadian beef. Earls ultimately reversed its decision in their commitment to always meet consumer expectations. But the issue showed us that Canadian consumers are confused and we don't always understand why we want what we want. At the end of the day "there are advantages and disadvantages to any system of rearing or keeping animals." Dr. Cockram reiterates that animal welfare will always be a complicated issue without easy answers. M



### At the Forefront with Canadian Producers & Stakeholders

**With dialogue and time, it is possible to go through animal welfare standards that the industry agrees to as a whole. The difficulty is developing a system that most people, including consumers, will have confidence in and recognize. Canadian producers are at the forefront and they're focusing time, money and their collective brain power on creating better information for Canadian consumers, restaurant owners, and retailers.**

## Egg Farmers of Canada

**According to the Egg Farmers of Canada**, there are more than 1,000 egg farmers and farm families in Canada. Enriched, free-range, cage-free, free-run are all concepts Canadian consumers are demanding today. But egg processing can be a particularly misunderstood issue. Canadian shoppers are demanding the humane treatment of laying hens, which is certainly a moral imperative, but we're lacking in knowledge and understanding as consumers, and we care about cost. Understanding egg processing is a family business at Burnbrae Farms, a Canadian family-owned farm since 1893. Once a single family farm, they are a country-wide agribusiness with farms across Canada. Burnbrae Farms develop and produce innovative egg products in addition to shell eggs for private and brand names labels. When it comes to the health and safety of their hens "Burnbrae Farms is committed to treating all of our hens in a safe and humane manner. We learned very early that a healthy hen is a high-quality producing hen. This is not only good business for us at Burnbrae Farms but a moral commitment. We believe that the welfare of any animal is determined not by the housing system but by the care of dedicated farmers following

CONTINUED ON PAGE 36



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# THE MEAT OF THE MATTER

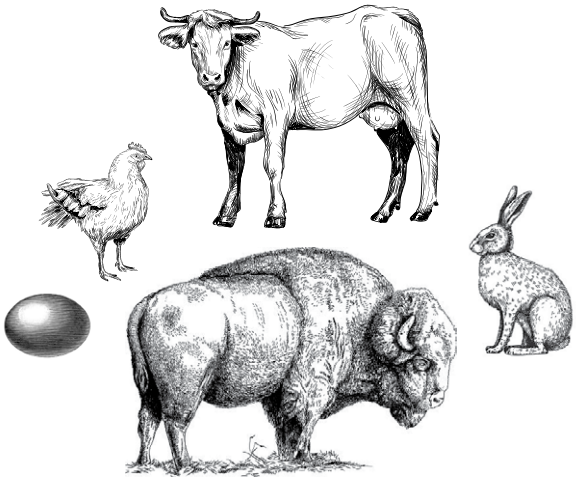
proper animal husbandry practices. We use animal husbandry practices developed by experts as our guide when making choices about how to raise our hens. We also work closely with Farm and Food Care Ontario (FFCO) and various universities to ensure that we are up to date on the latest research on animal welfare and bird behaviour."

### ANIMAL CARE STANDARDS AND ENFORCEMENT

Egg Farmers of Canada (EFC) works with egg farmers, egg boards, industry organizations, and government. Egg boards are divided into provincial boards which are the bridges between farmers and the EFC. The EFC is also partnered with the Canadian Poultry and Egg Processors Council, the Canadian Federation of Agriculture, the Consumers' Association of Canada, the Egg Nutrition Center, the Farm Products Council of Canada, the International Egg Commission, and the World Farmers' Organisation.

## *NATIONAL FARM ANIMAL CARE COUNCIL*

**Canada's National Farm Animal Care Council has the responsibility for Codes of Practice for the care and handling of farm animals.**



### NFACC CODE DEVELOPMENT TIMELINE

CODES OF PRACTICE FOR THE CARE AND HANDLING OF FARM ANIMALS

1. INDUSTRY GROUP IDENTIFIES NEED FOR CODE REVISION
2. INDUSTRY GROUP INITIATES THE PROCESS WITH NFACC
   ANNOUNCEMENT MADE FOR THE REVISION OF A CODE ON NFACC'S WEBSITE
   INDUSTRY GROUP ORGANIZES THE CDC* BASED ON THE CODE OF PRACTICE DEVELOPMENT PROCESS
3. TEAM OF LEADING RESEARCHERS (SC**) ENGAGED TO REVIEW THE SCIENTIFIC LITERATURE IN RELATION TO PRIORITY ANIMAL WELFARE ISSUES TO BE COVERED BY THE CODE
4. CDC PREPARES THE CODE
   SC REVIEWS THE SCIENTIFIC LITERATURE FOR EACH PRIORITY WELFARE ISSUE AND DEVELOPS A REPORT
5. SC REPORT GOES TO THE CDC WHO ENSURES ALL THE PRIORITY WELFARE ISSUES HAVE BEEN ADDRESSED
   SC REPORT GOES FOR PEER REVIEW AND IS FINALIZED
   CDC USES THE SC REPORT TO INFORM DELIBERATIONS AND DECISION-MAKING ON THE CODE
6. FINAL DRAFT CODE IS SUBMITTED TO NFACC
   NFACC PUBLISHES SC REPORT
   NFACC MAKES CODE AVAILABLE FOR 60-DAY PUBLIC COMMENT PERIOD (PCP)
7. FOLLOWING PCP THE CDC CONSIDERS FEEDBACK AND REVISES DRAFT AS NEEDED
8. CDC SUBMITS FINAL CODE TO NFACC
   NFACC PUBLISHES AND PRINTS THE REVISED CODE
   INDUSTRY BEGINS EFFORTS TO ENSURE IMPLEMENTATION OF CODES

*Code Development Committee
**Scientific Committee

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# Chicken Farmers of Canada (CFC)



**Eighty-seven percent of Canadians** want chicken raised in Canada and they want certification to come from farmers. “With the growing consumer demand for locally-produced products, Chicken Farmers of Canada developed the “Raised by a Canadian Farmer” branding program which is now appearing in many retailers and restaurants throughout Canada. By carrying the ‘Raised by a Canadian Farmer’ logo in your restaurant(s) and store(s), you can assure Canadians that their chicken was raised right here in Canada, by responsible farmers that adhere to strict, national food safety and animal care standards.” The program is free and available to restaurant owners and retailers and includes support from Chicken Farmers of Canada during the transition phase if switching suppliers. Every farmer in Canada uses the system.

