MENU

CANADA'S FOODSERVICE MAGAZINE

Food Fraud

Technology, labelling & truth in menu

Putting seafood back on the plate

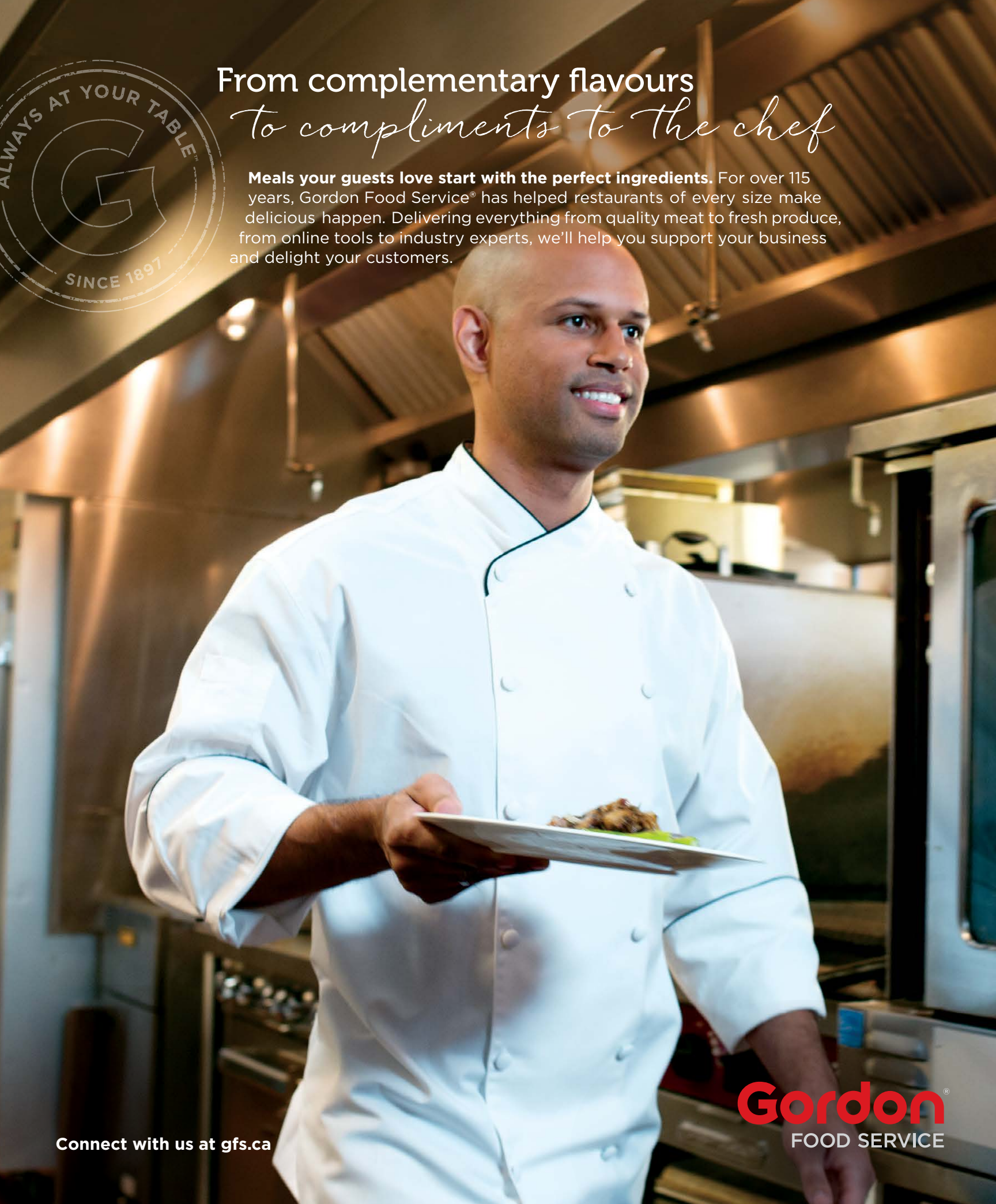
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Your MENU wishlist...



The holiday season is here, and with this edition of MENU we invite you to unwrap some of the latest innovations in flavour, services, products and equipment. Our November/December issue is filled with stories and profiles that revolve around a wishlist theme—from high-tech equipment to profit-building cocktails. We also delve into some intangible items that are on every foodservice operator's wishlist: employee satisfaction, productivity and retention. As every good operator knows, people are our most important asset. Thank you for helping us produce information that is authentic, compelling and informative. As 2017 approaches and resolutions are under consideration, we're thrilled to introduce you to new products and bold restaurateurs, suppliers and partners that are leading our industry into the future. YOU are an integral part of the MENU story. We'd love to hear what's on your business wishlist for 2017. It might turn into a story for an upcoming issue of MENU or BITE, our monthly e-newsletter. Contact us any time at 1-800-387-5649 or members@restaurantscanada.org.

Happy Holidays from the team at Restaurants Canada!

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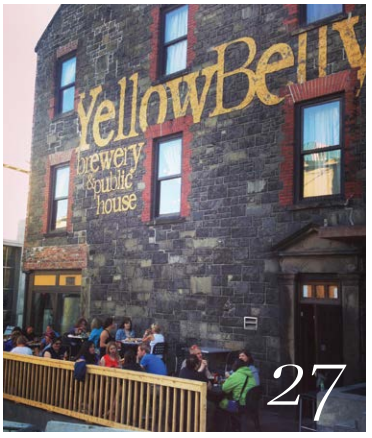
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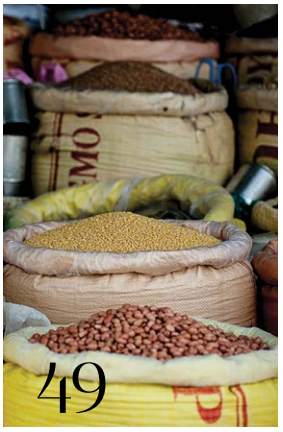
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David Miller of Latté 911 at the Canadian Coffee and Tea Show, September 2016



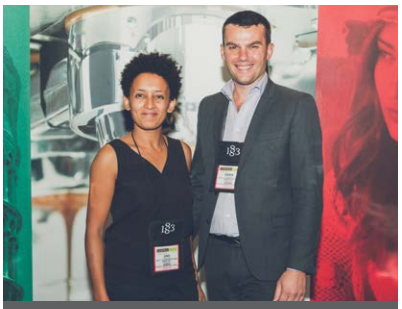
The whole crew at the Restaurants for Change Launch, September 2016



Chef Chris Brown, Citizen Catering, Restaurants for Change Launch, September 2016



The Zuccarini Team at the Canadian Coffee and Tea Show, September 2016



The Lelit Team at the Canadian Coffee and Tea Show, September 2016

The SBS Team at the Canadian Coffee and Tea Show, September 2016



Restaurants Canada & HostMilano Sign Historic Agreement To Put Canadian Foodservice Businesses On World Stage

Restaurants Canada has partnered with HostMilano to showcase Canada's food-service industry internationally and open the door to increased trade and innovation for Canadian companies. HostMilano is the world's largest trade event for the hotel, restaurant and catering sectors. The exchange agreement will promote Canadian and global innovation at Restaurants Canada's annual event, the RC Show, Feb. 26–28, 2017 in Toronto, and open new opportunities for Canadian companies to participate in HostMilano, Oct. 20–24, 2017 in Milan, Italy.

Events

2016 -2017

DEC 2	2016 Pinnacle Awards, Toronto, ON
JAN 9-12	Western Canadian Crop Production Show, Prairieland Park Saskatoon, SK
JAN 13-22	Sun Peaks Winter Okanagan Wine Festival Sun Peaks Resort Village, BC
JAN 17-19	Salon de l'agriculture, Saint-Hyacinthe, QC
JAN 13-29	Niagara IceWine Festival, Niagara-on-the-Lake, ON
JAN-FEB	Dine Out Vancouver Festival, Vancouver, BC
JAN 26-29	Guelph Organic Conference, Guelph, ON
JAN 27-FEB 9	Winterlicious, Toronto, ON

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



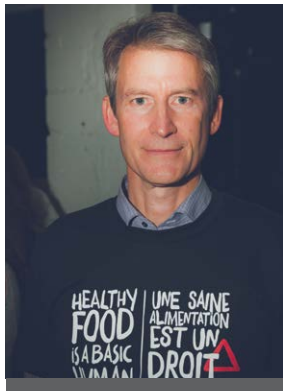
Host, Chef Spencer Watts, of Fish the Dish on Gusto



Hosts of One World Kitchen on Gusto, **Hana Etsuko Dethlefsen, Natalia Machado, Pailin Chongchitnant, Vanessa Gianfrancesco**



Stuart Ross, Champion Barista, of Bull Dog Coffee



Nick Saul at the Restaurants for Change Launch, September 2016



Hosts of the Latin Kitchen, **Chefs Luis Valenzuela and Luis Tigreton Leon** on Gusto



Show Host, Chef Jamie Oliver at Gusto launch party



Nick Di Donato of BlueBlood, Casa Loma



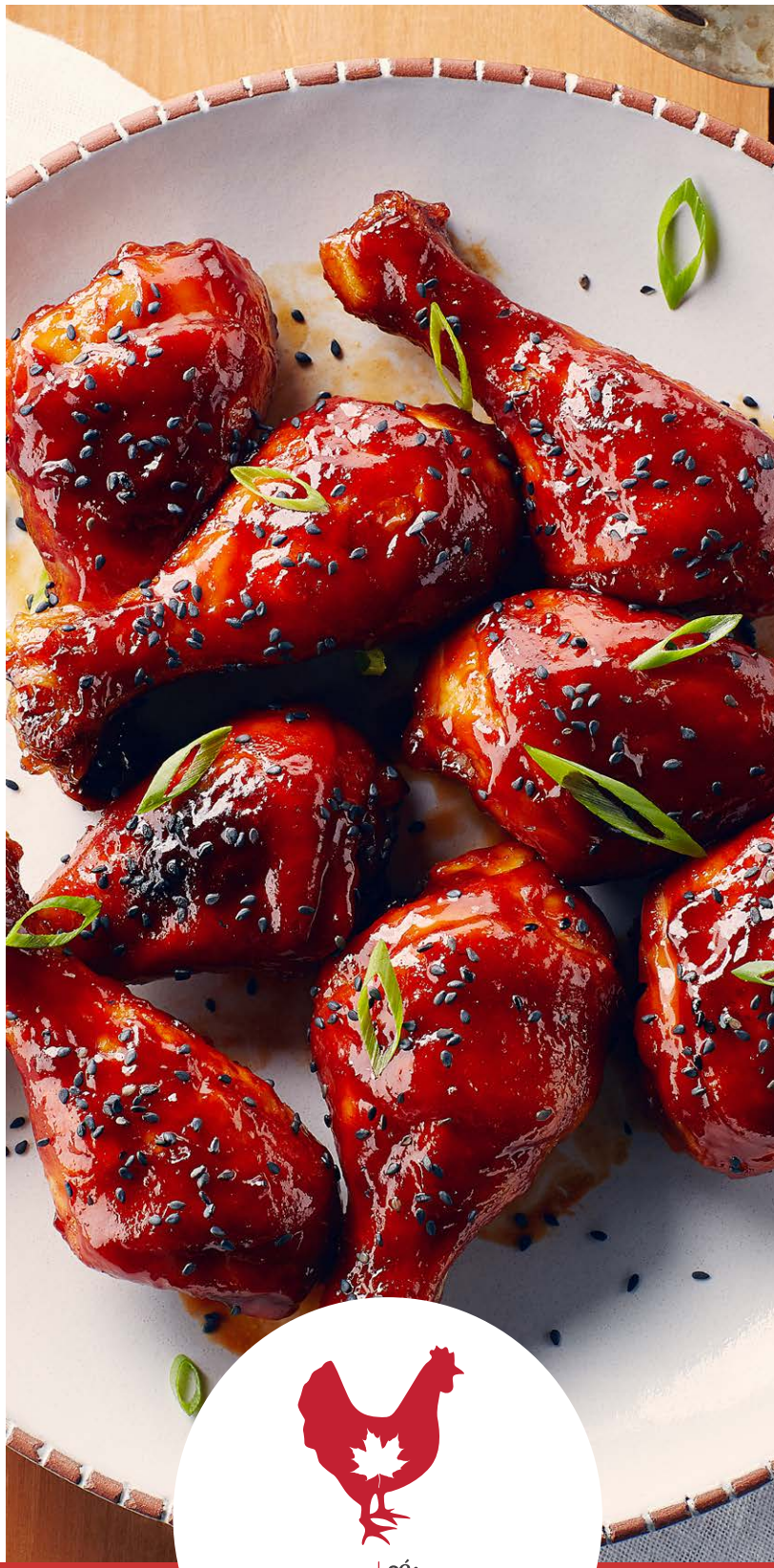
Gerhards Liz Jellum and James Zannet at the Canadian Coffee and Tea Show, September 2016

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THE BEAN & THE LEAF

COFFEE & TEA COCKTAILS TO BOLSTER YOUR BOTTOM LINE

BY CHEF EMMA HOUSE

Shaken or stirred? Neat or on the rocks? How do you take your coffee and tea? Our favourite bean and leafy beverages are ironically undervalued as commodities in our own operations, relegated to the back of the menu. Coffee and tea are ubiquitous today, but too often restaurateurs aren't exploring opportunities to capitalize on their popularity.

