MENU

CANADA'S FOODSERVICE MAGAZINE

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at the **RC Show 2017**

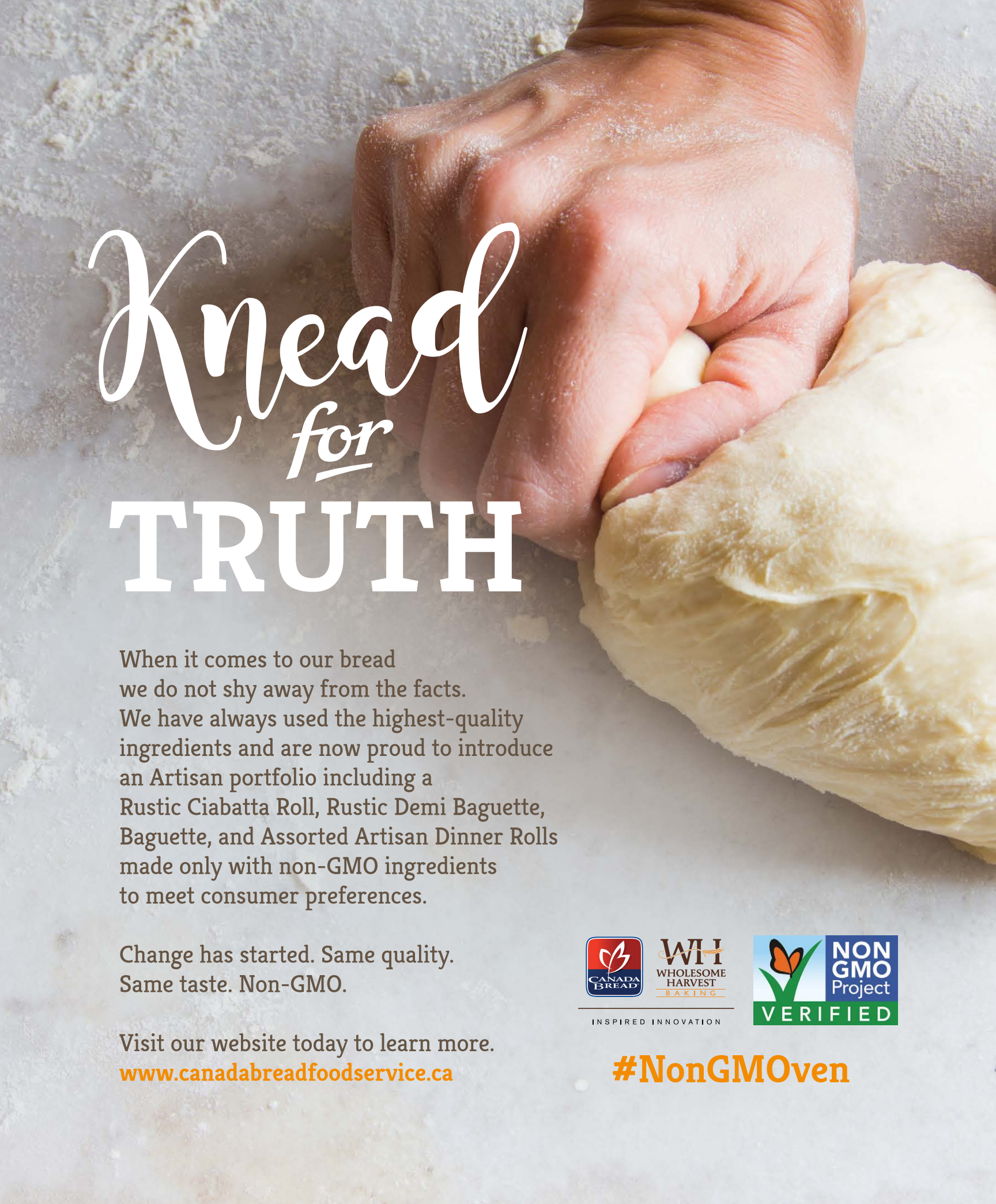
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FOOD FUTURE

Dr. Irwin Adam Eydelnant

January / February 2017
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Beyond Business as Usual

As we usher in 2017, it's a good time to take stock of your business, assess the competition, and create a game plan for the year ahead. With the rapid pace of change today, you can no longer count on business as usual. In the words of business leader Jack Welch, "If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

The rate of change on the outside is astounding. According to IBM, 90% of the world's data has been created in the past two years. The amount of data we generate through Google searches, video uploads, GPS signals, retail transactions and more is increasing exponentially. The explosion in information combined with advances in technology has significance for your business—from the way food is grown, shipped, stored and prepared to the way you hire, schedule and train your employees.

Restaurants Canada helps you stay a step ahead through insightful articles in MENU magazine, online resources in our Member Portal, and business-building events like the annual RC Show, Feb. 26-28 in Toronto. In today's rapidly changing world, it's more important than ever to connect with your fellow operators and supply chain experts.

Wishing you a happy, healthy
and prosperous New Year,



Bill Allen
Chair of the Board



Shanna Munro
President & CEO



MAKING MOMENTS
CANADA'S 150

Making Moments
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Canada turns 150 years young in 2017, and Restaurants Canada invites you to join the celebration!

Watch for our Canada 150 campaign, Making Moments.

We're inviting all Canadians, including you and your team, to share their favourite restaurant and foodservice moments on our website.

It could be when you opened your first restaurant, or a heartwarming story about an employee or customer. Share your moment through words, photos or video—together we have a great story to tell.

Visit **restaurantscanada.org** to learn more.

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

2.1

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Unleash your senses at the RC Show 2017! Improve your business operations, make new connections or let your taste buds guide you. Look for cutting-edge products, trending food and drink, unique networking opportunities and culinary experiences. Join experts and taste makers as we celebrate one of the hottest culinary scenes in the world.

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

RC Show

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#rcshow17





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Enhanced food and drink experiences. eight dedicated pavilions featuring key categories

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Cutting-edge products and services to boost your bottom line

OFFSITE EVENTS
Culinary networking events as part of Hospitality Week

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The Culinary Experience

Meet Charlotte Langley, chef and culinary curator of the RC Show 2017!

Chef Charlotte is the brains behind all the food served at this year's show: RC opening night reception, RC Nation's Feast, Culinary Restaurant Experiences, Breakfast with Champions, Bartenders' Brunch at Midnight, Uniquely Canadian Food Experience and our on-site tastings.

Experience superior hospitality—because at the RC Show, you're our guest. From formal events like the RC Nation's Feast at Casa Loma to the spirited Bartenders' Brunch, Restaurants Canada wants you to feel welcome.

Be inspired while watching others work in collaboration; Chef Charlotte is bringing together an all-star team of chefs from across the country to collaborate on the RC Nation's Feast. And she is assembling a group of local chefs to cook for you at the Uniquely Canadian Food Experience. Want to be part of a collaboration yourself? Form a team for the Bartenders' Brunch and compete against other teams to win cash prizes and trips.

Be part of the scene at the RC Show 2017—share ideas and network—taste the past, present and future of the Canadian culinary and foodservice scene—support one another's growth.

Don't want to miss any of it? Register now! **rcshow.com.**

The RC Leadership Conference

Don't miss the RC Leadership Conference! Restaurants Canada is launching a Business Builder Series. Get ready to be inspired, gain relevant industry insights, ideas and actionable strategies for success.

Independent operators and multi-unit operators have different concerns, so we've designed two sessions to make the experience more meaningful:

- Independent operators will meet on Sunday, Feb. 26 from 9 am – 12:30 pm
- Multi-unit operators will meet on Monday, Feb. 27 from 9 am – 12:30 pm

Both sessions are in the Enercare Centre, home of the RC Show 2017.