### ANIMAL CARE STANDARDS AND ENFORCEMENT

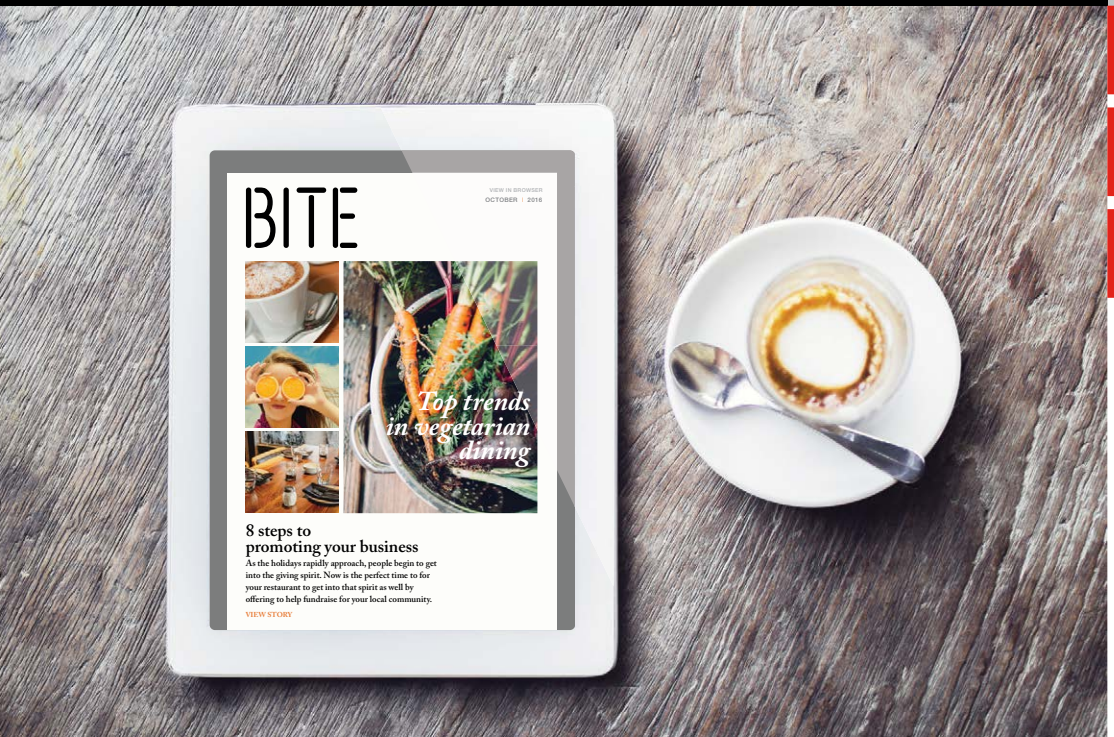
In June of this year, the Chicken Farmers of Canada, Canadian Poultry and Egg Processors Council, Turkey Farmers of Canada, Canadian Hatching Egg Producers and the National Farm Animal Care Council (NFACC) announced the release of a revised Code of Practice for the Care and Handling of Hatching Eggs, Breeders, Chickens, and Turkeys. Canadian chicken farmers adhere to a strict mandatory On-Farm Food Safety Assurance Program (OFFSAP), a national standard that has received federal, provincial and territorial government recognition and full recognition by the Canadian Food Inspection Agency. They also follow a mandatory and auditable Animal Care Program to ensure high animal care standards are being upheld on Canadian chicken farms across Canada. Canada’s chicken farmers are audited on an annual basis by trained auditors. To date, 97% of farmers are certified on CFC’s animal care program.



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# Hog Production In Canada

**Canada's pork producers** are leaders in the Canadian agriculture industry when it comes to developing protocols that demonstrate their collective commitment to both animal care and welfare, as well as to food safety. In 2005, the Canadian Pork Council (CPC) launched its Animal Care Assessment (ACATM) program which was based on the existing Code of Practice. A number of Canadian companies are certifying and labelling their products in regards to animal welfare issues in pork processing. Les Viandes du Breton Inc. is a Canadian participant in the Certified Humane program. "We are very proud to be the North American leader in the market for speciality pork products (certified humane and organic). In September 2015, we committed to raising 300,000 more cage-free hogs by 2018. This is one of the biggest announcements ever made in support of humane farming, requiring an investment of over $30 million."

Canada's Maple Leaf Foods is responding to consumer requests by taking on labelling directly. They have launched a new lineup of poultry and pork, fresh and prepared meats, labelled as 'No Antibiotics. No Hormones. Raised on Canadian Farms. 100% Vegetarian Fed'.

### ANIMAL CARE STANDARDS AND ENFORCEMENT

- There are a number of hog welfare oversight programs across Canada. For example, Ontario Pork and Ontario SPCA are working together when investigating complaints about animal welfare on swine farms. Both organizations work together to exchange information and experiences related to on-farm animal care and Pig Code issues.
- The Pig Code contains guidelines for the care and handling of pigs on Canadian farms throughout their lives. In 2014, the National Farm Animal Care Council (NFACC) released its revised Code of Practice for the Care and Handling of Pigs.
- Worldwide, pork is the most heavily consumed meat, especially in America, Europe, and Asia. It accounted for 36.3% of production, followed by poultry (34.4%) and beef (21.2%). Its production went from 20 million tonnes in 1960 to more than 108 million tonnes in 2011 (Statistics Canada).
- In 2011, the hog industry was the fourth largest in Canada, after canola, dairy products, and cattle, with cash receipts of $3.9 billion.

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# Canadian Beef

**More than 95% of Canadians surveyed would prefer to purchase beef that is raised on Canadian farms and ranches.**

- Canadian beef farms and ranches are not intensive factory farms. Family owned and operated is the general rule with the herd size in Canada averaging at 63.
- Beef production in Canada contributed $51 billion to Canada's economy in 2014, up 44% from 2013.
- There are over 68,000 beef farms/ranches in Canada.
- Angus, Charolais, Hereford, Simmental, and Limousin are the primary breeds raised in Canada.

(Canada Beef)

### ANIMAL CARE STANDARDS AND ENFORCEMENT

The Code for beef cattle was developed through a collaborative effort which included Canadian cattle producers, processors, transporters, veterinarians, regulators, and animal welfare advocates. The Canadian Food Inspection Agency enforces regulated standards in the federal Health of Animals Act for transportation of animals and monitors the humane handling and slaughter of cattle used to produce beef. Maintaining animal welfare is an important responsibility and an essential contributor to high-quality beef production.

# Dairy Farmers of Canada (DFC)

**"The rule to be observed in this stable at all times, toward the cattle, young and old, is that of patience and kindness."**
- W.D. Hoard, circa 1885



Dairy Farmers of Canada state that animal care is their top priority. Concern for animal welfare in dairy farming has always been a driving force in the Canadian dairy industry. The Canadian Dairy Farmers' Federation (CDFF) was established in 1934. The organization became the Dairy Farmers of Canada in 1942 after a merger between the CDFF and the Producers' Section of the National Dairy Council. To know you are sourcing products which come from DFC producers, Dairy Farmers of Canada has recognizable branding. All products with the 100% Canadian Milk symbol come from Canadian dairy farms.

### ANIMAL CARE STANDARDS AND ENFORCEMENT

DFC and other dairy farmer organizations have funded numerous research projects aimed at improving the care and welfare for dairy calves and cows. Each year, a summary of research projects is realized and contains a section on animal welfare. There is also an online database of research where you can find various research projects, including animal care and welfare projects that dairy farmers have sponsored. The results of these projects are also regularly distributed to farmers through articles in agricultural publications. Dairy Farmers of Canada published a new Code of Practice for the Care and Handling of Dairy Cattle in 2009. This code provides guidelines to producers to improve animal care and contains requirements, based on scientific research that has been supported in part by DFC and its members, which DFC expects farmers to follow.