We have access to extensive knowledge and taste experiences from remote and fascinating suppliers in our exciting global coffee and tea markets, and remarkably consumers are still thirsty for more! Coffee and tea are not trends, but staples in our global society. There are few food or drink items which are so common, enjoyed around the world and across cultures. Coffee and tea have vast followings! There is plenty of reason to reclaim these drinks as menu offerings. Offering coffee and tea cocktails in your operations is one sure-fire way to stir things up in a contemporary way, educate customers about the versatility of coffee and tea, and significantly increase your bottom line.

CONTINUED ON PAGE 12

Photography by: Tyler Gerrits





Photography by: Tyler Gerrits

BACK TO BASICS

Most suppliers of coffee and tea are so passionate about what they do that they would gladly talk all day about their products. As a restaurateur let them. Let them talk to you and to your staff. Let them bring their knowledge and passion to your operations. If customers are presented with information and a sense of wonder is created, they'll be excited to try a cocktail or brew which is neither pedestrian nor predictable. Well-educated staff tend to become passionate themselves about your offerings and are your frontline closers when it comes to presenting new concoctions to your diners. Knowledge is power!

WALK THE WALK

Having the proper equipment and storage will help to bring out the best in your coffee and tea beverages. Be exceptional. If you can grind coffee in house, do it. Your supplier and your customer will thank you. Store teas in opaque containers, or dark places. Store your coffee in a glass or ceramic container, also in a dark place. Don't put either in the freezer! Moisture will kill the flavour and aroma in both coffee and tea. With proper care and preparation, bringing coffee and tea back to the forefront has the potential to enrich your operations.

THINK OUTSIDE THE BREAKFAST BOX

Incorporating coffee and tea into your bar menu will give customers more reason to try your coffee or tea in all forms, not to mention drawing in new customers. We know both coffee and tea have been integrated into food, as well as shaken iced teas and cold-brewed coffees, but coffee and tea are superstars when they lend themselves to mixology. A simple mix of cold-brew espresso and amaretto, shaken with an egg white, creates a sweet, velvety drink while retaining the robust nature of the espresso. Classic flavours, mixed with the consistency of egg white, create a smoothness that mimics a latte. Flavours that people know will draw them to the menu item; the addition of the unknown will inspire immediate interest and ultimately return business.

Coffee and tea are not trends, but staples in our global society. There are few food or drink items which are so common, enjoyed around the world and across cultures.

FRONT OF HOUSE + BACK OF HOUSE = COCKTAIL SYNERGY

Deciding the cocktail offerings in your operation is something that the front and back of house should do together. The knowledge that your chefs have about pairings, using atypical produce and creating balanced flavour profiles, will help to develop an exhilarating and well-thought-out cocktail menu. The knowledge that your bartenders have about mixology ratios and their experiences with customer input will make that exciting new cocktail a menu main.

TRY AN infusion of poached pear syrup, Earl Grey tea and Cava. Poaching pears in elderflower water, lemon zest, cloves and Cava (the Spanish answer to

HOC, LOC + NOC LISTS

high-octane cocktails

Cocktails made with whiskeys and other hard liquors, higher alcohol content

low-octane cocktails

Cocktails made with liquors with a lower alcohol content

no octane cocktails

Cocktails made with no alchohol content

Gavin MacMillan speaks to the importance of including a non-alcoholic or NO OCTANE COCKTAIL list. NOC list potions are trending, socially responsible and just as exciting and fun as their alcohol-infused contemporaries. Establishments should be inclusive and enthusiastic champions of the NO OCTANE COCKTAIL for many reasons, not the least of which is reducing the incidence of drinking and driving.

"Speaking as a restaurant owner, nothing goes on my list unless there's ROI. Every coffee or tea is an infusion of sorts...and coffee and tea have huge margins."

Gavin MacMillan, on coffee and tea as mixological elements.

Champagne) creates a zesty fruit base to complement the floral flavours of Earl Grey. Served in a champagne flute rimmed with turbinado sugar and finished with more Cava creates a fun, easy drinking cocktail. The light and unique flavours make this a versatile option to begin the evening, or a suitable option for those who may not want a full dessert, but still want a sweet finish.

Turn the bean into the new Old Fashioned using a very dark roast rather than bitters. Turn the leaf into a cool martini on a hot day.

As a fixture in the standard dining experience, coffee and tea have become menu items that diners talk over, rather than what they talk about. Challenge yourself, your operations and your ideas about coffee and tea. Inspire your patrons to try something new. Turn coffee and tea into bottom line boosters and cocktail celebrities. M



Photography by: Tyler Gerrits

AMARETTO/ESPRESSO

2oz cold brew espresso

1oz amaretto

1 egg white

Two ice cubes

Shake amaretto and egg white together in a shaker. Add espresso and ice, continue to shake. Pour into glass and top with egg white foam. Sprinkle with cocoa and serve.

MINT/HONEY

1oz strong steeped peppermint tea

5oz Jack Daniel's Honey

1 egg white

Two ice cubes

Shake Jack Daniel's and egg white together in shaker. Add peppermint tea and ice, continue to shake. Pour into glass and top with egg whites. Garnish with mint leaves and serve.

PEAR/CAVA/EARL GREY

1oz pear syrup

Pear syrup: peel pears and combine in a pot with 1c elderflower water, 1c Cava, 1tsp clove, 1 cinnamon stick broken. Poach until pears are soft and syrup has desired flavour.

1oz Earl Grey tea

Cava to finish

Rim Champagne glass with turbinado sugar by dipping rim in Earl Grey tea first. Combine pear syrup, Earl Grey tea in glass. Top with Cava and serve.





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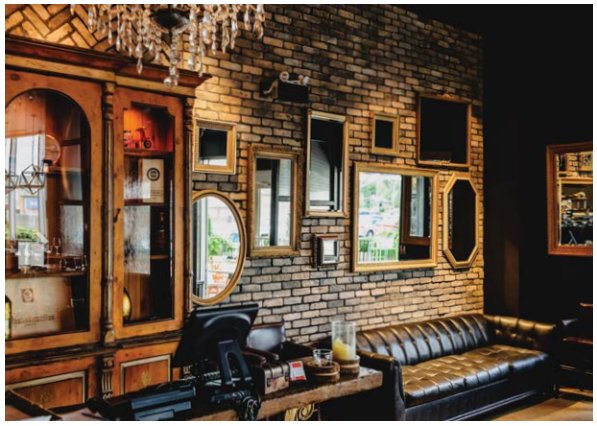
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Catch Hospitality Group





OAKVILLE, ONTARIO

Distinguished for their stunning dishes, their gorgeous interiors, and their genuine and dedicated staff, Catch Hospitality Group of Oakville, Ontario is equally known for giving back to the community. Owning and managing some of Ontario's top restaurants and operations—Cucci, Firehall, Catch Events, Catering by Heat, Plank and Taste Marketeria—we spoke to their President, Doug Greco, about the CHG story.

WHEN DID YOU BEGIN, HOW, AND WHY?

I sometimes think that Catch was born 40 years ago in the brain of a 13-year old that was told by his father "if you don't like it well done or burnt it's best you don't eat here." That being said, Catch Hospitality has been around five years as we have increased operations to five restaurants plus our catering division.

WHAT ARE THE CORE PHILOSOPHIES AND STANDARDS WHICH DRIVE YOUR BUSINESS MODEL?

I really believe that my business philosophies and practices were all learned in my kindergarten sandbox, taught by the ever lovely Ms. Day.

Genuinely care about people.

Share your toys and your knowledge.

Clean up after yourself.

Listen to others. You are not always right and they are not always wrong.

YOU GIVE BACK A LOT TO THE COMMUNITY, HOW AND WHY?

My father lost his job when we were young kids. He was the sole bread winner. It was tough. Days before Christmas the Salvation Army dropped off a huge hamper of food and toys for us kids. As my mother cried and my father told them he didn't need charity, they just smiled and said someone in the community said you could just use a little help this year. I don't think that anyone in my house ever forgot that, it taught me a lot about people and the community you live in. I always tell anyone who will listen that we are all just one step away from humility. I am blessed that my partners feel the same way about giving back as I do. David is one of the directors of the Darling Home for Kids and Bob carries that torch to this very day. Although most of our charitable efforts are behind the scenes, I am most proud of our GIVE BACK LUNCH in December where 100% of the revenue for the day is given to the Oakville Salvation Army. This year the date will be Monday, December 5th. With the kindness of our patrons, we will surpass $100,000 donated over the past six years.

"Good manners and bad breath will get you nowhere."

Elvis Costello, 1981

"I often use this Elvis Costello analogy with the staff. Everything can be perfect—food, atmosphere and service—but if the waiter has bad breath…it's what they will talk about on the car ride home." **Doug Greco, 2016**

ADVICE FOR OTHER RESTAURATEURS?

We have chosen to be in a profession because of our unwavering passion for the craft, but I would say that the most important advice that I could give is "be great to staff." The people that look after you and your restaurant every day—you will spend overwhelming amounts of money to attract your guests but this is not worth a nickel if you have unhappy people looking after them. Let your staff learn, let them make mistakes. People will raise the bar themselves if they know that there is someone there to catch them or to give them a boost when needed. M





Back on the Plate

High Liner Canada Repositions to put Seafood Back on the Menu

BY CAELI MAZARA

High Liner Foods Canada is embarking on a new strategic journey. With a long history and soon entering its 117th year of operation, it is getting ready to make some big changes. A large-scale rebrand is underway, necessary to meet the future needs of the market and to compete in a shifting and dynamic seafood industry. High Liner has done this before, but this time it will be focused on driving the consumption of seafood as a category in Foodservice.

Now one of the largest seafood companies in North America, High Liner was born in 1899 in Lunenburg, Nova Scotia, as W.C. Smith and Company, a mercantile that sold fishing supplies to local fishermen. "We have a long, rich history of being in the seafood business," says High Liner Canada Chief Operating Officer Jeff O'Neill. "For the better part of seven or eight decades, we did our own fishing. Today, we no longer fish and we are not vertically integrated. Instead, we are a sales and marketing organization, where we procure raw material from around the globe, buying more than 30 species from 20 countries."

The company grew substantially from 2007 to 2014 through a series of acquisitions. "The first of these, Fishery Products International, really bolstered our position in the foodservice market, both in Canada and the U.S.," says O'Neill.

"In 2009, the...leadership of our organization stepped back and said, 'We need to take a really hard stance on sustainability,' " says O'Neill. "We said, 'If our protein is going to feed the world, we need to make sure the health and biomass of oceans and fisheries are around for a long, long time.' So in 2010, we made a commitment publicly in the market that we would source 100% of our raw material from sustainable sources."