Tony Chapman, moderator of the event, says, "We are going to pack the agenda with insights, ideas and strategies that will improve the business of doing business—build your culture, attract more customers and serve them in a way that earns repeat business."

Here's some of what you'll hear at the RC Leadership Conference:



FROM MASS TO MY: You can't be everything to all customers anymore. Learn how you can win them over by giving them the personalized experience they're looking for.

THE STATE OF THE FOODSERVICE NATION: Find out the latest in this session on top food trends and the big issues you're facing.

MILLENNIALS MATTER: This year, Millennials are surpassing Baby Boomers in both numbers and spending power. How and where will they consume food in the future? Get a deeper understanding of this generation, and how to attract Millennials as customers and employees.

MUCH MORE...

Following the conference, join us in the afternoon for specially-designed seminars to help you thrive in 2017. Watch for announcements on these seminar topics.

You'll also receive an **RC LEADERSHIP KIT** that includes:

- Foodservice Facts, with the latest statistics, trends and forecasts
- The Canadian Chef Survey on the menu items and cooking methods that are hot in restaurant kitchens today
- The Discerning Diner survey on what Canadians want from their foodservice experience

Valued at $550, this package is included for everyone who attends the RC Leadership Conference.

Price includes breakfast and tasting tickets for the Uniquely Canadian Food Experience.

Ready to sign up?
Register at **rcshow.com** today!







Community Food Centres Canada

Restaurants Canada is donating a portion of proceeds to Community Food Centres Canada. CFC Canada provides resources and a proven approach to partner organizations across the country to create community food centres that bring people together to grow, cook, share and advocate for good food.

Every time you purchase an event ticket, you're making a contribution to this important cause. When you register on the website you'll also be given the chance to make an additional contribution.

Register now at **rcshow.com**







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Dr. Irwin Adam Eydelnant is a Canadian creative scientist, engineer, food designer and food futurist.

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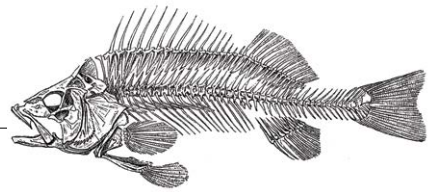
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Register now at: **rcshow.com**

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GATHERINGS

At MENU Magazine we get out and about to connect with you! If you have an event that you would like us to attend, please let us know at ***members@restaurantscanada.org****.*

Here's where we've been over the last two months!



The Gourmet Food and Wine Show



Chefs Victor Barry, Jonathan Goodyear, Jason Bangerter, Cory Vitiello and Craig Harding with Cheese Boutique owner, Afrim Pristine



The Gourmet Food and Wine Show



Matt Basile, chef and author, at the Taste Canada Awards



Presidential Gourmet's menu preview at Toronto's ROM

Presedential Gourmet's menu preview photo courtesy of Presedential Gourmet



Chef Ted Reader, the Barbecue King, at the Taste Canada Awards



Jill Holroyd (Restaurants Canada), **Karen Baxter** (Taste Canada), **Brenda Halkiw** (Restaurants Canada) **and Kevin Gallagher** (Mildred's Temple Kitchen) at the Taste Canada Awards



Students from the Pius Culinary Institute at the Taste Canada Awards 2016

EVENTS

2017

FEB 3	We Care/LCBO Winterfest Glen Huron, ON
FEB 3-5	A Taste Of Niagara On The Lake Niagara-On-The-Lake, ON
FEB 6	McCain Foodservice and Underground Chef Co. Present *Battle Apps* Hamilton, ON
FEB 8	#GBConnect with Christine Cushing Toronto, ON
FEB 9	Annual Edmonton Bowling Challenge - Friends Of We Care Edmonton, AB
FEB 11-19	Vancouver International Wine Festival Vancouver, BC
FEB 16	Canada's Agriculture Day Canada-wide
FEB 17-18	Winefest Edmonton Edmonton, AB
FEB 22	BCFT Suppliers Night Burnaby, BC
FEB 23	Recipe For Change 2017 - Presented By Tangerine Toronto, ON

FEB 26-28

RC Show
• THE HOSPITALITY EVENT OF THE YEAR •
connect + grow your business

MAR 7-8	Good As Gold – The Canola Council's 50th Convention Winnipeg, MB
MAR 9	Savour Food & Wine Festival Halifax, NS
MAR 20-21	Grocery & Specialty Food West Vancouver, BC
MAR 24-26	Expo Manger Santé Et Vivre Vert Montreal, QC
MAR 24-26	A Taste Of Niagara On The Lake Niagara-On-The-Lake, ON
MAR 24-26	Cuvée Weekend 2017 Niagara-On-The-Lake and Toronto, ON
MAR 27-APR 1	Royal Manitoba Winter Fair Brandon, MB
MAR 31-APR 2	Toronto Food & Drink Market Toronto, ON

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

Chantal Lateigne photo courtesy of the Canadian Hospitality Foundation, Alberta Culinary Tourism Awards photo courtesy of the TIAC.



Congratulations Alberta Culinary Tourism Alliance on winning the Restaurants Canada Culinary Tourism Experience award



Chantal Lanteigne, recipient of the Restaurants Canada Culinary Management Scholarship



Canadian Hospitality Foundation 2016 Awards Recipients









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Gustatory Perception

CONCOCTING GREATNESS IN THE BEVERAGE UNIVERSE

BY CHEF EMMA HOUSE

Reinventing the traditional or creating a brand-new combination—the mad science of flavour happens not only behind the kitchen doors but out front in the bar. Today we're seeing back of house techniques influencing front of house flavours. However, to understand flavour we must first understand the human palate and the factors that affect our sense of taste. Understanding taste unlocks potential for inspiration, and reveals cocktail possibilities that fearlessly cross flavour frontiers.

CONTINUED ON PAGE 16



WHAT'S HOT?

McCormick's, the largest flavours business in Canada, identifies trends in beverage and food flavourings for the coming months and years. Currently, the flavours identified with roasting, brûléeing and pickling are the top trends. While these are actually techniques practised in the kitchen (rather than flavours in themselves), we have begun to harness the technology to capture and re-deliver flavours and smells, and we are introducing signature or nostalgic aromas and flavours into mixology and beverage products. Smokes, edible clouds, foams, teas and turmeric: these are just a few of the flavours and delivery methods showing up at the bar and at the table.

Today, we're a global village of flavours, and our palates are just catching up. Food flavour trends carry over to or may even be inspired by trends in mixology. Never be afraid to experiment and to use flavour profiles in unconventional ways. Trends should be powerful allies but they're more like frenemies; it's invaluable to learn how to leverage the latest trends and apply them to your menu or business.



ROAST

Roasting a product, even with only a small amount of sugar, brings out a mellow sweetness. Green grapes are a fine example; they convert from a relatively tart taste to a much sweeter profile after roasting. Take these grapes and garnish a drink with them as opposed to an Amarena cherry.

BRÛLÉE

The typical brûlée flavour, on the other hand, emphasizes a more complex bittersweet combination, well-suited to a robust, styled drink that can withstand charcoal notes. Brûlée a segment of orange peel and add it to a Mad Men style Old Fashioned, and tweak it yet again with coffee bitters.

PICKLE

Pickling is an infinitely variable combination of sweet, salty and sour. With limitless variations and the fact that pickling occurs as a liquid, integrating pickles into the bar and beverages is as easy as adding the brine to your drink or using the pickled commodity for garnish. Caesars lend themselves very well to dill pickle juice.

Infusing flavours into an alcohol base is another effective way of introducing savoury elements to a cocktail. Try cucumber or basil-infused vodka as the base of a 'green' cocktail.