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# THE CERTIFIED HUMANE PROGRAM

The Certified Humane program is a US-based nonprofit certification program. Their operations are international as well as their Animal Care Standards, which are written and updated by an international scientific committee. Certified Humane's independent third-party inspectors—veterinarians and Ph.D. experts in farm animal welfare—routinely inspect farms and slaughter plants in the program.

**Are Canadian companies/farmers/producers using the CERTIFIED HUMANE label, how are we using it?**
CERTIFIED HUMANE products can be found in Sobeys, Metro, IGA, Real Canadian Superstore and other supermarkets. duBreton Natural Pork has been on the program since 2003. Go to www.certifiedhumane.org and search by province or city in Canada for information on who sells Certified Humane products. Another Canadian company, Open Farm, is the first Certified Humane dry dog and cat food producer in the Certified Humane program. When Humane Farm Animal Care started the program in 2003, there were only 143,000 farm animals in the program. Last year, more than 103 million farm animals in five countries (U.S. Canada, Brazil, Peru and Chile) are now in the Certified Humane program.

**THE GOAL OF THE PROGRAM IS TO IMPROVE THE LIVES OF FARM ANIMALS BY DRIVING CONSUMER DEMAND FOR KINDER AND MORE RESPONSIBLE FARM ANIMAL PRACTICES.**

**How do Canadian producers and companies go about becoming certified?**

1. They would have to read the Program/Policy Manual which is on the website
2. They would have to read the standards for the species they are interested in being certified for (all standards are written in French, Spanish, Portuguese and English)
3. They would have to send in an application for the farm and for their slaughter or processing

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# Consider the hashtag

— BY ANITA CHAUHAN —

From humble beginnings to a household name, the #hashtag's journey has been a long and interesting one. Coming up on 10 years since its initial social media debut, here is the story of the hashtag.

—

**Humble Beginnings**

When Twitter came on the scene in 2006 hashtags were not yet accepted as part of the application's main structure. People used hashtags sparingly and unofficially until 2007 when user Nate Ritter used it to live-tweet crisis updates for the San Diego wildfire. Using the #SanDiegoFire hashtag, Ritter's tweets reached an audience of more than 300,000 people. The power of using hashtags was undeniable: users could now search indexed tweets from similar events reported by posting on Twitter in real time. With this simple act, hashtags took centrestage as an essential tool in the social media toolbox.

**A hashtag is a curation device; it exists to collect posts that contain a specific shared term.** Marketers were suddenly equipped with an easy and effective way of tracking efforts, and could begin engaging with their audiences in real time, like never before. Trending content and information—the data gathered using hashtags—were no longer isolated to the Twitterverse but began appearing on Instagram and Facebook. To date, the only social platform that hasn't entirely embraced the use of hashtags is LinkedIn, where users choose other ways to target and gain exposure.

↣ CONTINUED ON PAGE 44

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**Benefits Of The Hashtag**

As a marketer (for example, an owner/operator wishing to promote their restaurant) using hashtags in your social media posts is a great way to organically grow your audience, encourage social buzz and help your brand gain exposure outside of traditional marketing means. In some cases, especially on Instagram, adding specific hashtags to your posts will help make your posts more public, exposing them to wider audiences beyond the users on your friends list.

On Twitter, tweets containing hashtags are 55% more likely to be retweeted than those that don't.

**Hashing It Out**

Restaurateurs have hit the jackpot. **When it comes to the digital world, food is guaranteed to draw a crowd**—but there will be competition! In a noisy, competitive marketplace, how do you shine above the rest? Use clever hashtags. How many hashtags you use depends on the platform! With Twitter, never exceed three hashtags per post and with Instagram, let's just say the more the merrier (but you'll want to cap it at 30).

Some of the most popular hashtags for the restaurant and foodservice industry are:

| | |
|---|---|
| **#food** | **#foodie(s)** |
| **#yummy** | **#restaurants** |
| **#foodpic** | **#foodgasm** |
| **#foodporn** | **#nomnomnom** |
| **#delicious** | **#instafood** |

The #food hashtag draws in ~162 million eyeballs every day on Instagram alone, so this a great starting off point. Looking to reach a more specific audience? Adding targeted tags will help. Ideally, garnering attention from your immediate and local communities will require you to add hashtags with a location-based flavour. For example: in #Vancouver and looking to share daily specials with the community? Try using the city's airport code #YVR or the specific part of Vancouver you're in, like #Gastown or #Yaletown. These will help anyone who is searching those terms or exploring to come across your brand.

Branded hashtags that are specific to your company, restaurant or event can help elevate your brand and your promotions. These branded hashtags are vital when establishing a strong social media presence and can help you keep track of tweets and interactions coming and going through all your accounts.

**Top tip: more than 50% of users would share hashtags more often if they knew advertisers awarded discounts for using them. This means that when you're creating promotions, attach a hashtag to it and watch your reach grow.**

Top tip: more than 50% of users would share hashtags more often if they knew advertisers awarded discounts for using them. This means that when you're creating promotions, attach a hashtag to it and watch your reach grow.

A great example of a branded hashtag can be found in Coke's #ShareACoke campaign that has achieved worldwide success, as well as helping to revitalize product sales. KFC struck gold when they ran their #NationalFriedChickenDay campaign. By considering wacky food days that already exist, KFC found an opportunity that easily had them trending on Twitter.

Search through the tags on Twitter and Facebook's Trending sections and Instagram's Explore sections. This can help you stay FRESH, current and build content that people want.

These little cataloguing gems have also served a wider, more important community purpose than marketing: they connect people. In times of duress or distress, to moments of excitement and of triumph, hashtags build community. During the 2016 Fort McMurray fires, hashtags helped restaurateurs communicate that they were giving aid to those affected by the disaster. M

*Need more tips? Check out our blog for quick and easy tips for elevating your social media marketing. Visit* ***MenuMag.ca***

**162M**

**The #food hashtag draws in ~162 million eyeballs every day on Instagram alone...**





## *test, test, test*

The audience is everything, but if there is uncertainty about what tone to use, the best way to know what works when it comes to social media is by testing. Testing can help you to see what works, what doesn't, and how people are responding to your posts by changing things up every so often. Whether you're starting with a robust social following, or starting from scratch, testing is your best friend and can help avoid wasted time and effort.

Hashtags serve many purposes: from helping to create social buzz to being an inexpensive and even free way to reach audiences new and old, hashtags are the best way to gain brand exposure. Eager to dive in? Consider all of the above tips as a rough starting guide that can easily help build the trust and the community you desire. Go out there and start searching on all your favourite food places to see how they are hashtagging their way into foodie hearts and minds across the country.