Over the next three years, the company went from about 27% of its

CONTINUED ON PAGE 18

"The first thing we wanted to do was go out and listen to the industry, understand what their challenges are and understand how they felt about us as a supplier."

raw material volume from sustainable sources to 99%. Its efforts were met with recognition from international environmental bodies, including the World Wildlife Fund. That said, notes O'Neill, "the job is not just finished when you get to 99% of your pounds. It's ongoing. While we're certainly not the police of sustainable fishing, we have a large stake in protecting the biomass of the oceans. We've certainly invested the most resources, because it was, and is, the right thing to do. People demand sustainability today. They expect it. It's a necessary way of operating."

With such success and focus around the supply side and sustainability efforts, High Liner decided it was time to focus more of its efforts around customers. In-depth research conducted over the last year in each of these areas has clearly pointed the company in a new the direction if it wants to become a stronger supplier in the Canadian foodservice industry.

These repositioning efforts began with market research and reaching out to current and potential customers. "The first thing we wanted to do was go out and listen to the industry, understand what their challenges are and understand how they felt about us as a supplier. Our customers were very good to us, giving us their honest feedback, and some of it wasn't easy,



ADVICE FOR RESTAURATEURS

Consumers highly regard environmentally-friendly and sustainable seafood. Touting the quality and sourcing of seafood or embracing more under-utilized fish, which are both sustainable and better for the environment, may increase traffic

At least a third of seafood consumers would be willing to order seafood more often if available. Meet demand by offering a wider variety of seafood entrées, including combining higher- and lower-priced seafood options to create an affordable and satisfying dish

Source: Technomic Canada

however, it has been the catalyst for our new strategy," says O'Neill.

The next step was to understand the changing demographic of the Canadian consumer. "The challenge that we have in Canada is that the consumer is changing," says O'Neill. "We have a different demographic evolving right now. Millennials are becoming a bigger part of the population and patron base in the foodservice market. Consumers' tastes are changing as the demographics are changing. This is an overall challenge for the foodservice industry, but in the category of seafood, we know that Canadians are definitely not eating enough for ultimate health. According to the Canada's Food Guide, Canadians should eat eight ounces of seafood a week. We as Canadians are only eating about three and a half."

Finally, and most telling, recent CREST data shows seafood consumption is "in decline unnecessarily," says O'Neill, with the category shrinking 6% over the course of 2015 and another 2% since. There are a few theories as to why. "There's a perception around seafood being expensive and the innovation with seafood isn't where it needs to be," O'Neill says. "Commodity prices have risen and we're not seeing it featured on restaurant menus like it should be. When you think of other proteins in the centre of the plate—chicken, beef, pork—they have marketing boards to promote their proteins. Seafood does not have a board that is out driving seafood as a category."

"We need to get seafood back on the plate," says Craig Murray, Vice President of Foodservice Sales and Marketing with High Liner Canada. "Driving consumption growth in seafood will require us to shift our primary focus from supply to consumption. We will amplify our efforts in culinary to help the industry innovate and put great-tasting seafood onto more menus."

The new brand, High Liner Culinary, is sleeker and takes a more sophisticated foodservice-centric approach—a definite departure from the iconic 'Captain High Liner' who is the ambassador of Canada's retail line. "We understand more than we did yesterday around how the foodservice industry views the powerful Captain identity," adds Murray.



THERE'S A PERCEPTION AROUND SEAFOOD BEING EXPENSIVE AND THE INNOVATION WITH SEAFOOD ISN'T WHERE IT NEEDS TO BE.

"It's a retail brand. So as we think of reinventing ourselves, we are reinventing ourselves in the eyes of the foodservice industry, away from the Captain, and away from transactional seafood supply to a culinary presence."

This shift includes leveraging the eight professional chefs that the company has on board to help with field sales. "Our chefs will be focused on bringing culinary solutions to our customers," says Murray, "to help them with the latest trends in taste, the latest trends in species and to help them meet the needs of the changing consumer."

Seafood as a category seems to have found its champion to help drive it into restaurants, onto menus and onto plates. High Liner has taken it upon themselves to be the voice of seafood in Canada. "We are really excited to get out there, to see our customers and show them the new journey we are on as a result of their feedback and encouragement, and to help make seafood the hottest thing on their menus," says Murray. M

High Liner is a longstanding associate member and supporter of Restaurants Canada. We're pleased to share their story.



SEAFOOD ON MENUS

FASTEST GROWING	TOP 10 SEAFOOD
Anchovy	1 Shrimp
Catfish	2 Salmon
Whitefish	3 Sashimi
Lox	4 Sushi
Squid	5 Tuna
Tilapia	6 Prawn
Eel	7 Scallop
Mackerel	8 Crab
Snapper	9 Calamari
Clam	10 Lobster

Source: Technomic Canada

vancouver aquarium ocean wise™

Sustainability matters! That's why Restaurants Canada has partnered with Vancouver Aquarium's Ocean Wise to raise awareness of sustainable seafood and how to source it. RC members receive a $50 discount on a new Ocean-Wise membership.

BUILDING A CLEVER KITCHEN

Smart equipment and dynamic designs, with advice from the experts

AULAC, NB



Cost is always on the minds of restaurant owners and success is a double-edged sword because growth means spending. Bill Allen of Fresh Casual Restaurants is a long-time Canadian foodservice leader. A multiple brand franchisee and the owner of the Aulac Big Stop in New Brunswick, where he serves on average 700 guests per day, Bill has built one of the most efficient and modern commercial kitchens in Canada.

Advice for Canadian operators: building the cleverest kitchen

FROM THE OWNER/OPERATOR

- Build longstanding relationships with equipment partners.
- Invest in the best equipment for the job. Ensure it's energy-saving, designed to last and dependable.
- Play the long game. The difference between low-end and high-end can be a $30,000 investment up front, but if you look to the long game and if you think about the intangibles; investing in better equipment is better for your bottom line overall.
- Consistency means guest satisfaction and a positive environment, which means happy staff and customer retention. Don't underestimate the interconnected elements in your environment.
- Reduce and rethink. Aim for less food waste when choosing new equipment. This will have a significant impact on your overall food costs if built into your system.

FROM THE DESIGN EXPERT

- A smarter kitchen requires comprehensive staff training and detailed menu planning.
- Many times energy savings can reduce the need for equipment capacity. Don't look at only the physical size of the unit, but compare output capacity to demand requirements.
- Multifunctional equipment can still only do one function at a time. Make sure you understand how you will use new equipment in order to effectively plan your operation's schedule and needs.
- Efficiency in a kitchen is not just about cooking and equipment. Things like wares handling, waste removal and work patterns need to be integral to the overall design. Pay attention to the peripherals!
- Include preventive maintenance cost in your payback analysis.

Patrick Watt, principal design and planning consultant for The Aulac Big Stop kitchen, A DAY IN THE LIFE Foodservice Development, NB

Bill's Equipment Superstars

GARLAND MERRY CHEF EIKON E4S OVEN

★

Everything from toasting garlic bread to hundreds of pot pies, quesadillas and nachos.

"The Merry Chef ovens are highly programmable. Maintain your recipe with a consistent mass and weight, you can program this in and you will have exactly the same results every single time, no burning, nothing under or overcooked. It's exactly bang on. It beeps loud, tells you when it's done. If you ignore it, it beeps louder. I first used high-speed ovens 10 years ago, and have been working with them ever since."

PITCO COMPUTERIZED FRYERS

★

This fryer is smart enough to compensate in time to ensure that your product is absolutely consistent and properly cooked every time. Pitco "take the fryers one step further with a built-in hands-free oil discharge system. There are health and safety aspects—using this system in conjunction with our Front Line vendor—when the oil reaches its life, you pull a lever and it's pumped right outside to a tank, there is no contact. Any operator who has dealt with an employee burn knows how bad it can be." This risk is eliminated in the smart kitchen.

RATIONAL COMBI-STEAMER CONVECTION OVENS

★

Rational "uses very smart technology. This is my fourth set of Rational ovens." Bill uses the Rational ovens for the overnight roasting and rotisserie, or for perfectly poached eggs for example. The results are specific and consistent, and the ovens are smart enough to maintain food safe temperatures. "It's astonishing. We use them for everything from braising fillets of fish, to steaming or baking. Goes through a wash cycle too. You use a proprietary cleaning solution. Like a dishwasher, you open it up and it is sparkling clean."

ENERGY-EFFICIENT, VARIABLE-SPEED EXHAUST FANS WITH BUILT IN HEAT AND SMOKE SENSORS, BY AQUAMATIC

★

Bill uses energy-efficient hoods that operate with programmable variable speeds, and the exhaust and make-up air hoods are connected, operating with intelligent, high-efficiency programs. "They are very smart. They fire up if the hood detects smoke, it knows when to ramp up or slow down. It has a graph and on-screen controls which show savings."

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INSPECTED
FOOD FRAUD
Technology, labelling & truth in menu
By Stacey Newman

You work hard every day to ensure that you are serving safe and enjoyable food to your customers. The idea of fraudulent food items in the market is troubling, especially to restaurant owners who can fall victim to food fraud without knowing it. This is an issue which hurts restaurants and consumers. Truth and information should always be on the menu, and this takes strong partnerships with suppliers and service providers. How do we know that the food we are buying and consuming is what it claims to be? Building trust is good for all concerned.

DIG IN

For advice on managing food allergens, visit the Member Portal

MEMBER PORTAL
members.restaurantscanada.org

WHAT IS FOOD FRAUD?

Food fraud is any practice which involves but is not limited to the intentional or unintentional mislabelling/misrepresentation of food ingredients or their origins, packaging dates etc. In Canada, the Canadian Food Inspection Agency (CFIA) mandates and enforces strict regulation of food products. So far in 2016, the CFIA has issued nine prosecution bulletins for food fraud-related convictions in Canada. These included offences which were not necessarily deliberate as well as cases rooted in deceptive practices. Restaurateurs—like consumers—may be the victims of food fraud. However, the takeaway for restaurateurs is that you are ultimately responsible for assuring the quality of the food products that you serve. This means ensuring that you have the information and the technology in place to avoid food fraud from the get go.

According to the CFIA, any claim made in connection with restaurant food offered for sale must be true and accurate. Restaurant owners should understand that restaurant food should not be misrepresented in advertisements, on menus, or by restaurant staff. Most cases of misrepresentation in restaurants and food service facilities occur due to the wording on menus. Also, signs posted in or outside the restaurant; newspaper, radio or television advertisements; pictures on signs or on menus and even statements made by employees can mislead the customer. Restaurant operators are encouraged to ensure that their staff provide accurate information on the composition of foods being served, when such information is available and is requested by customers. This is particularly important given that some people may have strong personal, religious or medical reasons for avoiding certain foods.

TRUTH IN MENU ENFORCEMENT

According to the CFIA, menu verification inspections are intended to address situations where the consumer may be misled by menu claims. When a restaurant is found to be selling a product misrepresented on the menu, an appropriate enforcement action is taken depending on the severity of the infraction.

- An immediate correction is required when a potential allergen or health risk exists.
- When there is no potential health risk, the CFIA will ask the restaurant for a commitment to correct the problem within a reasonable period of time.

There are several steps we can all take to put safe food on the table. Consumers and restaurateurs can help to protect themselves by alerting the CFIA of any suspected misrepresentation.

FOOD SCANNER TECHNOLOGY

The reality is that we bring food and food products in from all over the world every single day. Whether from foreign or domestic sources; food fraud can and does happen here. Cheaper ingredients might be substituted and undisclosed. Counterfeit labels, mislabelled ingredients, fraudulent certificates of analysis, documents on which the country of origin has been changed—restaurateurs may not be aware if they are serving fraudulent ingredients. Emerging technologies like the Nima Sensor and the TellSpec Scanner are just two of the tools available for use by restaurateurs and consumers alike. DNA testing done in a laboratory setting is time-consuming albeit effective, but, what about handheld devices which can scan food items in seconds or minutes, and then determine the contents of food products? This isn't the stuff of science fiction any longer. These scanners exist and access to emerging technologies

↣ CONTINUED ON PAGE 24



The TellSpec scanner and mobile app.

may become one of the most effective weapons in the fight against food fraud.