Currently, the flavours identified with roasting, brûléeing and pickling are the top trends

THE FIVE BASIC TASTES ARE SWEET, SALTY, BITTER, SOUR, UMAMI

UMAMI refers to a unique taste sensation which may be described as a "pleasant savoury taste."

Taste is really a combination of taste and smell. When we eat or drink, whatever substance we're ingesting reacts chemically with taste receptor cells on the tongue; however, the majority of what we call flavour is sensed through our retro-nasal olfactory passage. When we chew, we generate aerosols which move up through the back of the nose and hit our olfactory neurons, where it is thought that we can differentiate from 10,000 to 20,000 flavours. Our sense of smell is robust and our olfactory neurons bulb is located near the memory cortex—hence the strength of the memory/smell connection. Taste perceptions of sweet, salty, sour, bitter and umami can be affected by an accompanying smell. Smell a freshly rubbed basil leaf before taking a sip of a gin and tonic. The sensory cells pick up the residual elements of the fragrance and enhance the beverage experience.



The Caesar is the quintessential Canadian cocktail. What better way to toast Canada's 150th birthday? Calgarian Walter Chell invented the Bloody Caesar in 1969 as the signature drink for a new Italian restaurant in the Calgary Inn (now the Westin Hotel). The recipe was inspired by spaghetti alle vongole, a dish made with tomato sauce and clams. The name "Caesar" was inspired by Chell's Italian heritage!

Canada's 150th Caesar!

CHEF HOUSE'S RECIPE

1.5oz Cucumber vodka

0.5oz Basil vodka

4 dashes Worcestershire

4 dashes Tabasco

1oz Pickle juice

1/2tsp Horseradish

Walter Caesar Mix, Classic Spice

Ice in glass

Rimmer:
Lime juice around edge

Mix of:
Salt
Steakspice
Pepper
Liquid smoke

Mixture is then dried in oven so it sticks

THE BEAUTY OF BITTERS



Incorporating food-oriented trends into beverages can be tricky.
To meet the demand for flavours in liquid form, the bitters industry has flourished. Justin Frape, of Frape and Sons, is a purveyor of boutique bitters in Thunder Bay. He has gone back to the roots of traditional medicine and herbs to develop his catalogue of flavours. Frape has been producing boutique bitters in flavours such as coffee, jalapeno, rosemary and arugula since 2015. His bitters are made with all local, Canadian ingredients from their raw form to the finished product. It takes approximately two weeks to ferment the grains and sugars of a non-neutral base, to distill the base and add the flavour essence (for example pressed arugula juice) to the end product. "There is a spectrum of about 30 different bittering agents from which to choose from when perfecting a flavour," he says.

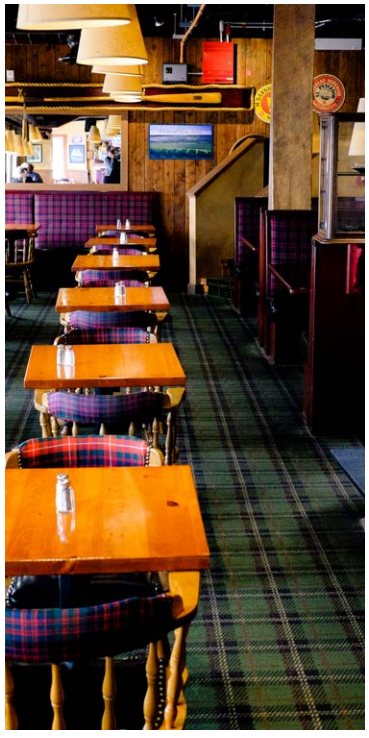
Bitters such as these, and others like smoked hickory, umami and mole, to name a few, enable us to experiment and to keep up with (or perhaps to inspire) the latest trends. So too do techniques borrowed from the kitchen and products from the pantry. The end result is a wide spectrum of flavours that can be incorporated into beverage innovations that are sure to thrill even the most adventurous palate.

Never be afraid to experiment and to use flavour profiles in unconventional ways.



















The Old Fish Factory

Restaurant and Ice House Bar

LUNENBURG, NOVA SCOTIA

As the name implies, The Old Fish Factory is located in the building of a former fish processing plant, on Lunenburg's historic waterfront.

Mike Mawhinney—General Manager—has spent 23 years working at The Old Fish Factory.

A seasonal business at a popular tourism destination, their season is approximately 21 weeks long.

Today they've got five generations in the workforce.

What's important?
Customers, staff, fresh foods,
supporting the local economy.

Being a seasonal business, Mike Mawhinney was able to be a stay-at-home dad for four or five months of the year.

Big promoters of the beverage side. "There are so many wonderful beverage producers with so many neat stories," and these are stories that his staff know and freely share. "This really leaves a lasting impression with our guests."

Thinking outside the box,
Mike has developed and grown relationships with tour operators around the world, bringing tourists to The Old Fish Factory from the four corners of the globe every season.

Relationship management is one of the most important elements of working as a restaurateur.

Recipe for success: Be good to the people who work for you, be good to your customers and to your suppliers, and great service will follow. Get your hands dirty in the kitchen once in a while. Think outside the box! Work hard but be sure to maintain a healthy work/life balance.

OLDFISHFACTORY.COM

Food *for* thought

BY CAELI MAZARA





Just like the community we represent, Restaurants Canada believes in giving back. The following are two worthy causes we're proud to support, alongside many of our members.

FRIENDS OF WE CARE is a network of 84 member-sponsor organizations from the foodservice and hospitality industry united by a common goal of bringing joy to kids with disabilities. Member-sponsors range from national chains to independent restaurants: giving their time, money, and their hearts to help send Canadian children with disabilities to specialized Easter Seals summer camps. Donations are integral to their work. Kevin Collins is the Executive Director of the organization (he assumes a new role as President and CEO of Easter Seals Ontario on Jan. 30). "Member fees offset all of our administration costs," says Collins. "So when we go out and conduct our events, 100% of the funds go directly to the kids. Our member-sponsors pay an annual fee to be part of We Care," says Collins, "and beyond that, we conduct about 50 special events across the country, ranging from galas to golf tournaments to trivia nights and bowling." Despite being a national charity, Friends of We Care aims to support communities locally. "When a company comes to us to help, we try to tie them in with a local family," says Collins. "And in fact, one unique thing we do is that the money raised within each province stays there. So the money helps local kids." Member-sponsors go above and beyond by not only contributing funds, but also food, prizes and volunteers to events. Friends of We Care is always in the business of welcoming new members—whether you're interested as a company or an individual.

COMMUNITY FOOD CENTRES OF CANADA One night in October, more than 65 restaurants across the country united around a fundraising event called Restaurants for Change. Driven by a belief in the importance of access to healthy food for all, they donated total food sales from dinner service to Community Food Centres Canada (CFCC), a charity that brings people together to grow, cook, share and advocate for universal access to healthy food. CFCC operates a network of eight community centres in cities across Canada, including Calgary, Winnipeg, Toronto and Dartmouth.

"These are community centres where the programming is built around food and civic engagement," says CFCC Director of Communications, Christina Palassio. "Programming can include free community meals, kitchens, gardens, after-school programs for kids, and peer-support programs." The centres are located in communities that may be facing poverty and food insecurity. "Our community members are often living on low incomes and dealing with other issues related to that," says Palassio. "So we connect them to the services that they need, and we do civic engagement work, which is really about bringing people together around universal access to healthy food." Last year marked the third annual Restaurants for Change event, and it raised $280,000 and counting for CFCC.