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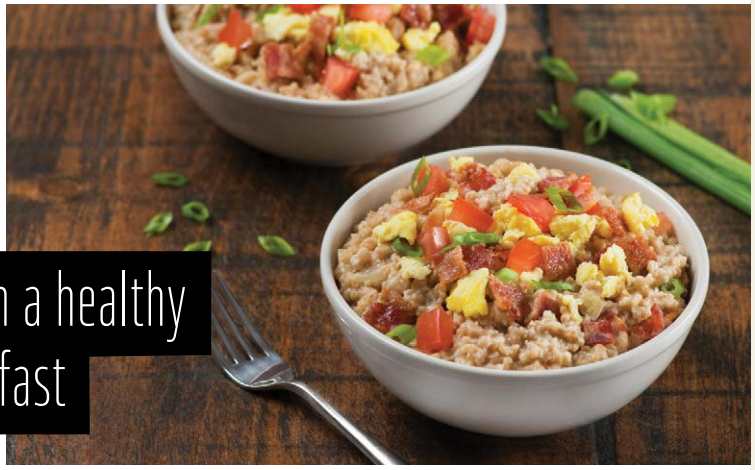

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## *Quaker Oats*

# A savoury spin on a healthy and hearty breakfast



What role does nutrition play in breakfast?

A hearty, nutritious breakfast makes all the difference when it comes to making the most of your day. Quaker oats are a great option that can be easily tailored to different preferences while providing consumers with nutritious energy to get you going!

## *Bacon & Egg Morning Oatmeal*

**Prep Time:** 10 min
**Cook Time:** 20 min
Take the chill off late winter with the wholegrain goodness of oats cooked with bacon and topped with softly scrambled eggs.

### *Ingredients*

- 6 cups sodium reduced chicken or vegetable stock
- 6 slices bacon
- 1 small onion, chopped
- 2 cups (500 mL) Quaker® Quick Cook Steel Cut Oats
- 6 eggs
- 2 tablespoons water
- 1 pinch each salt and freshly ground pepper
- 1 tablespoon butter
- 1 tomato, chopped
- 2 green onions, chopped
- Hot sauce

### *Recipe*

In saucepan, bring stock to simmer; keep hot. In separate large saucepan, cook bacon over mediumhigh heat for five to seven minutes or until crisp; drain on paper towel. Chop bacon; set aside.

Add onion to bacon grease remaining in saucepan; cook for about five minutes or until softened. Add oats; cook, stirring to coat, for two minutes. Pour in stock; cook, stirring, for six to eight minutes or until oats are tender and creamy and most of the liquid is absorbed. Stir in half of the bacon.

Whisk together eggs, water, salt and pepper. In nonstick skillet, heat butter over medium heat; cook eggs, stirring with a spatula to form large soft curds, for about three minutes or until desired consistency.

Spoon oatmeal into bowls. Top with eggs; sprinkle with tomato, green onions, remaining bacon and your favourite hot sauce.

**Nutrition Facts**
(Per 1/6 recipe):
Calories 330 | Fat 13g | Cholesterol 200mg
Sodium 870mg | Carbohydrate 35g
Fibre 5g | Sugars 2g | Protein 19g

Recipe provided by Pepsico Foodservice



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*"Chef Works has built a brand like no other in our marketplace. We stay current even when faced with ever-changing trends within the culinary and hospitality industries...For us, the customer is really everything. In the end if they feel amazing wearing their Chef Works gear and we continue to innovate within the marketplace, then I would say that it's a win-win situation for all."*

- Jeff Berman, President

# Sur la table

## Vancouver's Catering Mavericks

BY CAELI MAZARA





Debra Lykkemark @
*Culinary Capers*

↣ **A 30-year veteran** of the catering world, Debra Lykkemark heads up Culinary Capers, one of the largest catering operations in Canada, internationally recognized as one of the preeminent catering companies in the world. Getting to the top in an industry that regularly bears witness to the failures of emerging small businesses has been an effort decades in the making. After waitressing since her early teens, and later bartending and managing a dining room, Lykkemark set her sights higher, aiming to have her own restaurant by the time she was 30. She attended Dubrulle Culinary Institute and continued to work in restaurants while her deadline loomed.

"My thirtieth birthday was coming up quick, and I didn't have any money for my restaurant," says Lykkemark. "So I convinced two friends to partner up, and we got a small coffee shop and also started to cater. I fell in love with catering. It was difficult, but I get bored easily, so it was the perfect thing for me. The background I had with so much waitressing and bartending and managing experience, and then the cooking, really helped me. It was a bunch of little steps that built up to where I was."

The company really broke into the scene in 1996, after being chosen to cater the NHL Gala. With 4,500 attendees, it was the largest event Lykkemark had ever done. "I was a little scared," she says with a laugh. "The biggest thing we'd done up to that point was about 200 people. We got everybody involved—if they walked into the shop, I hired them on the spot. But it was a huge success, and it put us on the map for being able to handle really big events."

Two decades later, Culinary Capers has catered in three Olympic Games and handles corporate catering, high-end social catering, and weddings. Their own special events venue, Waterview, opened last year after a 20-year search for the right site, and Lykkemark's involvement has shifted from the kitchen to the office. "It seems to always be changing," she says. "When it started I was doing the cooking in the kitchen, but about five years in, I had a chef, and kept upgrading our culinary team. Now I've got a general manager and I'm focusing more on Waterview, and new business, and the bigger picture."





Lykkemark doesn't take her success for granted and prioritizes helping new chefs break into the business. "We work with a lot of the culinary schools here," she says. "Chefs can come in and get hands-on experience. We also end up hiring a lot of those and we get them trained to different levels in the kitchen and help them progress their careers. They learn a lot because our menu has hundreds of items and it's always changing."

For up-and-comers, Lykkemark advises taking everything in stride: "With catering, you need to be very flexible. It's going to be a lot different than working in a restaurant. If you're a restaurant owner and you want to get into catering, you probably need to create a separate team and you'll need a satellite kitchen. Catering people need to be more adventurous, they are going to be challenged every day, going to different locations, working with different clients, working with different menus. It won't be just an extension of your restaurant. It's going to be a whole new business that you have to think about."





Alison Ramage @

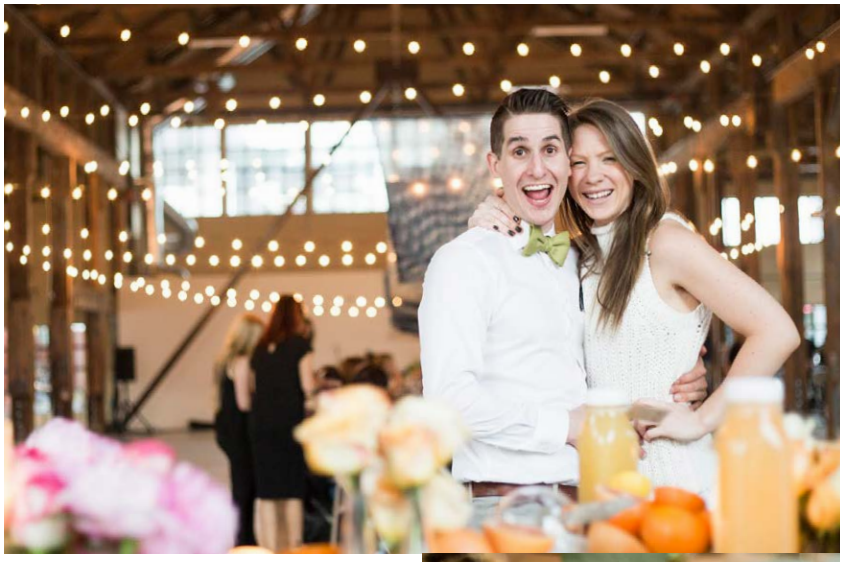
## *Design to Dine*

↣ **In another corner** of Vancouver, a relative newcomer to the catering scene, Design to Dine, operated by Alison Ramage, is already making waves. "When we started out, we situated ourselves in the luxury market," says Ramage. "It's a good place to be if you want to be highly customized. Our food is in line with different lifestyle brands that appreciate what we do."