NIMA, THE GLUTEN SENSOR

Designed in San Francisco by a team from MIT, Stanford, Google, and Nike; the Nima Sensor is built from expertise in chemistry, engineering and design. Nima can test foods ranging from soups and sauces to fried items and baked goods—for gluten. A small sample of food is placed in a capsule and the capsule is then inserted in Nima. In just over two minutes, Nima will determine if there is 20ppm or more of gluten in food. One-time-use capsules are pre-loaded with proprietary chemistry and portable, as is the unit. Nima fits in a pocket or purse. There is no cleaning required because a new capsule is used for every test. If the product you're getting ready to consume doesn't contain gluten, a smiley face appears on the sensor's display.

THE TELLSPEC SCANNER

Years ago, Isabel Hoffman and her family moved to Canada from Europe. Her daughter became seriously ill. After a frustrating and frightening road to diagnosis, Hoffman suspected that there was something different about the raw materials in some foods in Canada, which her daughter had not eaten before. Her daughter was finally diagnosed with a severe food allergy.

Hoffman is an entrepreneur who has successfully founded eight companies in the fields of preventive medicine, interactive multimedia, gaming, mobile health and education. Navigating the diagnosis of her daughter's illness personally and professionally reinforced Hoffman's concerns surrounding ingredients and food products around the world. "Food security is a huge concern, a human right. [It is] undeniable. We should not have to go to the supermarket and ask ourselves is this going to harm me? No one should." This is the core belief in Hoffman's drive to provide technology which enables people to analyze food products in real-time with efficient and accurate results. TellSpec Inc., a Canadian company founded by Hoffman, has created the world's first consumer food scanner, capable of scanning food at a molecular level. Using NIR (near infrared) spectroscopy, the TellSpec food scanner then reports its findings to your smartphone in real-time.

The takeaway for restaurateurs is that you are ultimately responsible for assuring the quality of the food products that you serve.

UNDISCLOSED INGREDIENTS, MISLABELLING & ALLERGENS

We spoke to Food Allergy Canada to better understand the challenges facing restaurant owners and allergic consumers when it comes to food transparency, labelling and the potential for undisclosed or fraudulent ingredients in food products.

Health Canada sets up labelling regulations for the top allergens in Canada.

Keeping truth in your menu, from the CFIA

Remember these key points when you advertise food and when you prepare restaurant or foodservice menus:

1. Do not say anything about the quality, quantity, identity, origin, or method of preparation of a food that is misleading or untrue. Check with one of the CFIA offices if you plan to make nutrition or diet claims.
2. Make sure that any statement made about a food will be truthful for the life of the menu. If the statement may prove to be untrue at some time, then qualify it. You may, for example, offer a dessert "with fresh strawberries (in season)".
3. Rather than make a statement that might be misinterpreted by a customer, be specific. Add enough information to avoid all chance of confusion. For example, your menu could say, "Banana Cream Pie (with non-dairy topping)".
4. Tell enough about the food you serve so that the customer will always know what to expect.
5. When a menu statement is no longer true, adjust your menu immediately, so that it always shows exactly what is being served.

Source: inspection.gc.ca



ADVICE FOR RESTAURATEURS HOW TO PROTECT YOUR BUSINESS

1. Develop clear specifications for all ingredients in your menu and recipe development process. Specifications should include the origin of each ingredient.
2. When seeking the ingredients from suppliers, communicate your specifications in detail and, where ingredients don't conform to the specifications, ensure that the variances pose no potential risks.
3. Large foodservice chains frequently conduct visits to supplier growing and processing businesses to audit and verify ingredients and production processes. For smaller chains and independent operators, such audits are likely impractical. These operators should question their distributors regarding the ability of the food products they are supplying to meet the operator's ingredient specifications.
4. When distributors make substitutions, verify the replacement products meet your specifications.
5. Conduct detailed in-house reviews of the ingredients you use (including product label review, ingredient deck review, product inspection and taste testing at the ingredient and menu item levels) on a regular basis to ensure the products continue to meet your specifications.

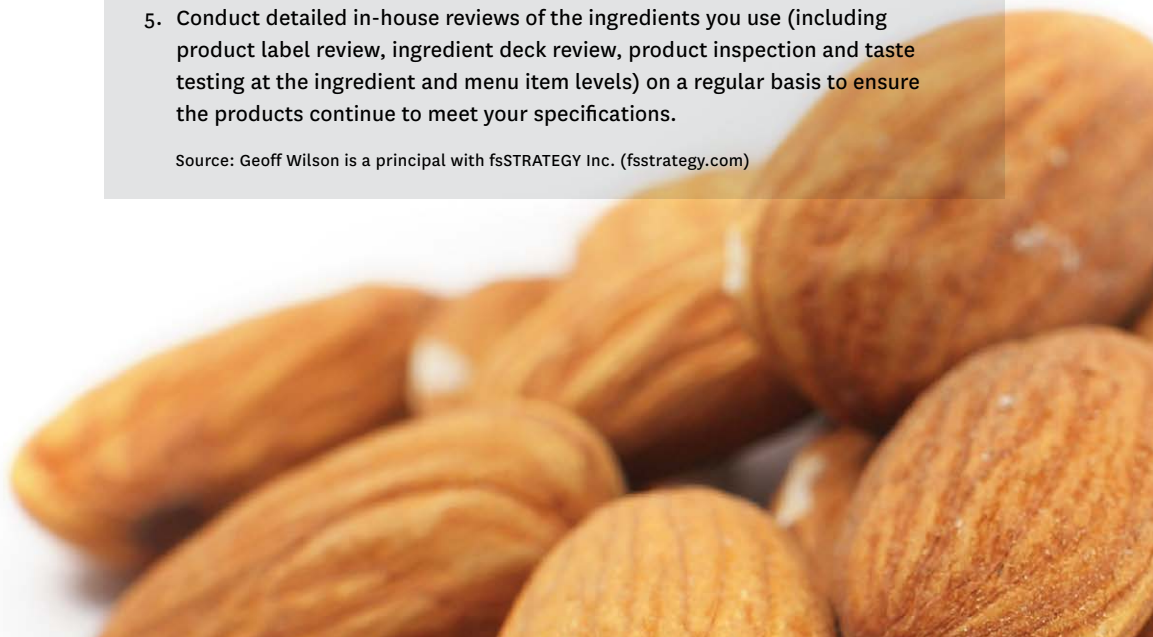
Source: Geoff Wilson is a principal with fsSTRATEGY Inc. (fsstrategy.com)

WHY CANADIANS CARE ABOUT FOOD SOURCING

45%	To support food producers in my region or in Canada
22%	Just interested to know where an item was grown/produced
16%	To avoid food from certain regions because of quality/safety concerns
14%	Products from regions associated with certain foods are higher quality

Source: Technomic Canada

Representatives from Health Canada, the CFIA, allergy associations and the medical community have identified ten substances most frequently associated with food allergies and allergic-type reactions. These substances are often referred to as the ten priority food allergens: eggs, milk, mustard, peanuts, seafood (including fish, crustaceans and shellfish), sulphites, sesame, soy, tree nuts, and wheat and other cereal grains containing gluten. (Source: hc-sc.gc.ca).



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Evolved Eateries

Our hospitality businesses are living and breathing institutions. Systems within systems made up of visionary people who are the vital structures. Whether housed in properties or hosted virtually, where we come from and where we are going is shaped by our regions, our experiences, our interests as business owners and our ideas about the future. With a nod to the past, these owner/operators are successfully navigating the future, on the leading edge, expanding, diversifying and transforming our industry.

Everything Old is New Again

Nick Di Donato's father was in the restaurant business. The whole family understood the difficulties of being a restaurateur. "When I was a kid I worked in the business. But it wasn't where I expected to be. My parents always wanted me to follow another path." His parents were so happy when he became a civil engineer. They wanted a better life for him than what they had known. Di Donato returned to the business opening a restaurant as a side job with his brother in 1986. Soon after they were opening another. That was 30 years ago. "It was a dark day in the Di Donato home that I was giving up this ivory tower job to go work in the restaurant business." Today Di Donato is the President and CEO of Liberty Entertainment Group. With 25 years of design and construction experience, as well as simultaneously working in the foodservice industry, Di Donato leads one of Canada's top nightlife and entertainment companies.

It's perfectly complementary that Di Donato's latest project involves the partial renovation of one of Toronto's beloved historical properties—Casa Loma—incorporating plans for the perfect steakhouse. BlueBlood will be warm, inviting, interesting and historically authentic with a contemporary twist. Who better to be project leader on the restoration of an iconic historic property? His plans to bring Casa Loma back to life were perhaps most inspired by the admiration Di Donato feels for Sir Henry Mill Pellatt's vision. Though Sir Pellatt's story was tragic in the sense that his vision for Casa Loma was never realized, Di Donato conveys a deep respect for the late Casa Loma industrialist. Revitalizing the property when he took over its management, Di Donato has built one of the most interesting and unique hospitality venues in the country. Casa Loma is a tourism hot spot and a sought-after venue for special events, but Di Donato says that he really wants BlueBlood to bring back Torontonians as well as tourists to the castle.

↣ CONTINUED ON PAGE 28

NICK DI DONATO OF
BlueBlood Steakhouse
CASA LOMA, TORONTO, ON



Some old with the new, BlueBlood will be furnished with custom contemporary pieces. The walls will be decorated with art by Warhol and Mr. Brainwash (Thierry Guetta). But the focus of BlueBlood is being accessible and exciting to all walks of people. "The history resonates, but you still want to feel like you're in a new space with a contemporary feel. We'll feature classic cocktails with a beautiful new twist. The main dining room is the original oak room, built in 1910 with hand–carved trim; the room will be enhanced with the addition of modern lighting. "We appreciate the building and the challenge of making changes to a historical property. Luckily the space works so well that the interventions are minimal." Di Donato has worked hard to preserve and celebrate the property's heritage under the guidance of the City of Toronto. It is the small but essential details that round out the operations at Casa Loma. Everything happens in-house. "Tableware, glassware, they are all our own materials. That way we're more effective at controlling the timelines. Set up happens quickly; it must be on-site and efficient." The civil engineer in Di Donato lives on. "We are providing the general public the opportunity to come to Casa Loma for a different reason; for dinner, for an experience. Casa Loma had been operating as a Legion hall; get your $30 chicken dinner. We felt that was not deserving of the castle itself. We had a specific vision for the castle, which was financially struggling, costing the city and in a state of disrepair. A property like this not generating revenue is problematic. "We're in the hospitality business, saying that word, you have to be hospitable. Your best foot forward, every single time. Showcase your interior, your exterior, your food, what you have done, and be proud of it. That to me is important." BlueBlood is set to open in the spring of 2017.



THE NESFIELDS

Lady Kiki

VAUDREUIL-DORION, QC

CARIBBEAN

New Caribbean & Giving Back

Catering for a number of years, it was always going to be that Kira Kurbanali-Nesfield would run a restaurant. She cooked from a young age, inspired by her grandmother and her family in Trinidad. Family dinners became regular get togethers at the house; Kurbanali-Nesfield would cook 10 to 12 dishes. The large spread of beautiful, lovingly crafted dishes became the inspiration for Lady Kiki, located in Vaudreuil, Québec. Kurbanali-Nesfield and her husband identified a lack of Caribbean restaurants offering an upscale and genuine Caribbean eat-in experience. Lady Kiki was designed and built to feed this demand. Kurbanali-Nesfield is described as meticulous. "She wants her ingredients to be fresh daily, she is in the kitchen all the time, supported by her sous chef Ian Nelson," says her husband and restaurant spokesperson, Doug Nesfield.