80% OF CANADIANS MAKE REGULAR OR ONE-TIME DONATIONS TO CHARITY

40% SPEND TIME VOLUNTEERING

CANADIAN RESTAURANTS GIVE AN ESTIMATED **$300 MILLION** A YEAR TO CHARITIES

CHARITABLE GIVING BY BUSINESSES OVERALL HAS GROWN BY ALMOST **600%** IN THE PAST 25 YEARS

(Source: Statistics Canada and Restaurants Canada)

"We support CFCC because they believe in the power of a meal to transform. We host people all day at Richmond Station and the food is only part of the experience. When guests return to see us a second time, it's partly because of the food, but it's also because they've found solidarity, community and companionship. CFCC is building solidarity, not charity. And to me that's hospitality."

CHEF RYAN DONOVAN
RICHMOND STATION

To continue their work, both Friends of We Care and CFCC rely on the charitable giving of Canadian restaurants. More information on how to get involved can be found at **cfccanada.ca** and **friendsofwecare.org**.



Nunastar's Northern Experience

Tunngasugitsi IQALUNGNUT Angajuqqaaqarvik Nunavummi
(Welcome to Iqaluit, Capital of Nunavut)

BY ANITA CHAUHAN

FOOD COST COMPARISONS FOR 2016

	BAFFIN AVERAGE	CANADA AVERAGE
MILK 2% 1L	**$3.88**	**$2.30**
BUTTER 454 G	**$7.81**	**$4.92**
EGGS DOZEN LARGE	**$3.89**	**$3.28**
GROUND COFFEE 300 G	**$11.24**	**$6.50**
BANANAS PER KG	**$5.23**	**$1.71**
POTATOES 4.54 KG	**$12.75**	**$5.84**
SIRLOIN STEAK PER KG	**$36.55**	**$24.58**
WHOLE CHICKEN PER KG	**$11.42**	**$7.52**

(Source: StatsCan: 2016 Nunavut Food Price Survey, Comparison of Nunavut & Canada CPI Food Price Basket Items)

When it comes to running a food-service operation of any size, location is critical to its survival. From shipping and sourcing products to technology and staffing, operating in rural or remote communities comes with a different set of challenges than those we find in urban areas of Canada.

RESTAURANTS CANADA MEMBER, NUNASTAR, ON ITS PRESENCE IN NUNAVUT

Frobisher Inn in Iqaluit is recognized as the city's largest premium, full-service hotel: boasting the award-winning Frob Kitchen & Eatery and a gourmet coffee bar, the Caribrew Cafe, along with many other amenities. In addition to providing competitive packages for employees—full-time staff are offered employee housing, a benefit plan and staff meals—Frobisher Inn is an integral part of life in Iqaluit, and is regarded as a space "for the gathering and dining needs for the community at large."

How does a business thrive—despite unique and extreme challenges such as high food costs, high transportation costs and affordability? General Manager Christiano Bandeira has worked in food and beverage for 20 years; he joined Nunastar earlier this year because of what he refers to as the commitment to excellence, the determination to succeed and an interest in team development. "Building a successful foodservice business is a matter of balance," says Bandeira. While the location is a key factor, it is not the only consideration, nor is it a distinctly Canadian issue. "My personal belief is that the proposal has to fit with the location, demographics, value proposition and market environment. Balance, as in most things, is necessary in order to achieve success," he says.

The logistics of shipping, receiving and storing goods is an ongoing challenge in remote operations, especially with things like fresh produce. Having a back-up plan is essential; the culinary team at Frobisher Inn is always prepared to substitute ingredients, or switch out recipes depending on the availability of food products. "Having a team of chefs that thrive on understanding our business cycles means that we can more often than not forecast most issues and have a contingency plan at hand," says Bandeira, adding that this helps to grow accountability and ownership among the staff in his kitchen. Through working closely with suppliers and partners, Bandeira has learned that an operation can "identify potentially troublesome periods of the year, where weather plays an immense part in the way [they] order and receive goods." Understanding the ebb and flow of the buying cycle can help a business save money while offering customers the foods they want.

Beyond food sourcing issues, remote locations pose a challenge for staffing and

human resource issues. By embedding themselves into the culture of Iqaluit and being a positive force for integration in the community, Frobisher Inn has overcome potential staffing issues. By emphasizing a collaborative work culture "that fosters skill development and creates personal ownership and pride," employees at the hotel feel as though they are in a home away from home, says Bandeira. "One of our breakfast servers had been working for quite some time without a break, covering staff holidays during the summer. After breakfast service was done our F and B manager pleads with him to take a day off and rest. The server looks at him, nods in agreement and decides that a day off would be most welcome. Later that same day, soon after our dinner pre-shift at 5:30, our restaurant is overrun by a number of guests. Not even the most experienced floor manager would have been prepared for such service. No sooner had our F and B manager made his peace with the imminent service disaster, our breakfast server walks through the door putting on his apron, scouting the room, apologizing for his tardiness! I am very proud to be a part of this establishment, while most businesses are trying the find loyal staff, ours come through the door 24 hours before their shift apologizing for being late."

Creating a space for employees and the community to be proud of can reap great rewards—and help with community buy-in when doing business in remote areas. As a final note, Bandeira gives this word of advice to restaurateurs who are looking to capitalize on the benefits of a remote or unique location: "study, know and listen to your client base and adapt to their ever-changing needs."

THE CITY OF IQALUIT IS LOCATED ON BAFFIN ISLAND AT THE NORTHERN END OF FROBISHER BAY. THE NAME IQALUIT MEANS 'PLACE OF MANY FISH' IN INUKTITUT.

POPULATION: 7,000. 60% OF IQALUIT'S POPULATION IS INUIT.

CLIMATE: MAY TO AUGUST – 16 HOURS OF DAYLIGHT, WITH TEMPERATURES FROM 5°C TO 25°C. IN LATE JUNE AND EARLY JULY, IQALUIT HAS ALMOST 24 HOURS OF SUNLIGHT. THE SHORTEST DAYS OF THE YEAR ARE IN DECEMBER WHEN IQALUIT SEES JUST FOUR HOURS OF DAYLIGHT.

COST OF GAS IN JANUARY 2015: $1.37/L

AVERAGE COST OF A PLANE TICKET TO OTTAWA: $1624

(Source: Nunavut Tourism and the City of Iqaluit)







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ask & answer

THE RESTAURANTS CANADA COMMUNITY WEIGHS IN ON VEXING INDUSTRY QUESTIONS

BY PRASANTHI VASANTHAKUMAR

How do you combat cancellations and no-shows?

Got reservations about reservations? If you're a restaurant operator, you probably should. With today's vast world of choices, and a lack of online accountability, diners may whimsically change their minds about restaurant reservations. It's when they don't let you know in a timely fashion—or worse, not show up at all—that it eats into your bottom line.

We're in the hospitality industry; charging a cancellation fee isn't exactly hospitable. So, what do we do? Do we overbook? Take a deposit? Publicly shame repeat offenders? Or dump reservations altogether? There's no easy answer, but here's what these industry professionals do to adress the issue of no-shows:

"There are ways you can get a commitment over the phone. We ask for first name and last name, along with a telephone number. Then we ask if that's the number we'll be able to reach them at the time of their reservation, just in case we need to. They'll willingly give us this information if they are committed.

We've thought about not taking reservations, but it's a trade-off. The customer who's going to spend $100 on a bottle of wine wants a reservation. Perhaps some day the industry will adopt a system of deposits for reservations...all sales final, no exchanges, no refunds. We do this for large parties, but it would never fly for smaller reservations."