This is Design to Dine's vision: Food entertainment, Ramage calls it. This is a food experience that goes beyond the plate. "We create a story from start to finish," says Ramage. "Our client gives us a vision and some guidelines and we run with it and use our creativity. I want to translate that into a food experience for people, where

↣ CONTINUED ON PAGE 50







everything—food, aesthetic, music—is derived from a design-based perspective."

Ramage started her career in fashion design, but soon found a way to merge two passions—food and design—into something new. When she and her partner Logan Tacoma (who runs Design to Dine's front-of-house operations) relocated to Vancouver five years ago, they had few connections to begin building their business. "We started the business by going door-to-door with this focaccia bread that we make," Ramage says. "That was how we started. You go from not knowing anybody, and then your community starts to grow and you cultivate that."

Marketed now largely through word of mouth, Design to Dine has a growing customer base of clients looking for a personalized experience. An initial phone consultation is followed by a vision meeting, wherein Ramage and Tacoma meet their potential client and discuss ideas. From there, a custom menu is put together. For Ramage, building a relationship with a client from the get-go is key. "It's more involved than a lot of other caterers would be," says Ramage. "It takes the right client to understand the involvement. It's a highly personal service."

30 years into the business or three, both Lykkemark and Ramage have found Vancouver to have a thriving market for their work. Breaking into the scene has taken time, skill, and tenacity.

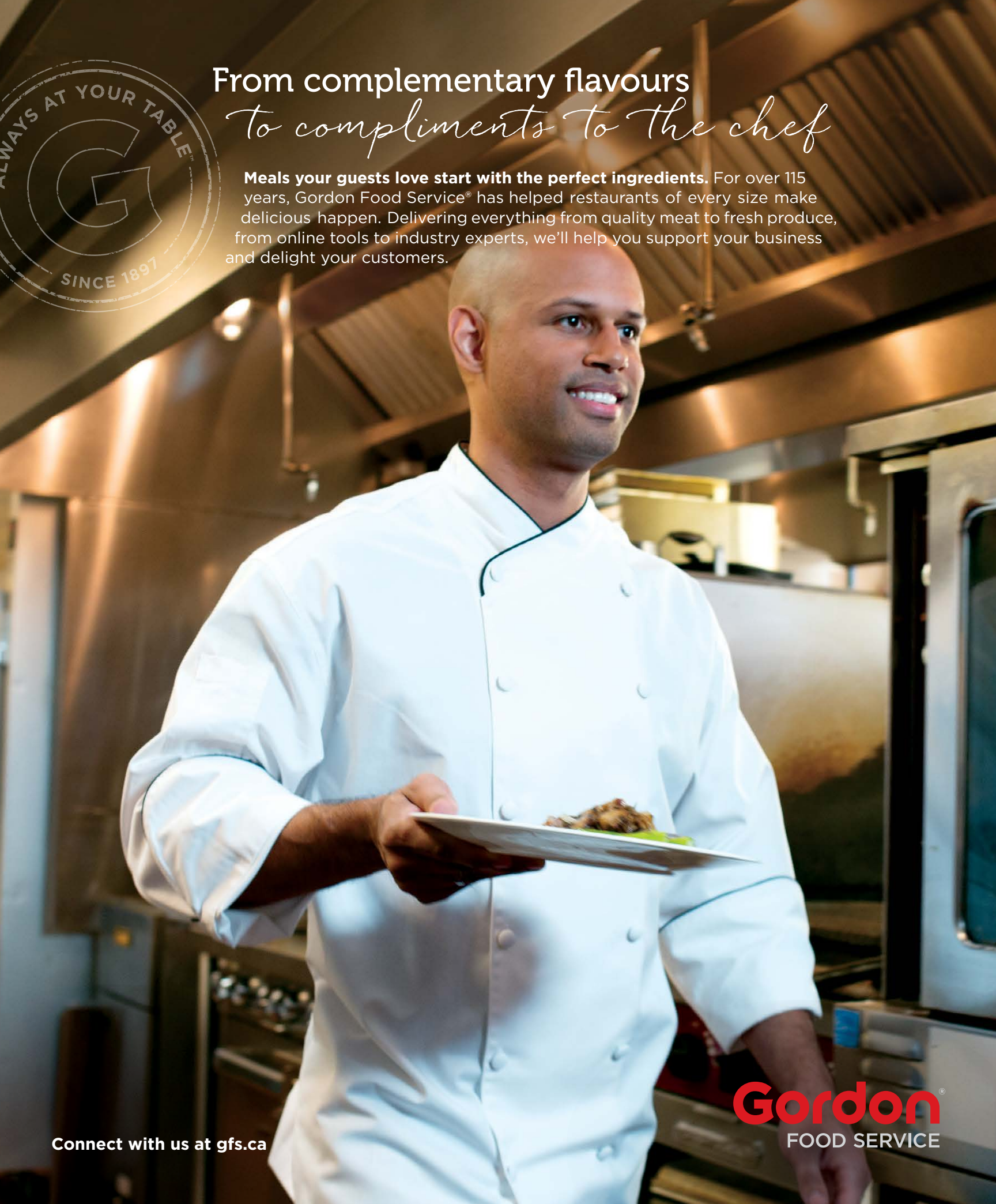
"There's a lot of room for personalized catering here," says Ramage. "There are a lot of big companies based in Vancouver and quite a bit of entertaining going on."

Lykkemark and Ramage have both cultivated a mastery that has not gone unnoticed in the competitive catering world.

"It's challenging, and it changes all the time," says Lykkemark. "You have to be able to go in and say, 'Okay, this is a blank space, but let's see what we can do here.'" M

*"If you're a restaurant owner and you want to get into catering, you probably need to create a separate team and you'll need a satellite kitchen. Catering people need to be more adventurous, they are going to be challenged every day..."*




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# *Foodservice Forecast:*

## TAKING THE LONG VIEW

BY JILL HOLROYD

From local weather to global markets, there's a long list of ingredients that can sour or sweeten your business plan. Few businesses face as many variables as foodservice, and in today's uncertain economic climate, it pays to be prepared.

To help our members with their business planning, Restaurants Canada created an econometric model that predicts foodservice sales by province, and nationally by segment. Looking out over a five-year horizon, these forecasts have a solid track record.

"Econometric forecasts are a science, but there's a bit of art involved as well," says Restaurants Canada senior economist Chris Elliott, the man behind the numbers. "We run the model and then we fine tune the results based on input from our members and other sources. It's a formula that's proven to be very accurate; usually within 0.5 to 1.5 percentage points."