Kira Kurbanali-Nesfield designed her restaurant and business, not only in reverence to her family traditions and her Trinidadian heritage, but also in a way that would allow her to give back. Wanting to support young women in the community, she founded the Lady Kiki Foundation. Elevating young women who are marginalized or disadvantaged after experiences such as having children at a young age, the Lady Kiki Foundation supports mentorship, and getting women back in school and back into the workforce. Doing everything from teaching to simply providing meals to those in need, Kurbanali-Nesfield is always guided by empathy and a deep-seated sense of responsibility. Says Doug, "she understands. She had kids young and this is her passion. She doesn't view having had children young as an anchor but as her motivation."

Someone can always use a meal. When Lady Kiki opened, Kurbanali-Nesfield also decided to use extra food as a means to help others and to minimize food waste. "At the end of every two days, we take it out. All of us. Our staff has bought into the concept, it feels so good, and they are very appreciative." Lady Kiki staff take surplus food and they feed their neighbours, on a small scale, one on one. Helping others is an integral part of the Lady Kiki business model, in addition to offering Caribbean Fusion like nothing else in the region. "Jerk nachos, Jerk poutine, we're full of jerks in here. There is nothing on the menu that you can get elsewhere. We are completely different." Kurbanali-Nesfield prides herself on their business model and she is not worried about competing. "She is only worried about the purpose of what we are trying to do. I love my wife's cooking and sharing it with the world."

PETER SCHATZBERG OF

Green Summit

NEW YORK, NY

Restaurantless Restaurants

Dining without the dining room, Green Summit is the virtual restaurant brainchild of American entrepreneurs Peter Schatzberg and Todd Millman. Green Summit is not your typical food delivery service. There is no actual restaurant. Food orders—multiple cuisines and brands—are prepared in a central commissary which has successfully elevated the cross-utilization of ingredients. There is one GM, one head culinary director, about six various cuisines and they deliver food themselves with orders processed by partners such as GrubHub. Green Summit has gone with the momentum of the market rather than resisting it.

Where did the idea come from to eliminate the store premises entirely? "Retail players start out trying not to do delivery, then they jump in too late. In store and delivery require completely separate processes. If you don't have the process built in, with food out the door in about seven minutes, then you haven't built your business for the delivery model." Operating a store and delivery requires "two kitchen processes for each dish." It's an entirely new mindset to handle the volume. The typical consumer will walk one or two blocks to eat, the delivery customer base is much larger. Schatzberg credits Green Summit's booming success to good planning, a passion for food, common sense, and his team on the ground including his protégé, Brigitte Saldarriaga and his Chef, Alonzo Santiago. Though unsaddled with the high cost of rent, Green Summit faces different difficulties—with far more moving parts the majority of problems they might face are outside their four walls. Troubleshooting external issues in the internet world is a whole other kettle of fish. We're really just doing "what Chinese restaurants have been doing for 40 years. I don't see this as a leap of faith." Green Summit has applied just the right balance of confidence to humility in their business model, which has certainly proven compelling to consumers.



Green Summit's revenue is on track to be around $30 million for 2016. M

BRENDA O'REILLY OF

YellowBelly Brewery

ST. JOHN'S, NFLD

Innovation in Renovation

How did YellowBelly come to be?
My husband/business partner, Craig Flynn and I recognized a void in the marketplace about 15 years ago for a micro-brewery restaurant. We own O'Reilly's Irish Newfoundland Pub, which will be celebrating its 20th anniversary in December. In the early days of O'Reilly's, we saw an opportunity in owning a microbrewery. Once we set out to find the right location, we did a lot of research and learned that the most successful microbreweries are located in either historical/significant properties or in entertainment districts. We found both in our YellowBelly location; one of the oldest buildings in North America also has historical significance in St. John's as the spot where the Great Fire of 1892 stopped moving west on Water street. The building is located on the corner of Water Street and has an entrance on George Street, the Entertainment District in St John's. We secured the building and we were sourcing a name for the brewery. I was sitting in my office at O'Reilly's and one of my employees, Ben, a university student, came in my office telling me what he had found in the archives about our newly acquired property, that the corner where the building sits, the corner of Becks cove (now George Street corner) and Water Street was known as "YellowBelly Corner". I knew that YellowBelly was the name for the brewery.

Why did you choose to preserve and incorporate the history of the location into your operations?
Craig and I are very passionate about preserving heritage. We live in a heritage home as well. It adds validity to the feel of our brand, and it helps to build our brand story.

What are your greatest challenges?
The biggest challenge was and still is capital. We need it now for expansion. The building process with the city was very challenging as well.

What is your best advice for other establishment owners?
For people looking to get into our industry, find a mentor. For existing operators, remember your customers are the reason you are open. Have a strategic plan, revisit it often, keep a close eye on your costs and surround yourself with great staff.

Where is YellowBelly headed?
The story of YellowBelly is yet to be fully told. We are also a consumable brand with our microbrewery and we have outgrown our locations in terms of the beer production. We've obtained a new location in Ferryland. We set out a few years ago to find the right spot, always wanting to keep with a brand that says Newfoundland, and we found this old fish plant. We are just starting to do all the environmental work. It was a salt cod plant right on the water. We'll be bottling and exporting, with a fully-inclusive beer tourism product. People will be able to come here, eat here and do brewery tours with accommodation on site. Ferryland is an amazing community, with an old archaeological dig and lots of fascinating history. Lord Baltimore from the US founded Ferryland. They've found the remnants of the very first brewery ever built in North America in Ferryland, which seems almost providential.



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Dean Sockett
Vice President, People & Culture
Keg Restaurants Ltd.

HOSPITABLE HUMAN RESOURCES

Feeding the bottom line

BY STACEY NEWMAN

The stereotypical chef who rules the kitchen with anger and aggression may work for reality television, but it doesn't work in the real world of foodservice. In fact, it erodes business operations from the inside out, resulting in high turnover rates, poor employee retention and unhappy customers. One study estimates that it costs an employer $4,004 in direct and indirect costs to replace one employee in the service industry earning $12/hour (go2hr.ca). The business case is clear: leading edge employee programs and positive workplace cultures are proven paths to success.

The Keg is a beloved Canadian institution. Today, with 105 locations across Canada and 11 in the US, Keg Restaurants is also an industry leader in human resources. Employing over 8,000 people, Keg Restaurants has made the 50 best employers in Canada list—compiled by Aon Hewitt—for 14 years straight. We sat down with Dean Sockett, Vice President, People and Culture for Keg Restaurants Ltd. Beginning his career as a server during his university years, Dean Sockett graduated university and stayed on at The Keg as a server and bartender. A "Kegger" for 38 years, Sockett is recognized in our industry as an expert on creating and delivering a superior service culture with truly engaged employees. He told us why human resources operations are integral to our bottom lines.

CONTINUED ON PAGE 32

DIG IN

Visit our Member Portal to view our Diversity Toolkit, located under Hiring Solutions.

SIGN IN TODAY members.restaurantscanada.org

TELL US ABOUT THE KEG'S BEGINNINGS!

We were founded in BC in 1971, as "The Keg and Cleaver", by George Tidball. George started with his idea to bring quality food to the people in an era when people were somewhat anti-establishment. Society was changing, people wanted steak and lobster, but without the jacket and tie. George is now gone, but his philosophies have permeated the company since 1971. Hiring people, who are passionate, competitive and genuine; this was something George did right from the beginning.

HOW HAS THE KEG MAINTAINED ITS SUCCESS OVER THE YEARS, FROM ERA TO ERA?

If you speak to our staff, you will get many of the same answers and sentiments, because the people we hire are part of our "Kegger" tradition. Our HR practices have stayed true to the core. We operate knowing that what differentiates us is truly our people. It is our desire to create an experience for our guests. When a guest comes to The Keg our staff have one thing in mind, that the guest experience is good. The economic climate changes, but regardless, people have come to treat The Keg as a favourite. When times are good we believe our guests come because they love us. If times are bad, our guests come because we are a sure thing and they know us. What started with George was this culture built entirely around our people.

HOW DO YOU MAKE SURE THAT YOU CONTINUE TO MEET THIS EXPECTATION?

We are really careful that we don't wreck it! We maintain our contemporary interiors and styles, but we're never aloof, we don't want to be the latest trend. This is embedded in our corporate culture. We put our staff first. We don't take ourselves that seriously, we know the front of house is more important than we are. They are our resources, they are the ones who make the experiences. What they do when we aren't there is what matters.

HOW DO YOU GO ABOUT HIRING? HOW DO YOU FIND THE PEOPLE THAT BECOME "KEGGERS"?

Often we have diners who become staff. We have very little marketing recruiting because staff potentials have a relationship already with us. We hire friends of friends. This is a terrific pre-screening process.

WHY DO YOU THINK HR IS SO IMPORTANT IN A SUCCESSFUL HOSPITALITY BUSINESS?

Your staffing situation is your weathervane in individual operations. We do a quality of work-life survey of staff twice a year across the company. We ask staff to rank our managers from one to 10. Our managers were usually staff before they became managers. Our farm team is our 8,000 employees. We look at them as future managers. Our surveys are anonymous to ensure full disclosure. You have to have faith in and give your staff credibility. They live it day to day, who better to get feedback from? The survey can't be a 'gotcha' tool. It's about resolution and development.

WHAT ARE SOME OF THE LIFE SKILLS THAT YOUR STAFF ARE TAUGHT?

Running a restaurant, you're learning how to run a business. Staff are often people learning to be accountable at a young age, just as I was as a server during university. I was going to be a teacher. I graduated and decided that teaching was not for me. I was bartending and waiting at The Keg, they approached me about becoming a manager. They asked me to try it for one year. I have been here for 38 years now and I am not a unique story in the company.

In Canada, human resource issues are legislated and upheld primarily by the provinces and territories, through Employment Standards, Workplace Health and Safety and Human Rights Codes.

WHAT IS YOUR BEST ADVICE FOR RESTAURANT OWNERS AND OPERATORS?

To listen. It's not really that complicated. The real complication is doing it day in day out, across locations. It's never the same person doing the same job, you have to be genuine, deal with individuals. Don't get hung up on policy, worry about what's right for both parties. I'm an anti-policy guy because policy can be used as the lowest common denominator. At the heart of many issues is someone not listening or hiding behind policy. Maintain an open mind, give your employees the opportunity to understand an issue and they will relay this happiness and understanding back to the guest experience. M

To read more about labour standards in Canada restaurantscanada.org/industry-issues

WHAT MILLENNIAL EMPLOYEES WANT

CREATIVE AND DYNAMIC WORK ENVIRONMENT	LEADERS WHO WILL SUPPORT DEVELOPMENT
FRIENDLY WORK ENVIRONMENT	PROFESSIONAL TRAINING AND DEVELOPMENT
RESPECT FOR PEOPLE	CHALLENGING WORK
SECURE EMPLOYMENT	LEADERSHIP OPPORTUNITIES
HIGH FUTURE EARNINGS	ETHICAL STANDARDS

Source: 2014 Universum Student Survey

Chicken Farmers of Canada
Les Producteurs de poulet du Canada

www.chickenfarmers.ca



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- Our program is audited annually, ensuring accountability from every farm.
- Our program is mandatory, ensuring participating and compliance from all farmers.
- We ensure that the whole industry is informed and involved.
- Our program has strict enforcement measures to offer additional assurance.
- We ensure that the program is supported by stakeholders, from gate to plate.
- We are committed to continuous improvement. We evolve as we learn.