SCOT MCTAGGART
FUSION GRILL, WINNIPEG



"Galvanizing a strong relationship with the diner is key to an honest transaction. We take very detailed reservations, including the name of the company as we're in Midtown and Downtown Toronto. We also ask for any special details about the party, and we phone or email to confirm the reservation on or the day before. We let larger parties know of our party planner options, which gets a bigger commitment to the reservation.

Repeat business is extremely important, so we have to be careful with deposits to hold a reservation. For parties of 30 or more, we take a credit card number and tell them the deposit is 10%. However, if they call and cancel, we don't charge them.

Reservations are not a thing of the past. People are on a timeline and they want them. At the same time, no restaurateur wants to be stuck with empty table syndrome. Some restaurants have a high turnover without reservations, but Canadians traditionally don't like to wait in line. As an operator, you have to choose to either take reservations or not. I don't think you can do both."

CINDY SIMPSON
IMAGO RESTAURANTS INC, TORONTO

"As a higher-end restaurant, we really feel the pain of last-minute cancellations. Everything is made to order, so no-shows really hurt our business.

To reduce the number of no-shows, we limit the number of spots available on OpenTable, ask parties of eight or more for a credit card number, and request 48 hours notice for cancellations. If the party cancels less than 48 hours before their reserved time, our policy is to charge $20 a person. However, we've never actually charged anyone because people get very angry and often threaten to badmouth our restaurant.

Reservations make up 80% of our business. We have a strong presence on OpenTable with great reviews, and it's a good way for us to get hotel and corporate clientele. Our customers expect a certain level of service—they want to be greeted at the door and get their favourite table, so reservations are an inherent part of that.

I think it comes down to education. We need to talk to our customers and politely let them know how much a last-minute cancellation or no-show can hurt our restaurant."

LESLIE ECHINO
BLINK RESTAURANT AND BAR, CALGARY

CONTINUED ON PAGE 24

ADVICE FROM A HOSPITALITY CONSULTANT

"It's important to have a clear reservation policy, and stick to it. Some best practices include calling and confirming the day before, not seating the party until everyone arrives, and cancelling the reservation if the party doesn't show up within 15 minutes. You have to be on top of your reservations every day and make sure your policy is clearly communicated.

Overbooking is one way to offset cancellations, but what if everyone shows up? Using movable and modifiable table configurations can help. For example, if a reservation for six people only shows up with four, you can rearrange your seating to put them at a smaller table. It's like a game of Tetris.

Deposits are reasonable and a common practice, but can be dangerous ground. Taking people's credit card information over the phone or e-mail can open a can of worms—how do you charge them if they fail to show? The cleanest way is to send a contract. Have them sign it, and then you have verification and approval.

In certain markets, you don't need reservations—the foot traffic is there. People line up early for lunch and dinner, which creates buzz and adds to the restaurant's intrigue. But it's not right for everyone."

JENNY COMPANION
THE FIFTEEN GROUP, RESTAURANT CONSULTANTS

DIG IN

Got a vexing question that's keeping you up at night? E-mail us at members@restaurantscanada.org and we'll get the experts to weigh in. Keep the conversation going on our member portal!

VISIT members.restaurantscanada.org

FED UP AT THE FARMHOUSE

After a particularly hideous fall Saturday of 97 cancellations and no-shows, Farmhouse Tavern's Darcy MacDonell had had enough. Last December he launched #RespectTheRestaurant, a social media campaign that aims to educate Canadians on why no-shows are a no-no. He's been pleasantly surprised by the support he's received from retweeting restaurateurs across the country, as well as the media—big names like Global, CBC and the Toronto Star ran his story.

"If you need to change a reservation, the number one thing to do is let the restaurant know as soon as possible," says MacDonell. "When we know in advance, we can accommodate guests better and meet their needs. It allows for better hospitality.

If we can improve this situation and claw back on no-shows, it's better for the dining public as well as the business, the servers, and the restaurant ecosystem as a whole," he says. "Guests win and restaurants win."

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NOURISHING MINDS & BODIES

Foodservice innovators get top marks

By Stacey Newman



FOOD IS NOURISHMENT. Eating together is human; communing over food has been practised throughout human societies. But foodservice in institutional settings—particularly in educational settings in Canada—has been shaped more by the bottom line than the principles of community, food literacy, health, locality, sustainability and accessibility.

Elementary schools, secondary schools, university and college campuses: today's institutions of learning depend on their foodservice operations to keep students and staff not only fed, but nourished. A revolution is underway in institutional foodservice. We spoke to a few Canadian leaders of institutional foodservice who all believe that bringing respect, dignity and food literacy back to the table is at the heart of strong communities and institutions.

UNIVERSITY OF TORONTO

The University of Toronto's downtown foodservice operations implemented a major change earlier this year. Foodservices on the St. George campus is now operated directly by the university using its own staff. The change means more food is prepared from scratch and produced on campus.

"This move will allow us to take a more active role in creating comfortable and welcoming dining areas," said Anne Macdonald, U of T's director of ancillary services. "We have a number of marvellous chefs on campus already so managing our foodservices directly gives us a lot more options," Macdonald said. "We're looking at how we can increase the use of local products and reduce the use of pre-prepared and processed foods. We're excited about those possibilities." The change comes after several years of planning around food needs on campus for students, faculty and staff. As part of the process, students, staff and faculty were consulted. Macdonald said those discussions showed there is a strong appetite for improved food options, including some that are unique to the university. University campuses are the leaders in institutional foodservice reform. Students

↣ CONTINUED ON PAGE 26

are making their wishes known and the U of T planners were listening carefully.

What is working today in terms of on-campus foodservice?

- Control over the kinds of food available on campus.
- Ensuring that healthy, nutritious food is available in all food outlets.
- The opportunity to develop meal plans that meet the needs of students.
- Increase the range of options for students that live in residences and those that commute to campus to study or work.
- Fresh offerings in on-campus retail locations.
- A new focus on culinary excellence in all locations.
- More comfortable and welcoming dining areas.
- Foodservice programs and environments that foster community engagement.



SCHOOL LUNCH ASSOCIATION
KEN HOPKINS, EXECUTIVE DIRECTOR
SCHOOLLUNCH.CA

The School Lunch Association (SLA) brings nutritious, pay-what-you-can meals to disadvantaged students across Newfoundland, but executive director Ken Hopkins sees it as a model that can work right across Canada. "Here in Newfoundland, we were and are a poor province, and the inner cities tend to be worse off," says Hopkins. Well into the 1980s there was no food bank or food assistance program available to those in need. "So between the jiggs and the reels, someone decided to commission some research," he says. "Are people hungry, are they without food?" The report found that kids were at times going to school without meals, or parents had kept kids home instead of sending them to school for fear of the kids being stigmatized for not having food. "This was just one little paragraph in this big report. A group got together because it struck a chord with them." What could they do to remedy this hunger and the stigmatization associated with poverty? They formed a group around 1989. It started with community support serving meals in one of the schools. Today SLA operates in 25 schools; 12,000 students are fed over 800,000 meals a year in those schools, and every student has access, regardless of their family's income. There is no stigma, there is no on-site money exchange. Everything is pre-ordered. Menus and collection envelopes are sent out to families, who pay what they can. No one goes without.

Meals are made every day on site, nothing is brought in or premade. Food is healthy and ingredients are purchased within a budget. Monitoring operations and food costs is key, and so is the relationship SLA has built with their food distribution partner, F.J. Wadden and Sons. "Food safety is imperative. Our staff are all trained, we do all we can to prevent risk and to be safe." Hopkins speaks of the importance of protecting their name and their brand. Being able to track everything they source is imperative, as is supporting a local distributor.