In a nutshell, econometric techniques use key economic factors and forecasts, along with historical data, to forecast future events. In the case of foodservice, 99% of sales can be explained by Canada's GDP, employment, disposable income, retail spending and the exchange rate.

Of course, the forecast is a broad view of the industry, and just one of the many tools in your planning toolkit. It makes the perfect starting point, says Elliott.

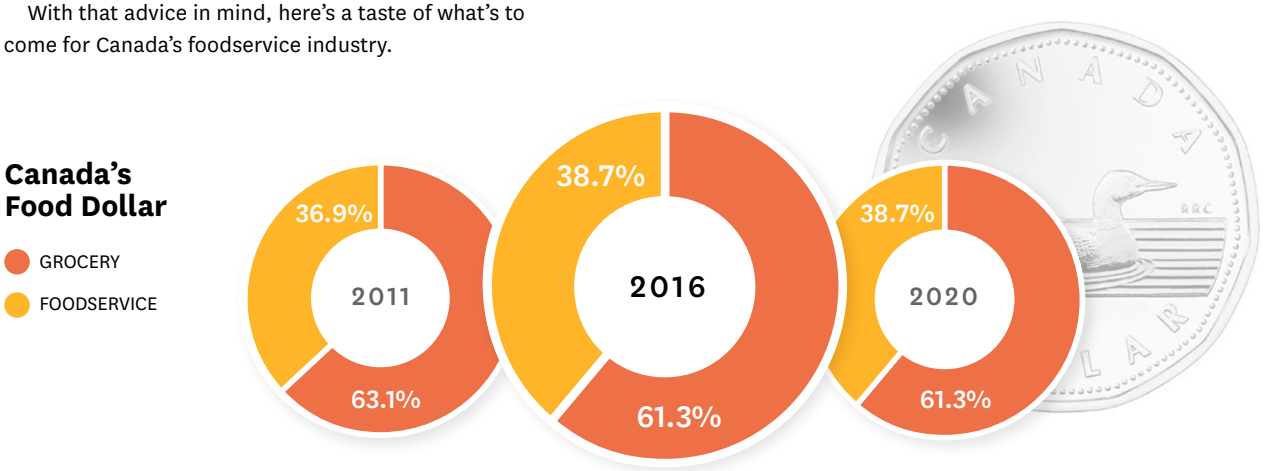
"I would advise operators to review our forecast to get a general idea of where the economy is heading over the next five years, and how it's going to affect foodservice sales. It's the big-picture context. From there they can drill down into their local market and unique business factors, which they obviously know best."

With that advice in mind, here's a taste of what's to come for Canada's foodservice industry.

**Forecast Highlights**

- Canadian foodservice sales will grow by 5.3% in 2016, reaching just over $64 billion. (This total excludes about $15 billion in non-commercial foodservice sales, meaning self-operated foodservice at schools, health care facilities and other institutions, as well as foodservice in retail stores and places such as recreation facilities, where it's not the primary business.)
- Growth in 2016 has been driven by good weather in most parts of the country, strong spending in British Columbia and Ontario, and more tourists.
- Based on the current economic outlook, foodservice sales growth will slow to 4.0% in 2017, due to a slowdown in Ontario and British Columbia, and hover at or below that growth rate for 2018, 2019 and 2020.
- More than half of the growth in sales will be due to rising menu prices. Menu price inflation is running at 2.7% in 2016 and will average 2.4% through 2020. (Alberta is expected to see the highest menu price increases due to the upcoming increases in minimum wage.)
- The hottest foodservice markets? British Columbia and Ontario will lead the country over the next five years.
- The hottest foodservice segment? Quick-service restaurants will grow slightly faster than full-service.

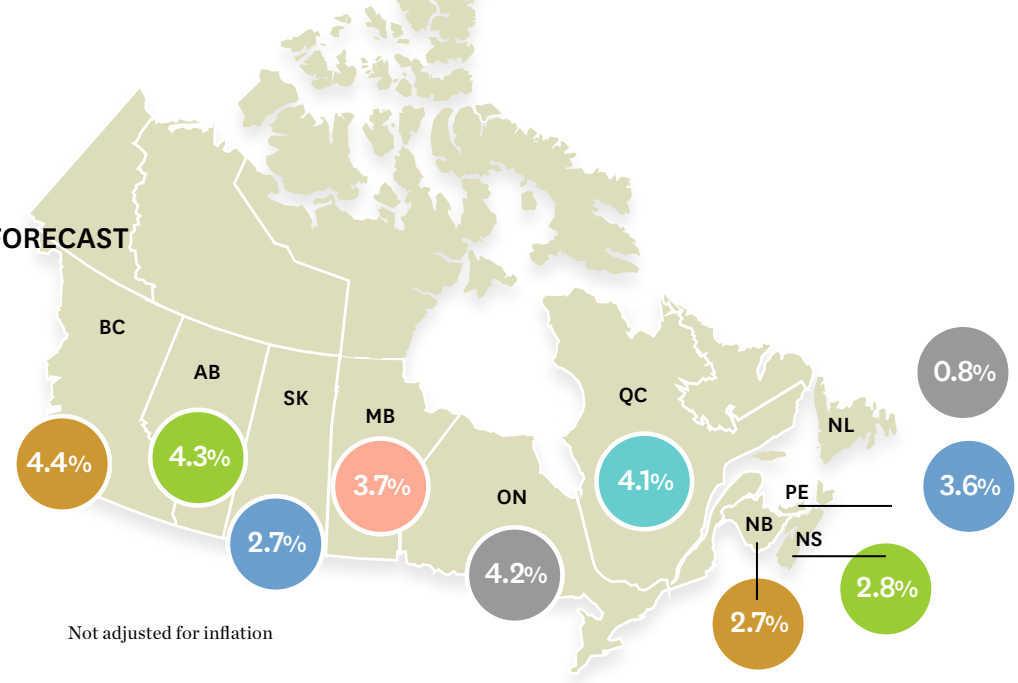
Get the full story in a new, 30-page report available free of charge for Restaurants Canada members. Download your free copy today at **www.members.restaurantscanada.org** or contact Member Services at 1-800-387-5649, ext. 8006 or **members@restaurantscanada.org**.