The "Raised by a Canadian Chicken Farmer" Brand is proud to be part of this program.

brand@chicken.ca

Raised by a CANADIAN FARMER | Élevé par un PRODUCTEUR CANADIEN

Your voice in Ottawa

BY JILL HOLROYD

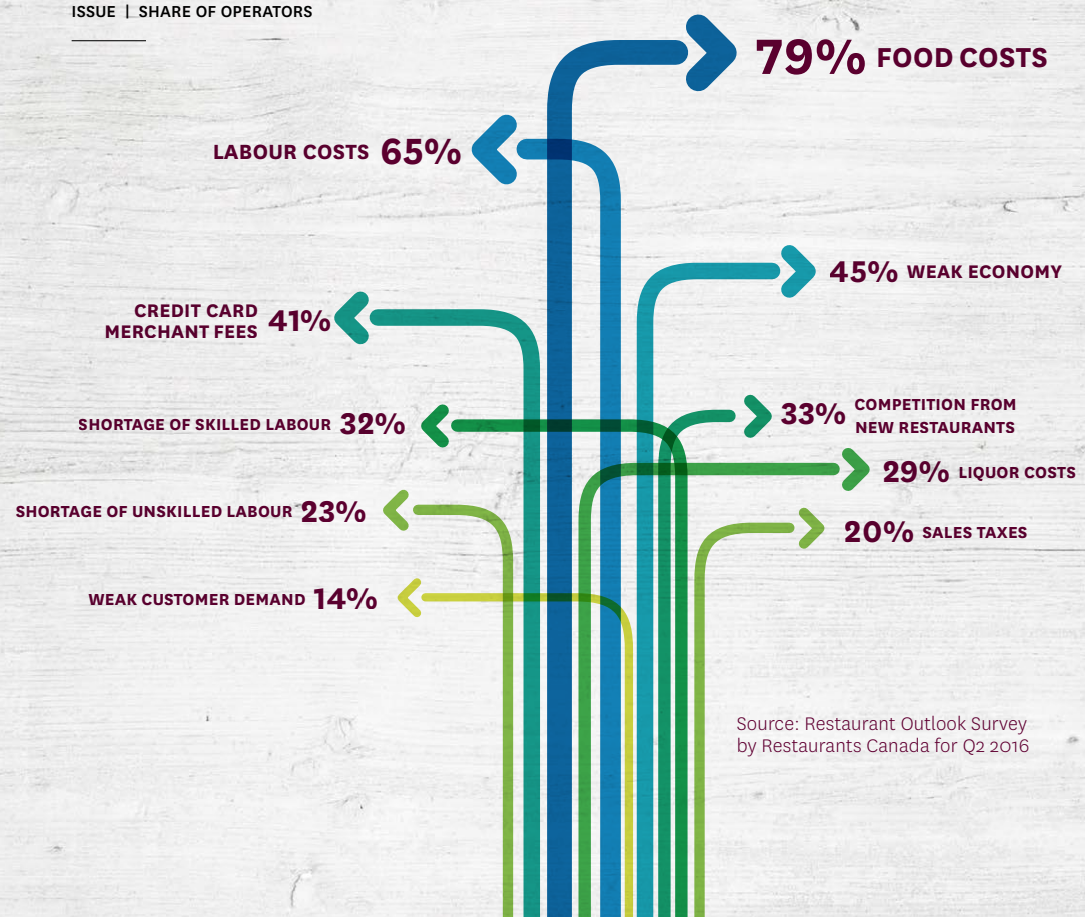
EVERY DAY WE ARE ASKING YOU, OUR MEMBERS, ABOUT THE TOP CHALLENGES FACING YOUR BUSINESS. THROUGH PHONE CALLS, MEETINGS AND SURVEYS, WE TAKE THE PULSE OF THE INDUSTRY. SOME ISSUES EBB AND FLOW, BUT FOOD AND LABOUR COSTS ARE CONSISTENTLY AT THE TOP OF YOUR LIST OF CHALLENGES.



What issues are having a negative impact on your business?

TOP 10 RESPONSES

ISSUE | SHARE OF OPERATORS



Source: Restaurant Outlook Survey by Restaurants Canada for Q2 2016

ARMED WITH YOUR INSIGHTS,

we are talking with governments across Canada, every day, to find solutions. At the same time, we keep an eye out for emerging issues and create opportunities for our industry to play a leadership role on everything from nutrition information to youth employment.

One of our biggest events of the year is our federal Day on the Hill. Every October, our Board of Directors and staff team converge on Parliament Hill to meet with key Members of Parliament and civil servants who shape the policies and legislation that affect your business.

JOB 1 is to share our industry's story: the people and places behind our 1.2 million jobs; $75-billion a year in economic activity; and 94,000 locations in communities across Canada. No other industry touches as many Canadians and as many communities.

SOME OF THE STORIES WE WERE PROUD TO SHARE

FROM THIS YEAR'S DAY ON THE HILL

SERVING UP COMMUNITY



Our commitment to giving human beings the highest priority is reflected in donations to more than 25 local community organizations. The wellbeing and happiness of local communities is Important to us.

Nathalie Lehoux, President

Pacini Restaurants Inc., La Prairie, QC

SERVING UP A LEGACY



Our parents created a place where immigrants and refugees gathered. Now my sister and I carry on that legacy and have reached so many more Canadians, who share a similar sense of gratitude and genuine love for Vietnamese food.

Vincent and Amelie Nguyen,

co-owners Anh and Chi, Vancouver, BC

SERVING UP SECOND CHANCES



After losing an arm in a workplace accident, I decided to open The New Alycia's for the local community who still miss my baba's cooking and the original Alycia's. My disability is a gift I share with others.

Aaron Blanchard, owner

The New Alycia's, Gimli, MB

SERVING UP INCLUSION



We started a dialogue with our neighbourhood and pledged to be more Inclusive and accessible.

Frédéric Tandy, Ezra Edelstein,

Rosemary McKernan and Jens

Heidenreich, owners The 244, Halifax, NS

In addition to telling your story, we asked the government to take action on several issues, including:

- *Create a youth hires tax credit in the Employment Insurance program*
- *Put a cap on credit card acceptance fees*
- *Cut the small business tax rate from 10.5% to 9%*
- *Remove inter-provincial trade barriers on beer, wine and spirits*
- *Take a collaborative approach to set sodium reduction targets*
- *Collaborate with our industry and the tourism industry on workforce development initiatives*
- *Make the foreign worker program a pathway to permanent residency*

MPs and civil servants were interested in our industry and our issues, and how we can work together for a more prosperous, inclusive and healthy Canada. We have a lot to bring to the table!

For more information about these issues, or to download a copy of WE ARE CANADA, log into the Member Portal: www.members.restaurantscanada.org

Add your voice!

Tell us about the issues that matter to you.
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PRODUCE:

processing and seasonal shifts in the global market

A century ago, a Canadian farmer might not have believed that Canadian blueberries would one day end up as a regular item in European kitchens.



↣ Today, we trade produce with nations from every continent, exporting our Canadian fruits and vegetables as well as importing produce from around the world. Winter is nigh; traditionally operators might have turned to seasonal produce to inspire menus. If this is part of your brand story, you might still offer menus based on seasonally-grown produce. But the growing season is no longer the driving force in produce sourcing. There has been a resurgence in traditional techniques like canning, pickling and fermenting, while seasonal themes like 'Pumpkin Spice' continue to pay homage to our traditions. Here's a look at the

↣ CONTINUED ON PAGE 38



Frozen potato products, mainly French fries, are Canada's leading fruit and vegetable preserving and specialty food export, accounting for 38% of exports in 2014. Frozen blueberries represented 12% of exports.

Source: Agriculture and Agri-Food Canada

reality of the global produce market, from a Canadian perspective, eh...

We asked Sean Walsh, North American Director Fruits, Vegetables and Dairy with Gordon Food Service for his expertise on the fruits and vegetables supply chain and his advice for Canadian operators on sourcing produce over the winter months. GFS is a full line provider to customers. While they often do concentrate on fresh produce, Walsh's portfolio includes canned, frozen and fresh. "I look at it holistically. It all starts with the customer, what the customer is looking for. What is it they are trying to say with their format, their business model, or a specific menu item?"

Walsh has spent 30 years in the food business. Much of that time focusing on fresh fruits and vegetables. Though historically the fresh side dominated, over the years, operations have become less and less seasonal. In general, menus

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today aren't driven by the seasons. "We no longer say 'hey, this is not as fresh in February just because it is February.' The consumer expects produce just as fresh as it would be in July." The industry has logistical pieces that help to narrow the gap, with better practices, better collaboration with growing partners, farming and cold chain innovations. The window of availability of produce has widened significantly. Including advancements in food safety and sustainability; concepts such as greenhouse technologies are now being built-in to distribution business models across the globe.

Produce Processing

"The decision tree for the operator starts with what they want to provide. We rarely see seasonality causing operators to change from fresh to frozen. Other than in situations like a complete crop failure," says Walsh. Typically an operator chooses fresh or frozen or canned outright, and this is part of their brand story. If an operator chooses fresh, there comes the question, "where will the fresh come from?" Is it more about local? In these cases, operators still change ingredients over to more seasonal offerings, such as green beans to root vegetables. For all other types of operators, this kind of seasonality is no longer a primary consideration.

Global Growing

The majority of vegetables used in foodservice on the fresh side are coming out of California's Salinas Valley. The majority of processed, canned and frozen are more regionally sourced and processed, with facilities for processing and packing located in growing regions. The fruit market is far more global. "A lot of fruit trees out west in the US were removed because of their water consumption." Fruit is now regularly imported from areas like Chile, Italy and China. European countries are also becoming efficient at specific crops, such as Brussels sprouts. Belgium has carved out a niche in frozen vegetables, specifically Brussels sprouts, and Belgium is very competitive on a cost and quality basis. Quality is regulated by the importing country, and processed produce regulation becomes more complicated if contents are packed in any kind of liquid.

↣ CONTINUED ON PAGE 39

CANADA'S AGRICULTURAL TRADING RELATIONSHIP WITH THE UNITED STATES IS THE LARGEST IN THE WORLD, REACHING OVER US$42 BILLION IN TWO-WAY TRADE ANNUALLY.

Source: USDA

Canada was the largest non-EU supplier of frozen blueberries to the EU with imports valued at US$68.6 million in 2014, and the eighth-largest non-EU supplier of fresh blueberries with imports valued at US$2.6 million.

Source: Agriculture and Agri-Food Canada



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Changes for the Better



ADVICE FROM SEAN WALSH

sourcing produce throughout the traditional off-season

From one end of the country to the other, Canadians enjoy a diverse selection of homegrown fruits and vegetables. But what's a chef to do when menus call for fresh peaches in December, ripe watermelon in April or tender figs in July? It's an opportunity the U.S. Food & Beverage Alliance recognized more than a decade ago when it created the tasteU.S. initiative to help raise awareness of the quality and year-round availability of foods and beverages produced by its members. And then there's the variety. Everyone is familiar with wines from California and citrus from Florida, but did you know that Medjool dates are grown in Arizona and figs in the California desert? Or that almost all of the peanuts and sweet potatoes consumed in Canada come from south of the border? When local fruits and vegetables are not available, the majority of Canadians said they prefer foods from the US over any other country, yet the study found that only 44% always check the origin when shopping for fresh produce.

The tasteU.S. program uses key messaging around food safety and dependability, sustainable growing and conservation practices, and the reduced environmental impact of product shipped from the US as compared to more distant sources. The tasteU.S. program is made up of 40 US partners actively marketing their own commodities and value-added products north of the border. tasteU.S. promotions are timed so as not to compete directly with local growing seasons, which makes sense since chefs prefer to use local ingredients during peak periods.

BY ANGELA KRYHUL

1. It comes down to 'what do you stand for? What do you want your customer to think of your operation? Start from there and be true to that model.

2. The fruits and vegetables market is changing rapidly, as is the availability of products. There are always certain ingredients which are trending. Old staples like Brussels sprouts are coming back. Be aware of new innovations.

3. There are many new opportunities for local sourcing. Products are being grown in Canada under controlled atmospheres. Canada has always been a leader in greenhouse operations and there is more product under glass than ever before. Canadian companies are growing strawberries inside! When this technology becomes more cost effective for volume production, we'll see a boom in local suppliers of greenhouse produce.

4. Vertical growing—crops grown indoors in vertical structures—is another leading-edge technology in produce. Growing products in buildings using LED lighting and water—like hydroponics—is the way of the not-too-distant future. Many folks are putting a lot of resources and energy into developing this market. This technology will gain momentum over the next five to 10 years in the vertical growing space and is already changing the market landscape.

5. Canned and frozen produce is becoming more and more global, don't be afraid of that. What we have been able to add in is more and more oversight regarding food safety and ingredient transparency including documentation improvements. Market demand for good labour management and environmentally-responsible operations has improved operations globally. Today it is an essential expectation that produce is supplied by operations proven to meet these increasingly enforced international standards.