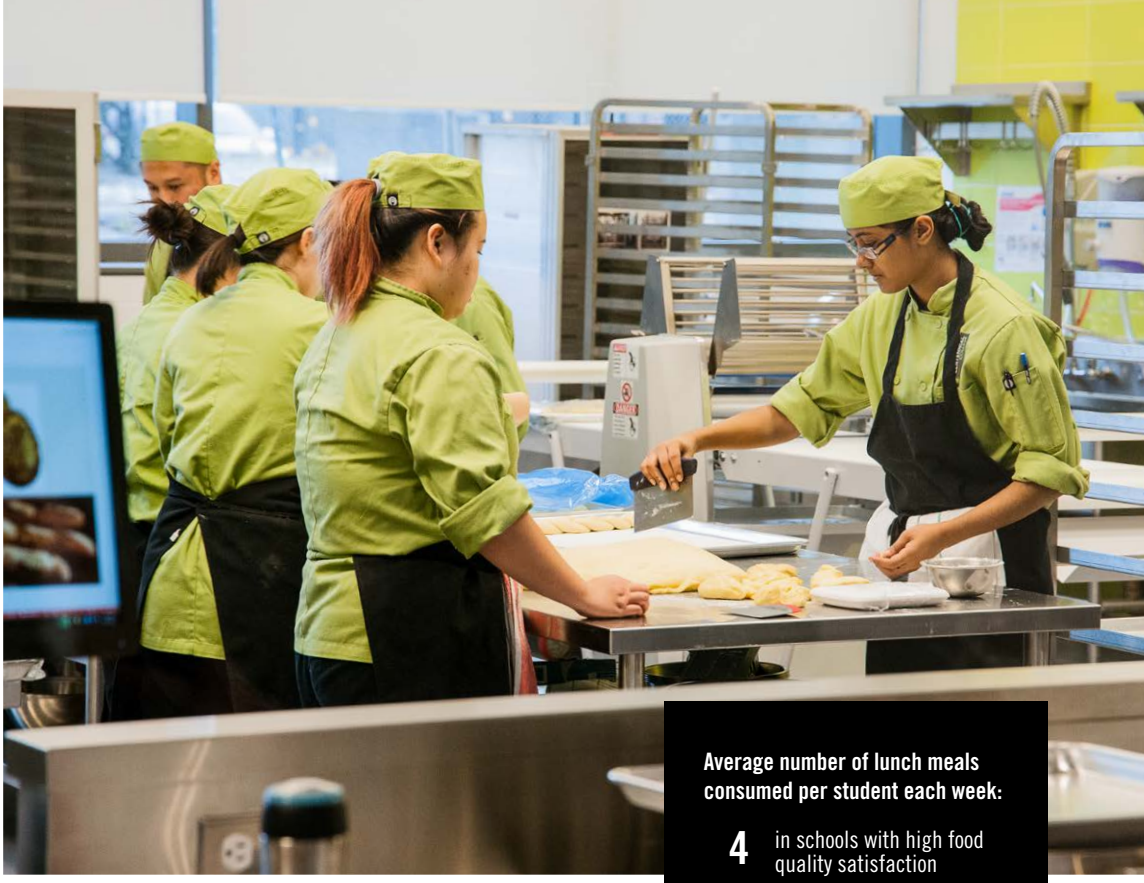
As a not-for-profit, SLA's goal is simply to break even every year. SLA fundraises all year long, and they receive a lot of local business support. "You don't realize until you're at a school how many kids are in need." Though it is currently operating in Newfoundland alone, Hopkins' vision is to see similar programs in schools across the country and he's willing to advise in any way he can. Ultimately the School Lunch Association sets out to educate the surrounding community, by showing people that dignity begins with a healthy meal.

Best advice for other school meal providers?

- Keep really good stats: Best meals/worst meals, information by location, etc. Knowing and understanding your operations and the elements affecting your bottom line is how you manage costs and stay on top of things.
- We are a large organization today, but still, a charity that doesn't have enough money to hire a fundraiser. Business partners sometimes send their people in to help out in a school kitchen. They have tears in their eyes as they're helping some of these kids who don't have anything.
- Anybody can have at this. Any resources we can provide, our group is happy to help. My vision is big. I would love to have a national foothold. With support.

IT STARTED WITH COMMUNITY SUPPORT SERVING MEALS IN ONE OF THE SCHOOLS. TODAY SLA OPERATES IN 25 SCHOOLS; 12,000 STUDENTS ARE FED OVER 800,000 MEALS A YEAR IN THOSE SCHOOLS

FOCUS IS ALWAYS ON FOSTERING A WELL-ROUNDED KNOWLEDGE OF THE FOOD PROCUREMENT SYSTEM



SCHOOL OF HOSPITALITY, TOURISM & CULINARY ARTS, CENTENNIAL COLLEGE
CHEF JAMES SMITH, MBA
CHAIR OF CULINARY PROGRAMS AND OPERATIONS

Chef James Smith became the first-ever Chair of Culinary Programs and Operations at Centennial College in 2014. Building a student-centric environment in a state-of-the-art facility designed by Diamond Schmitt Architects, Chef Smith planned and implemented the operational side of the culinary school's student programs, internal foodservice operations, catering services and partnerships with foodservice suppliers. Today the culinary school operates a local café and event space, as well as catering services on campus and grab-and-go or sit-down food options to students and staff at the college, including the new on-campus residence which houses approximately 700 students. The food available at the café is made in the school by the culinary students. The café serves the surrounding community also, open for dinners and private events; as well as a banquet and conference centre in the upper floors of the eight storey, 353,500-square-foot facility. The entire operation is run by students using food items prepared at the school. Smith says that his focus is always on fostering a well-rounded knowledge of the food procurement system—from sourcing suppliers and products to using products properly and well.





CHEF JAMES SMITH

Average number of lunch meals consumed per student each week:

4 in schools with high food quality satisfaction

1.6 in schools with low food quality satisfaction

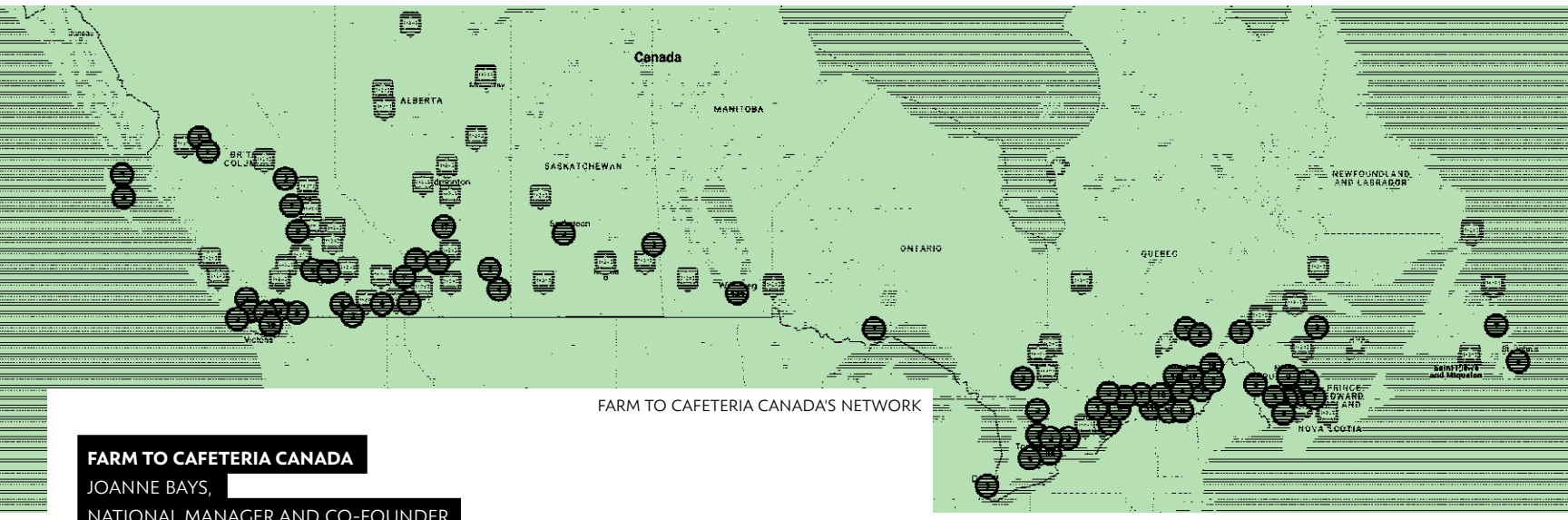
FOOD QUALITY (taste, freshness, appeal) is the key driver and has the most impact on purchase decision.