Includes all spending on food and beverages by consumers, tourists, business and government

## FOODSERVICE SALES FORECAST by Province 2017

CANADA
**4.0%**




Not adjusted for inflation

## FOODSERVICE SALES FORECAST by Segment 2017

**Quick-service restaurants**
4.1% growth rate
$29.7 billion market size

**Full-service restaurants**
4.0% growth rate
$29.1 billion market size

**Caterers**
4.2% growth rate
$5.7 billion market size

**Drinking Places**
1.5% growth rate
$2.4 billion market size

Not adjusted for inflation

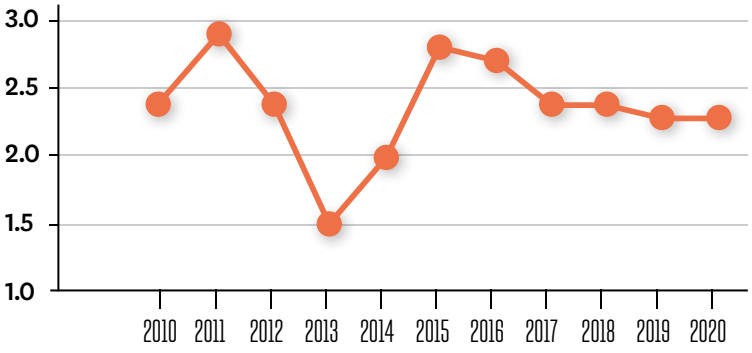
**$66.9 BILLION**
Total Market Size
(commercial foodservice)

**DIG IN**

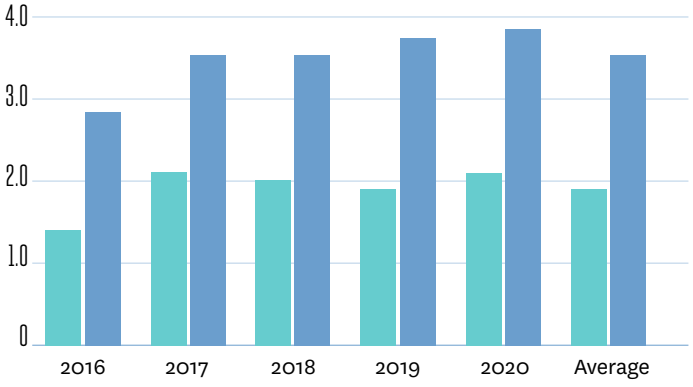
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## Menu Price Inflation %




## Canadian Economic Forecasts




Source: Conference Board of Canada

Sources: Restaurants Canada; Statistics Canada

Restaurants Canada has exciting plans for our 2017 SHOW. Aimed at uniting our industry and inspiring extraordinary business, 2017's RC SHOW is set to offer unique learning and culinary experiences during Hospitality Week.

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## WHAT'S ON?

- A new and improved show floor design
- Additional brand activation opportunities for exhibitors and sponsors
- An all new registration platform that will enable both exhibitors and attendees to easily pre-book education sessions
- Unique networking events to connect and do business












- New culinary workshops, tasting lounges, and food and drink experiences
- VIP dining experiences
- Increased industry competitions, book signings
- New Host Milano innovation awards program and trade delegation
- Exciting Canada 150 marketing program to drive attendance, engagement and traffic to areas on the show floor
- Enhanced travel savings

## LEARN THROUGH OUR SIGNATURE BUSINESS BUILDING EVENTS

Restaurants Canada is launching a new Business Builder Series! Key partners are preparing distinctive opportunities with recognized leaders. Learn, gain invaluable information on the latest innovations, and focus on networking and uniquely designed culinary experiences happening throughout 2017.

## You asked for greater SHOW ROI—You got it!

Restaurants Canada is establishing a new relationship program to drive ROI for exhibitors and attendees: A "LinkedIn meets Outlook" meetings program where exhibitors and attendees can book direct meetings with each other online prior to the show. Troy Taylor, VP Operations, states, "We have been pushing boundaries on the floor plan to encourage suppliers to engage with operators in a more curated environment. We are going one step further this year by putting into place a new system where exhibitors and operators can book meetings and directly interact. If you are an operator looking for a new espresso machine, as an example, you will be able to go online, look at the companies in that category, view their meeting schedules, and set up meetings to discuss your needs." Talk to the right people, save time—at Restaurants Canada we're ensuring that exhibitors and attendees get the very most out of the RC SHOW.

# WHEN?

**The celebration will kick off at the RC SHOW in Toronto from February 26th to the 28th, 2017, with expanded offsite events during Hospitality Week and regional events to follow across the country throughout the year.**

**Registration will launch in November and will include a must-attend line up of educational programs and culinary experiences which are sure to delight, and inspire growth.**

**Save the Date, don't miss the RC SHOW—THE event of the year!**



# The Tipping Revolution

## A view from the inside

BY BETH POLLOCK

A FIRST

↣ Some customers love it, some don't. Many operators don't like it, but most servers seem happy with things the way they are. The subject is tipping, and the status quo might be changing soon.

This summer, I spoke to two Canadian pioneers in the no-tipping movement: David Jones of Vancouver Island's Smoke 'N Water , and Bill Sweete of Sidecar in Toronto. While their reasons for eliminating tipping were similar, their experiences—and outcomes—were quite different.

**Why did you eliminate tipping?**

Both owners agreed tipping was a model that didn't work. Sweete identified three problems with the system:

**1.** Restaurant owners have little control over compensation when tipping comprises such a big part of take-home pay. He'd prefer to reward the work that's important to him as a business owner, which is sometimes invisible to (or doesn't matter to) customers.

**2.** When servers are paid by tips rather than income, they receive less EI, vacation pay, or CPP coverage.

**3.** Perhaps most important, tipping exacerbates the wage gap between front-of-house and back-of-house employees, which could be alleviated by a more equitable pay model. "There's a shortage of kitchen staff," Sweete says, "and it's only going to get worse."

Jones agrees, saying he was a first-time restaurateur when he opened Smoke 'N Water, and was looking to find the best business model possible. He realized no other industry let employees control such a big chunk of profits, and knew there must be a better way. He was uneasy about the divide that tipping created between FOH and BOH. "My highest-paid back-of-house employee is an 18-year cook who makes $15 an hour, plus $2 an hour in tips."

**How did staff react?**

Many of Jones's employees were excited about the prospect of moving away from tipping. He admits a few thought they could make more elsewhere, but adds "how many of them had a sustainable credit history?" His ideal restaurant would include career servers—and those are more common in countries like Australia or New Zealand that pay a higher wage instead of tipping.

Sweete says, while he's had some turnover, he loves the attitude of the new staff he's hired. "This model attracts a different kind of employee," he says. "They realize they need to contribute to the business to be valued. I want everyone to make a living wage and to work in a positive environment. The person who's in this business for a quick buck is not the best employee."

**How did it go?**

Jones's experiment came to an end in August 2014, when he reinstated tipping

**40% support a system with built-in gratuities and higher base pay for servers**

IN THEIR OWN WORDS



Bill Sweete



David Jones

*"Customers of other businesses motivate performance through other means—including taking their business elsewhere."*

*"If a business model is successful, it should work in any industry, and tipping does not work in any other industry."*

three months after removing it. He was disappointed it didn't work, but his customers had spoken and didn't like the new model. In addition, he hadn't increased his food prices enough to pay employees what he hoped. To succeed, he would have had to cut food costs drastically, or bump up menu prices to unsustainable levels.

On the other hand, Sweete says he definitely won't go back to tipping, and expects others to follow his lead. He says operating a small business helped him make the move. "I knew turnover numbers would be small, and it wouldn't be hard to replace a few employees." Although he only just eliminated tipping in May, he's confident the new model will be a success.

Both restaurateurs agree it's an idea whose time has come.

What would you suggest to other restaurateurs who are considering dropping tipping?

If Jones had it to do all over again, he'd start with higher menu prices. He says prices should have been 20-25% higher than in a tipping environment. He still remains a fan, though: "If I could increase my prices 25% without losing any customers, I'd do it again in a heartbeat," he says.