FRUITS & VEGETABLES: TOP US EXPORTS TO CANADA

FRESH VEGETABLES	FRESH FRUITS	PROCESSED VEGETABLES	FRUIT AND VEGETABLES JUICES	PROCESSED FRUITS
led by lettuce, turnip, onions, tomatoes and cauliflower	led by strawberries and other berries, grapes, apples, oranges and cherries	led by frozen potatoes, frozen vegetables mixes, pickled cucumbers, canned tomatoes and beans and tomato paste	led by orange juice, mixed fruit juices, grape juice and mixed vegetable juices	led by fruit mixes and dried fruits, including raisins and cranberries

Source: tasteU.S.



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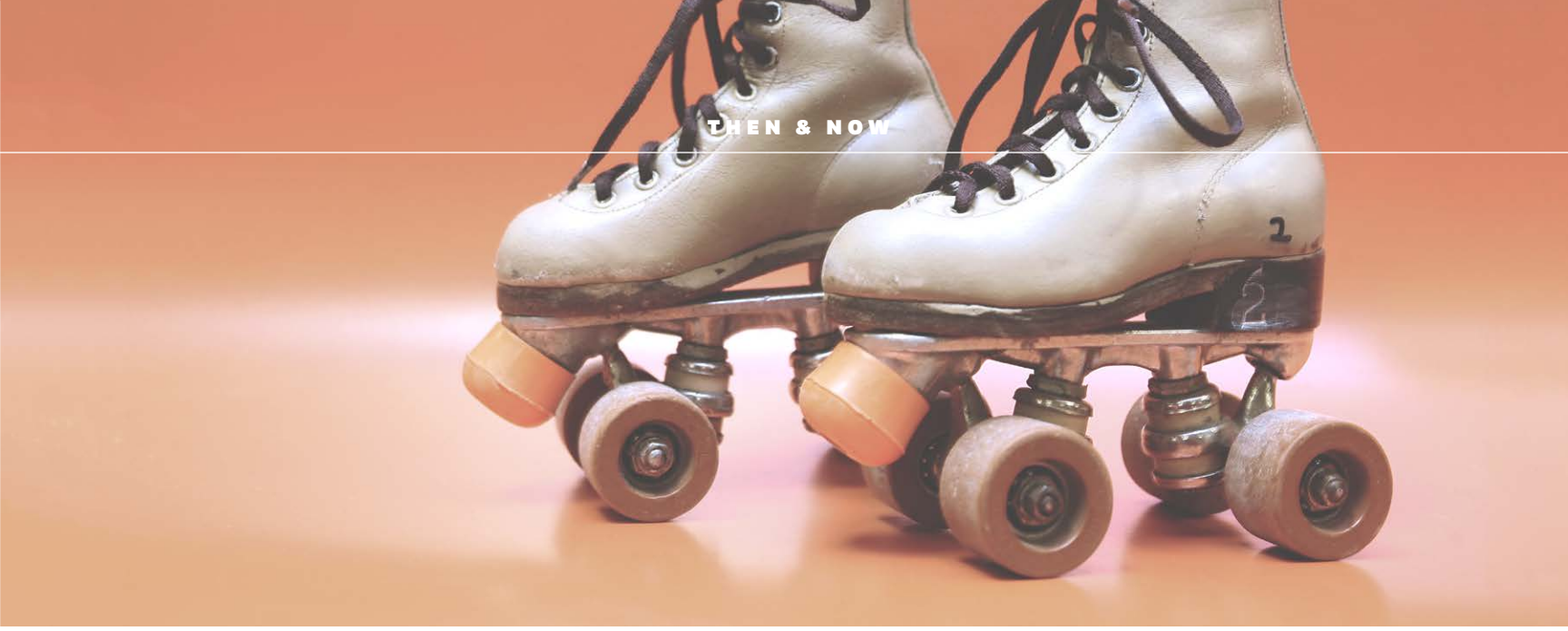
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30-Minutes-or-Less

A STORY OF FOOD DELIVERY

BY ANITA CHAUHAN

HOW FAR WE'VE COME

We've seen a huge surge in the number of food delivery options in the past few years, and the numbers continue to grow. From drive-ins and carhops to drones and over-land delivery robots, let's take a look back to where food delivery began, and just how far we've come in a relatively short time.

IT'S A ROMAN THING

The first signs of food delivery can be traced back to Ancient Rome. Poorer populations in ancient Pompeii relied on the thermopolium—a cook-shop, where they could buy ready-to-eat foods (the literal translation of this Greek word is "a place where something hot is sold"). These early take-away hot spots became incredibly useful for those without kitchens or the means to cook in their own homes, eventually becoming a staple of Pompeian life for the poor.

It wasn't until later in Naples, south of Pompei, that local royalty would regularly have their favourite, crispy Neapolitan pizzas delivered right to their doorsteps. It is unclear whether the delivery personnel faced consequences for deliveries that took longer than half an hour to complete.

POST-WAR PROSPERITY AND CARHOPS

Following World War II, Canada experienced a golden age. The country saw a surge in new restaurant concepts. One of the most inventive and iconic examples of this can be seen with A&W's carhop concept, which debuted in 1956. Meals were delivered to customers in their cars by way of tray girls and tray boys on wheels! As North Americans settled into a post-war era they also sought solutions that would allow them to enjoy a hot, ready-to-eat meal after a long workday, in the comfort of their own homes. One innovation came with the reintroduction and popularization of pizza delivery. Tom Monaghan, of Domino's Pizza fame, cleverly found a solution to soggy delivery pizza. By developing a corrugated cardboard box in the 1960s, Monaghan ensured that delivered pizzas would keep their crunch and crust while allowing delivery drivers to stack pizzas for easier delivering. Thanks, Tom!

FROM WHEELS TO FLIGHT

Thanks to tech disruption in our industry, we're seeing big players such as Google and Amazon get into the game by building apps and more. With the advent of delivery aggregator apps such as German-based Foodora, GrubHub, JustEat.ca and the now-global UberEats, we're no longer restricted to a set delivery menu. Canadians are free to enjoy food from their favourite restaurants, whenever hunger strikes, and by whichever delivery method they choose.

WHAT'S NEXT?

Drones have been enlisted as frontline delivery options for everything from tacos and craft beer to your latest Amazon purchase. Technology is moving fast towards airborne food delivery in particular. Just this past summer, Domino's Pizza, an early adopter of online ordering in Canada, demonstrated the possibility of pizza delivery by way of drone. It's as simple as a click of a button on an app, and your meal grows wings!

The advent of robotics could make your next sushi order deliverable on land by one of these handy automatons, as shown to us by takeout food company Just Eat. Just Eat is looking forward to introducing the world's first commercially available autonomous delivery robots across the United States. Whether it's groceries or your takeaway order, you'll soon be able to receive your food via robot courier, who moves about six kilometres per hour anywhere within a 16-kilometre radius. M

Check out MenuMag.ca for more trends and predictions.

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You'll Want to Visit the RC Show

Unleash your senses at the RC Show 2017! Improve your business operations, make new connections or let your taste buds guide you; Restaurants Canada has cooked up exciting things for the RC Show. Look for cutting-edge products, trending food and drink, unique networking opportunities and lots of how to's. The RC Show takes place from February 26-28th at the Enercare Centre during RC Hospitality Week. Join experts and tastemakers as we unleash all that makes Canada's hospitality industry thrive.

Here's what we're serving up...

1 **CANADA'S 150** Celebrate Canada's birthday! RC will be celebrating 150 years of foodservice, innovation, leadership and culinary excellence. The spotlight will be on the icons, influencers, brands and multicultural cuisines that have shaped Canada's hospitality industry.
Don't miss the Industry Night reception on Sunday as we present CANADA UNLEASHED!

2 **NATION'S FEAST** Join chefs from across the country to taste distinctive food presented in a uniquely Canadian food experience; on the show floor for attendees all three days and off-site for industry leaders, VIPs and special guests. The off-site event takes place Monday February 27th; must book a ticket in advance to secure a seat.

3 **IT'S A SMALL WORLD** Discover products and brands that make Canada one of the hottest culinary scenes in the world. Check out the ALL-NEW Canada Pavilion and World Pavilion. Revel in the mosaic that shapes Canada's culinary flavours. Take part in new culinary off-site experiences brought to you by some of the best restaurants and chefs in the business.

4 **STAGE PRESENCE** Both Culinary and Main Stages as well as Tasting Lounges have an abundance of must-attend sessions. Highlights include: Butchery Course, Art of Spanish Tapas, Pizza and Gelato Making 101, Cooking with Beer, Innovation with Eggs, Seafood Revolution and so much more.

5 **MIX IT UP** Grab your glass and head over to the Shake & Sling and ALL-NEW Tasting Lounge. You'll be able to sample bourbon, chef-inspired cocktails, discover perfect beer, sake or wine pairings and learn why Whisky Business is not risky business. Take in the Top Shelf Bartender Competition and participate in our Bartenders Brunch at midnight on Sunday, February 26th.

6 **ONLY IN ONTARIO** Good things grow in Ontario! Discover the best of local food and beverage companies. Learn how to make farm-to-table a truly sustainable movement, be inspired by your backyard homestead and learn about the future of local and how to incorporate and promote local ingredients for success.

7 **RC LEADERSHIP SERIES** The business behind dining out for best success.
A content series where leaders will share trends, insights, best practices and forecasts in our ALL NEW Leadership Series. Join the discussion on all the topics that ultimately affect your bottom line. Learn about sustainable business, the food and tech movements that diners are craving and how the front and back of house can make or break a diner's impressions.







15,000 in attendance
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8 **COFFEE & TEA OR ME** Drawing attention to the fact that Canadians make up the largest contingent of coffee drinkers per capita globally, learn about the missed opportunity of enhancing the consumer experience by focusing on this beverage category. This is the place to test the latest and most innovative equipment on the market and experience innovative coffee and tea-inspired cocktails in the ALL-NEW Tasting Lounge.

9 **BREAKFAST WITH CHAMPIONS** Step into the future of hospitality, as we bring leaders and icons together to celebrate our industry's successes, highlight our best practices and discuss the future of hospitality at our Breakfast With Champions event. Find out the recipient of the 2017 RC Leadership award, connect with industry peers and enjoy a memorable breakfast experience.



10 **COMPETITION HEATS UP** This year our competitions will drive more attendance and excitement than ever before with on-trend additions and exciting prizes. Who has what it takes to stand above the rest? Top highlights include: Canada's 100 Best Restaurant Reveal, Top Shelf Bartending Competition, Canadian Culinary Federation Chef Competition, Innovation Awards, Iron Chef Local Food Student Competition and much more.

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THE pantry

INSPIRE · INNOVATE · EMPOWER

BY PRASANTHI VASANTHAKUMAR



TEABOT



TEA GOES HI-TECH

Want to mix things up with tea? Say hello to the teaBOT, a standalone device that allows your customers to blend a fresh cup of loose leaf tea in under 30 seconds. The teaBOT comes fully equipped with cups, lids, canisters and a variety of green, black, herbal and oolong teas. Seasonal flavours are introduced to add spice, but these tea-blending robots generally stick to 18 core ingredients.

FROM TEAPOT TO TEABOT

Co-founder Brian Lee's family ran a traditional tea shop, where customers had to stand in long lineups before they could get their hands on the hot drink. As an engineer, Lee wanted to use technology to get tea into the cup faster. And he wanted to give tea lovers the ability to choose their own blends. He teamed up with his friend and robotics expert, Rehman Merali, to create the TeaBOT, which met all these needs, making tea fun, fast and customizable.

HOW IT WORKS

The self-serve, consumer-facing kiosk lets customers pick up to three ingredients or tea blends. Using a touchscreen or their smartphone, they set their desired ingredient ratio and water temperature. Payment is made through credit or debit cards using a pin pad (after all, cash is so yesterday). Less than a minute later, their tea is good to go.

The teaBOT is not just brawn. It tells users what blends are trending at its location, and offers recommendations based on the chosen teas. So if you're a tea novice or not feeling particularly adventurous, you'll have a range of tried-and-true recipes to choose from. Risk-takers can experiment with new blends, save and reorder favourites, and share concoctions with friends.