(Source: Aramark Student ViewPOINT survey)

Whether you're running a college or a restaurant, ***Chef Smith gives the following advice:***

- Always check in with your suppliers. They are so very important—they really want to work for you, so use their expertise. When things get challenging and products at different times aren't available, suppliers will try to send the next very best item.
- Be responsive in purchasing because if the cost is far above budget you need to start looking elsewhere for items at a cost you can afford. Find a good quality product in the budget range set. That's when your suppliers start to do the extra work to meet your needs.
- Develop strong knowledge of seasonality; what's grown locally, regionally, provincially, nationally and then outside of Canada? Plan for your procurement needs. Communicate with suppliers ahead of the seasons to let them know what your needs are. Give them enough time to source product and to inform you if there are challenges around their supply.
- There are so many great foodservice companies that are truly trying to supply healthier and better quality options for a diverse population. Ultimately service, quality and value will keep customers coming back.

↣ CONTINUED ON PAGE 28



FARM TO CAFETERIA CANADA'S NETWORK

FARM TO CAFETERIA CANADA

JOANNE BAYS,
NATIONAL MANAGER AND CO-FOUNDER

Farm to Cafeteria Canada (F2CC) is on a mission to get healthy, local, sustainable foods into all Canadian institutions, from farm to school/campus/hospital/correctional facility. Beginning in 2011 with their farm-to-school program in British Columbia, F2CC's work is centred on sharing knowledge, inspiring new work, advocacy, finding funds and providing technical support.

"Our work at the national level is about connecting with our partners, with key organizations in each province. Together we write proposals to get money so we can fund promising practices." Evaluation is integral to securing funds. "If we want to get healthy, local, and sustainable foods into an institution, the policymakers have to see the evidence. We use a broad e-platform to share information and resources with our membership across the country," says Bays, explaining that F2CC's role is that of advocate more than anything else.

People at the grassroots level in the institutions have the answers, but the sharing of information is difficult. F2CC connects them. Championing the national farm-to-school movement, "we're not a program, we are an approach...we are part of a movement." F2CC aims to redesign the food culture in the nation's school systems. Their vision is to build school food systems that source or grow healthy local food, store it, process it and compost the waste. F2CC would like to see the same systems growing up around all institutions in Canada. "We're engaging the whole school in the process, through a food literacy lens."

Transforming food systems by being more supportive of the health of people, place and planet is possible. How? By creating and supporting the best practices to get healthy local food into institutions.

"WE'RE ENGAGING THE WHOLE SCHOOL IN THE PROCESS, THROUGH A FOOD LITERACY LENS."



SODEXO

Sodexo, a French foodservice and facilities management company and one of the largest companies in the world in institutional operations is leading health and wellness, and sustainability initiatives on campus. Sodexo's commitments to promoting and encouraging healthier choices is encompassed in MINDFUL—a multi-tiered wellness program designed to promote a healthy lifestyle. The program offers a variety of healthy menu choices developed by dieticians and executive chefs.

Mindful menu requirements are:

- less than 30% calories from fat
- no more than 3 grams saturated fat
- less than 100 mg of cholesterol
- less than 850 mg of sodium
- less than 600 calories
- at least 3 grams of fibre

Employing professional chefs, registered dietitians and its ability to work with its suppliers to develop menu options that appeal to tastes around the world, Sodexo has also committed to deliver environmental outcomes that create better working, learning, healing and living spaces.

"I strongly believe that economic and human progress converge when improving quality of life is a priority for business and society." –Michel Landel, CEO, Sodexo

↣ CONTINUED ON PAGE 30

RUSSELL + Hendrix

Some things are simply better together . . .



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Macaroni is to cheese what Russell is to Hendrix, an unbeatable combination. Over the next several months, Canada's two largest foodservice equipment dealers will become one. The merged company, Russell Hendrix Foodservice Equipment, will supply customers from seventeen showrooms and five distribution centers across Canada. Stay up to date at **russellhendrix.com**

True Browne CAMBRO TRUSTED FOR GENERATIONS steelite INTERNATIONAL Garland VOLLRATH Quest

Every year, fsSTRATEGY Inc. estimates the size of the Canadian institutional foodservice market.

The institutional market is comprised of self-operated foodservice as well as contracted foodservice in healthcare, education, remote, transportation, business dining and corrections. The following table from fsSTRATEGY's 2016 Canadian Institutional Foodservice Market Report shows the estimated size of the market from 2012 to the 2016 forecast. Average annual growth for the five years was 1.2%.

	Sales (Billions)			Percentage of Total Sales	
	SELF-OPERATED	CONTRACTED	TOTAL	SELF-OPERATED	CONTRACTED
2012	$ 3.985	$ 4.194	$ 8.179	49%	51%
2013	$ 4.228	$ 4.525	$ 8.753	48%	52%
2014	$ 3.342	$ 4.386	$ 8.728	50%	50%
2015 preliminary	$ 4.453	$ 3.752	$ 8.204	54%	46%
2016 forecasted	$ 4.559	$ 3.716	$ 8.276	55%	45%

Food costs vary between segments (i.e., healthcare, education, remote, transportation, business dining and corrections). Blended average food cost for all segments was estimated at 34.4% of gross sales in 2015.

Geoff Wilson is a Principal with fsSTRATEGY Inc., which provides management consulting services in the hospitality industry with special emphasis on the foodservice sector.

fsSTRATEGY.com

REAL FOOD FOR REAL KIDS
LULU COHEN-FARNELL, FOUNDER

"**How many papers**...or studies do we need to tell us that the way we feed kids in school doesn't work? It's just common sense really," says Lulu Cohen-Farnell, the founder of Real Food for Real Kids. Cohen-Farnell moved to Canada from Paris in 1999; and she noticed some big differences in the culinary culture. "Culinary traditions, learning about the pleasure of eating, social activity around eating...we grew up like that," she says. "Our family was completely in tune with real food, making food, talking about food. We were taught food literacy, about cooking and ingredients. It was part of our culture." When her son entered childcare in Canada, Cohen-Farnell was faced with a different reality.

In Canadian schools, healthy food programs are voluntary. Programs are dependent on the administration of an individual school instead of being part of a systemic approach to nutrition and food culture in schools. In many schools, 45-minute lunch breaks have been reduced to 20 minutes. "It has become about the ratio of kids to teachers—and supervision in lunchrooms costs more than at recess." That's if there still is a lunchroom; many Canadian students eat lunch in a classroom today.

Cohen-Farnell's company, Real Food for Real Kids, is a leading healthy catering company for childcare centres, elementary schools and camps. The RFRK approach is designed around keeping prices affordable, the food options healthy and without compromising on deliciousness. RFRK serves meals and snacks, made from scratch, to over 15,000 children throughout the Greater Toronto Area every day.