Sweete says doing away with tipping is just one part of trying to have the most positive workplace and trusting that good

↣ CONTINUED ON PAGE 59

Photo of David Jones: Meaghan Harvey

# TO INSURE PROMPT SERVICE

## A HISTORY OF TIPPING

It's a popular myth that the word "Tips" is an acronym for "To Insure Prompt Service." In fact, there's no evidence that it started as an acronym at all. The word dates back to the early 17th century, and originally meant sharing or giving a portion of, in the vernacular of criminals of the time.

Tipping customs vary by country and region. In North America, a 15-20% tip is the accepted norm. In Australia, there's no pressure to tip—some patrons do and some don't—and the average tip is smaller, usually around 10%. Tipping is automatically included on the bill in many European countries, such as France and Italy, although if service is exceptional customers may leave a small additional tip. And tipping is not only not expected in Japan, it can actually be considered an insult.

Jay Porter of The Linkery restaurant in San Diego was an early and vocal supporter of the no-tipping movement. American chain Joe's Crab Shack dropped tipping last year. (The Linkery has since closed, and Joe's has moved back to tipping.) New York restaurateur Danny Meyer has promised to remove tipping from all his restaurants. He started with The Modern in Fall 2015, and subsequently reported record sales in December, with a huge jump in job applications for the kitchen. In Canada, Earls introduced a no-tipping location in Calgary in July.



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## *What your customers think*

**THIS SUMMER, ANGUS REID POLLED CANADIANS TO SEE HOW THEY FELT ABOUT TIPPING, AND THE RESULTS WERE DEFINITELY MIXED.**

**46%**

OF THOSE POLLED PREFER TO CONTROL THE TIPS THEMSELVES

**40%**

OF THOSE POLLED WOULD PREFER A "SERVICE-INCLUDED" MODEL AND HIGHER BASE WAGES FOR RESTAURANT STAFF

THE SURVEY ALSO REPORTED THAT CUSTOMERS USUALLY TIP ABOUT THE SAME PERCENTAGE REGARDLESS OF HOW GOOD (OR POOR) THE SERVICE IS, WITH ONLY **9% OF CUSTOMERS SAYING THEY OFTEN DEVIATE FROM THEIR CUSTOMARY TIP.**

Source: Angus Reid http://angusreid.org/tipping-service-included/

things will follow. Eliminating tipping to make back-of-house and front-of-house pay more equitable is just one part of that.

**The tipping point**

So what's the future of tipping? Earlier I said servers generally prefer tipping and operators do not, but that's overly simplified. Jones isn't the only operator who has abandoned the experiment: The Linkery and Joe's Crab Shack (see sidebar 2) are just two examples of times when it didn't work. And servers are sometimes responsive to the idea. Just two weeks before re-introducing tips, Jones polled his employees to see what they thought. Of the 36 staff members, only three wanted to move back to tipping—and Jones was one of those.

I'll leave the last word to Bill Sweete. "I want to have the best kitchen staff, who are paid the most. When you have good people working for you, you run a good business." And according to Sweete, the key to getting that staff is by putting an end to tipping. M

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**~ Paul F, Lakeshore Steakhouse**

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**~ Kasia K, Sisters Café**

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# WINES on TREND




## Results of the 2016 WineAlign National Wine Awards of Canada (The Nationals)

winealign.com

**Gold Medal Sparkling**

Blomidon 2013 - CRÉMANT, NOVA SCOTIA
Enrico 2014 Celebration Charme de L'ile - VANCOUVER ISLAND, BRITISH COLUMBIA
Gray Monk 2012 Odyssey Rose Brut - OKANAGAN VALLEY, BRITISH COLUMBIA
Henry of Pelham 2011 Cuvee Catharine Estate Blanc De Blanc Carte Blanche - SHORT HILLS BENCH, NIAGARA PENINSULA, ONTARIO
Huff Estates 2011 Cuvee Peter F Huff - PRINCE EDWARD COUNTY, ONTARIO
Steller's Jay 2009 Sparkling Brut - OKANAGAN VALLEY, BRITISH COLUMBIA
Summerhill 2010 Cipes Blanc de Blanc - OKANAGAN VALLEY, BRITISH COLUMBIA
The Hatch N/V Brut Rose Octobubble - OKANAGAN VALLEY, BRITISH COLUMBIA
Thirty Bench N/V Sparkling Riesling - NIAGARA PENINSULA, ONTARIO
Trius N/V Brut - NIAGARA PENINSULA, ONTARIO
Trius N/V Brut Rose - NIAGARA PENINSULA, ONTARIO

**Gold Medal Icewine**

Inniskillin Niagara 2014 Cabernet Franc Icewine - NIAGARA PENINSULA, ONTARIO
Inniskillin Niagara 2014 Vidal Icewine - NIAGARA PENINSULA, ONTARIO
Jackson-Triggs Niagara 2014 Grand Reserve Gewurztraminer Icewine - NIAGARA PENINSULA, ONTARIO
Jackson-Triggs Niagara 2014 Reserve Riesling Icewine - NIAGARA PENINSULA, ONTARIO
Nomad 2014 Vidal Icewine, Niagara-on-the-Lake - NIAGARA PENINSULA, ONTARIO
Palatine Hills 2012 Riesling Icewine - NIAGARA LAKESHORE, NIAGARA PENINSULA, ONTARIO
Vignoble du Marathonien 2012 Vin de glace - QUEBEC

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**~ Aaron Horowitz, co-founder of Walter Craft Caesar Mix**

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### FROM CANADA'S 100 BEST RESTAURANTS

**Set for a November 10, 2016 newsstand release**

Holiday cooking stories and recipes are the focus of this upcoming issue. Gathered from some of our C100B chefs, stories will be based on the holiday meals they love and which reflect the different cultural backgrounds that abound in our wonderfully diverse country. This is not a holiday cooking issue in the traditional sense; look for recipes, cooking insights/tips and of course—delicious desserts.



Early spring 2017 will bring the third annual rankings issue, providing the definitive guide to the best restaurants across Canada. Judges are selected from across the country including chefs, restaurateurs, journalists, gourmets, industry leaders and influencers. They are asked to submit a list of their favourite restaurants in the country. Results go to an independent board and are pooled to produce a national ranking. Canada's 100 Best Restaurants acknowledges those who lead with their skill and passion and who set higher standards when it comes to the business of dining out—as well as those helping to build an even more dynamic Canadian dining scene.

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- plantings of the Cold Snap Pear have also begun in Europe and the United States to supply fruit to those markets as well, making Cold Snap a Canadian variety that will be marketed to the world

**TASTE & APPEARANCE**

**sweet, lemony, and floral flavours**

**crisp and juicy texture satisfies those crunch cravings**

**perfect for cooking, eating raw, paired with creamy cheeses or tossed in a salad**

**you can tell it's a Cold Snap Pear by its round plumpness, and beautiful blush**

**the blush is not a sign that the pear is riper, it has simply had a few more moments in the Canadian sun**

**Cold Snap Pears can be found with and without a blush**



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**Prosciutto Crudo**

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