COST AND SPACE

Popular in offices, food courts and universities, this young invention is still charming its way into the foodservice arena. For 10 square feet of space and a small monthly fee, you get a fully operational teaBOT complete with tech support. Revenues are shared with the teaBOT company.

teabot.com

THE RIPPLE MAKER

COFFEE GETS A BOLD NEW LOOK

Just when you thought you couldn't love coffee more, along comes the Ripple Maker. This latte art machine turns your regular cup of joe into café extraordinaire by printing photos, messages and sweet nothings onto your foam-topped coffee product. From a simple "Have a Good Day" to your Facebook photo, the design possibilities are endless.

The Wi-Fi enabled countertop invention works with a touchscreen interface and mobile app, and comes pre-loaded with images or "ripples" that are categorized by theme (e.g. coffee humour, greetings, smart quotes). Want to unleash your inner Michelangelo? Get in on the action by customizing themes or creating your



Smitten with 3D food printing



OH LÀ LÀ

Laser-made macarons anyone? MakeLab Studio marries food and technology to bring you custom-printed macarons, cookies, cupcakes and more. This sweet union is made possible by a studio-class laser cutter that delicately caramelizes images on to the top layer of your tasty treat, without burning the confection beneath.

HOW THEY FELL IN LOVE

Three years ago, MakeLab Studio took eight 3D printers to a Toronto bar and taught design until last call. This success prompted them to take other tools like their laser cutter, out of the lab and into live events like Fashion Week and TIFF, as well as corporate and private shindigs. Aptly nicknamed "the insanely precise crème brûlée torch," the laser cutter was bringing a new energy to food, and today, it's a people-magnet at trade shows and catered events.

I LOVE MY SELFIE

The laser cutter can print any image you choose, but the selfie is a guaranteed hit. The team brings the laser cutter, selfie tablet and a special backdrop to the event. Guests stand in front of the backdrop, hold the tablet and take a selfie. The image is then loaded into the cutter and laser-caramelized directly on the macaron. A team member neatly wraps up the macaron for guests to take home, but most just want to tweet and eat. Hashtag yummy!

SPREADING THE LOVE

MakeLab is taking food printing beyond the sweet treats to hot dogs, fruits and vegetables (think laser-engraved oranges, bananas, apples and potatoes), and even seaweed for sushi. Foodservice suppliers like bakers are asking for laser-etched wooden cutting boards and rolling pins for precise measurements and patterned dough. MakeLab will also work with caterers and restaurants to laser decorate their products.

COST AND SPACE

The live laser experience can squeeze into a 10 square foot space at an event or trade show, or spread out to 10 by 25 square feet for more visual oomph. Costs depend on the number of people served, time served, and degree of customization, as each event is treated uniquely.

makelab.ca



own ripples online—because you know what clicks best with your coffee fans. Get your customers involved too. They can make their own ripples using the mobile app or Facebook, while ordering their coffee.

How does it work?

Make your usual latte, cappuccino or foam-topped coffee drink and place it in the Ripple Maker. Choose a pre-loaded image or approve your customer's work of art. The ripple prints in a few seconds, and voilà, your cup of java is good to go.

Why it's a hot idea

The Ripple Maker lets you use prime real estate (i.e. the most visible part of your coffee) to strengthen your brand, connect with your customer, and promote events or products. And because it's not all about looks, the Ripple Maker uses actual coffee as ink to print the ripples. This mix of Arabica and Robusta coffee bean drops won't adulterate the natural coffee flavour of your product.

Cost

The Ripple Maker will set you back $1,500 US. It comes with a subscription plan of $100/month on an annual basis, for which you get software, support, online tools, a regularly updated content library, coffee cartridges for printing, and 500 ripples a month. Additional ripples can be purchased at $75 for 500.

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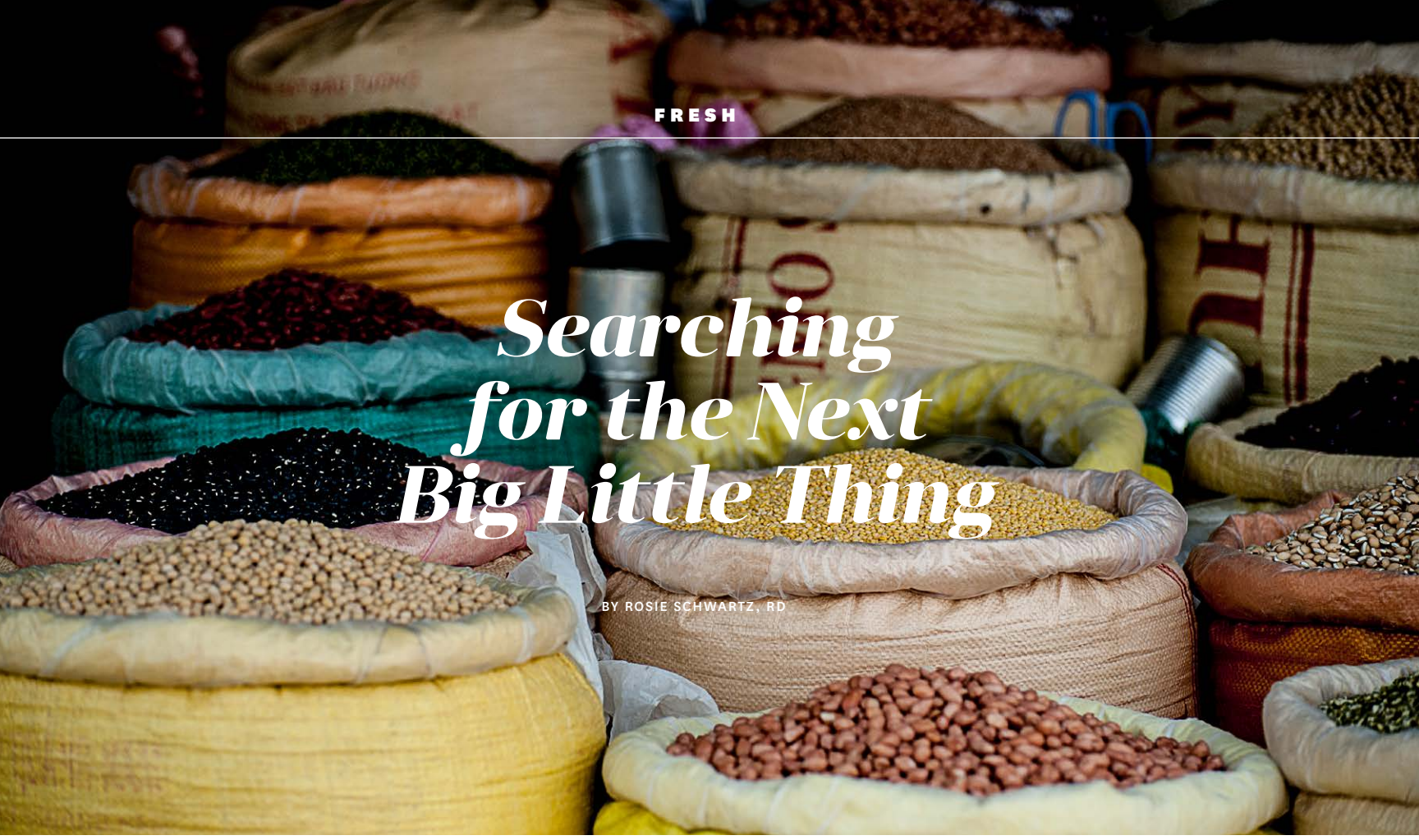
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Searching for the Next Big Little Thing

BY ROSIE SCHWARTZ, RD

Whole grains have definitely arrived and are no longer just the domain of health food stores. These products are taking over grocery shelves and kitchen tables. They're also creating buzz at top restaurants across North America as chefs are focusing on fresh, whole foods and dishing up exciting new choices for patrons looking for creative taste experiences. Quinoa, an ancient grain and relatively unknown to most people just five years ago, has become a menu staple from fine dining eateries to casual chain restaurants. What's next?

There was plenty of food for thought at a recent conference—Whole Grains Away from Home (Whole Grains in Foodservice, the Next Frontier)—in Chicago. The meeting was organized by the Oldways Whole Grains Council, a non-profit consumer advocacy group working to increase consumption of whole grains for better health and whose membership list includes grain-product companies, retailers and restaurants. The council brought together experts to inspire and educate foodservice operators about the potential for whole grains in delighting diners while benefiting the bottom line.

Scientific evidence showing the health benefits of whole grains, including the potential for defences against various common chronic diseases, has continued to accumulate. Planetary health has also become a concern as consumers are looking at the impact of their food choices on climate change. Plant-forward

↣ CONTINUED ON PAGE 50

New data indicates whole grain consumption increased 79% from 1999 to 2012.

The Whole Grains Council

diets, where fewer animal products are being consumed, are becoming more and more popular. Putting whole grains on the menu can not only meet consumer demand but can also reduce food costs.



Grain adoption cycle

Mark DiDomenico, of Datassential, who has been following trends in the foodservice industry for 25 years, offered his insights. "The majority of consumers discover new food and beverage trends in restaurants and increasingly they are seeking new and interesting items and cuisine to explore." He points to the whole grains and related items that are gaining in popularity in foodservice channels, and he speaks to how these grains may be featured in different menu items and cuisines. These trends follow a predictable life cycle which can help foodservice operators determine a trend's current life stage, as well as its potential for future advancement. DiDomenico separates various grains into the four categories of this life cycle, based on how familiar both diners and chefs are with each.

1 **INCEPTION:** Trends start here. Inception-stage trends demonstrate originality in flavour, preparation and presentation. These grains are usually found at fine dining restaurants and ethnic markets and include: ***Black rice, red wheat, amaranth, kamut, freekeh, teff, sorghum, spelt, millet and triticale***

2 **ADOPTION:** Adoption-stage trends grow their base via lower price points and simpler prep methods. Still differentiated, these trends often feature premium and/or generally authentic ingredients. They're usually found at fast-casual restaurants and specialty and gourmet food shops and include: ***Wheat berry, buckwheat, couscous, farro, bulgur, chia seeds, muesli, flaxseeds, barley, polenta, hominy***

3 **PROLIFERATION:** Proliferation-stage trends are adjusted for mainstream appeal. They're often combined with popular applications such as on a burger or used in pasta, for example. They can be found at casual chain and quick service restaurants and regular supermarkets and include: ***Grits, whole-grain, multi-grain, brown rice, steel-cut oats, quinoa, wild rice***

4 **UBIQUITY:** Ubiquity-stage trends have reached maturity, and can be found across all sectors of the food industry. Though often diluted by this point, their inception-stage roots are still recognizable and include: ***Oat, cornmeal, rye, wheat, white rice***

TAKING OUR PULSES

Pulses, from a Latin word that means thick soup, are the edible seeds of leguminous vegetables. This family includes any plant species that have seed pods that split when they're ripe. Green beans, fresh peas along with lentils, kidney beans and soybeans are all members. Putting pulses on the menu promotes sustainability—one of the major reasons for the UN bringing attention to these foods. We can't talk about nutritious foods without considering the impact of our choices on future generations.

Pulses have a low carbon footprint and require just one-tenth to half of the water of other proteins and enrich the soil in which they are grown.

Pulses have been a traditional staple the world over as they are an inexpensive source of protein. Whole grains complement the nutrients of pulses and make for healthy everyday eats. In our multicultural society, as our culinary horizons have been broadened, ethnic dishes are known and sought after and pulses are versatile and widely used in global cuisine. According to Pulse Canada—the national industry association representing growers, processors and traders of pulse crops in Canada—this country is the world's largest producer and exporter of dry peas and lentils and a major supplier of pulses to over 150 countries around the world. Together with whole grains, pulses promote environmental sustainability and because they're inexpensive, global food security as well.

Rosie Schwartz is a consulting dietitian in private practice and author of The Enlightened Eater's Whole Foods Guide (Viking Canada).



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