How do we raise healthy eaters? Improve the public health system? Through education. Says Cohen-Farnell, we also "have to start telling stories through food again." By embracing the lunch hour and nutrition in schools as an opportunity for learning, Cohen-Farnell believes that the effects will be far-reaching. Through advocacy and education, through relationship-building with local suppliers and the cooperation of educational institutions and her fellow advocates in foodservice, Cohen-Farnell says that change is not only possible, but that we must change our attitudes and our education system when it comes to food, while kids are kids, in order to correct some of the greatest health and social challenges facing our society.



Photo: RFRK

Ideas for Foodservice Operators

- Through great partnerships with suppliers and with planning, it is possible to prepare healthy foods well within budget.
- Applied food culture: needs to be in the curriculum and part of our society in general.
- As food professionals, we can lead the way by putting the health and well-being of students first.
- Buying groups and centralized purchasing across school boards, as happens in other institutional settings, are a necessity.
- We all need to become advocates for change. Cohen-Farnell contributes her knowledge and experience to reforming food policies and regulations in Canada.

EDIBLE CLOUDS, BIOLOGY, AGBOTS & BUGS

Creative Science and Food Futurism with *Dr. Irwin Adam Eydelnant*

BY STACEY NEWMAN



Khmeli suneli is a traditional Georgian spice mix typically made up of coriander, dill, basil, bay leaf, marjoram, fenugreek, parsley, safflower or saffron, black pepper, celery, thyme, hyssop, mint and hot pepper—this is just one of the surprising things you might learn, by osmosis, from Dr. Irwin Adam Eydelnant. His credentials stretch out in front of him, so far that they get to the room before he does; Dr. Eydelnant holds a Bachelor of Engineering, a Masters of Engineering in Chemical Engineering and a PhD in Biomedical Engineering. With geek cred like this, it is difficult not to picture him in a lab coat with Petri-dish-filled pockets and a calculator. Then in walks Eydelnant just off an airplane hours earlier, sporting a black snapback cap, jeans and a woolly sweater while carrying a cardboard box. From the moment he arrives, Eydelnant is chatting and his ideas begin filling the room.

Combining his education with his passions for eating, design and technology, Eydelnant claims that he "has eaten his way around the world." An academic who easily moves back and forth through the membrane between academia and the world of applied food science and technology, Eydelnant is a disruptive innovator whose work is as unconventional as it is extraordinary, much like him. Founder and creative scientific director for the FUTURE FOOD STUDIO and BEVLAB, Eydelnant is in the business of reimagining and redefining what it means to interact with food and beverage.

CONTINUED ON PAGE 32

According to Eydelnant, "what we put in our mouths transforms the entire ecosystem. The environment, climate change, the supply chain, all aspects of the world are driven by what you put in your mouth." Making food choices impacts the world. Food is also a platform for storytelling, sharing narratives and connecting with others.

"Part of why I have chosen food as my medium [is that] everyone understands it. Food is a universal medium. Everyone regardless of race, gender, politics, culture...we all understand food." Eydelnant's drive is premised on the notion that everyone who works in food has some inherent reason for doing so.

"Food is the original social media. The original way we shared and told stories. It is inherent to our DNA that we connect through food. I was hauling spices [Khmeli suneli] from Georgia across the world, to share with my friends and family the experiences I had there. There is only so much you can share through a photo." He states this after telling us about his recent trip to Georgia—his parents are Russian, from Georgia, which is located in the Caucasus region where Western Asia and Eastern Europe meet. The region is one of the oldest wine regions in the world, and traditions surrounding Georgian foods, spices and folk medicines have also been formed over millennia. Eydelnant's work is steeped in his family heritage and his upbringing. Who better to tell us about the future of food and the future of the food business?

"Let food be thy medicine and medicine be thy food."
~ Hippocrates



THE BUSINESS OF EATING

"We all have the same two hands, two feet. We all need to take ownership of our world. As individuals, we are quite powerful. Single individuals can create massive change," says Eydelnant. His work takes him around the world to work with and create for a diverse range of clients such as Stella Artois and Art Basel Miami, along with his contributions to academia such as his work in microfluidics (defined as the science and technology of manipulating and controlling liquids).

Where does he think we're headed in the business of food and beverages? Gone are the days where the corporation was the idea of a distant entity, and the market was something the average person could not participate in. Today's consumers are involved and have opinions, and let's not forget that restaurateurs are consumers too. Individuals today are "disrupting and transforming the ways that we source and eat food," says Eydelnant, and he's really excited about it.

What is the connection between the food we are consuming and the result on physiology?

FUTURE FOOD STUDIO & BEVLAB: SOME RECENT PROJECTS

SENSORIUM FOR STELLA ARTOIS: bringing a multi-sensory dinner to life

3D PRINTED SPOONS: exploring how texture and form of utensils impact the perception of taste

SCENT SCULPTURE DURING ART BASEL MIAMI 2015: ordering drinks using a scent menu. The scents selected were taken to the bar where a mixologist created custom cocktails.



"Food is the original social media. The original way we shared and told stories."

NEUROGASTRONOMY

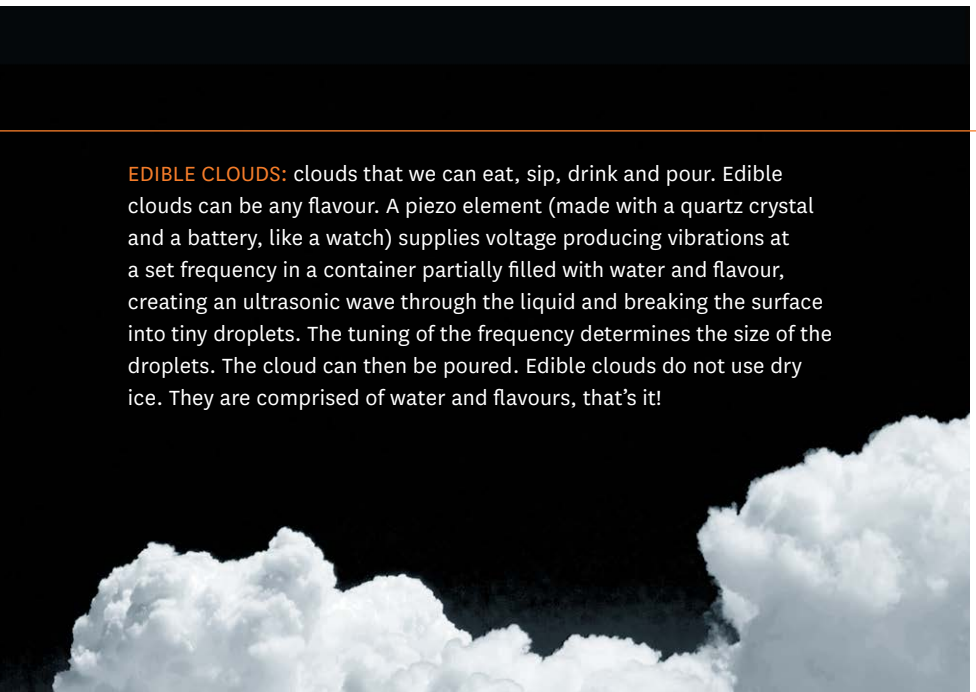
Does food with a louder crunch taste better? Can the brain be tricked into believing that spinach tastes like chocolate? Science says yes. Neurogastronomy looks at what we eat, why we like what we eat and how we eat. Gordon Shepherd, a neurobiologist at Yale University coined the term "neurogastronomy" in 2006 to describe a discipline of the biochemistry of food preparation, the molecular biology of the olfactory receptors, and the knowledge of odour images and the brain flavour system.

(Source: The International Society of Neurogastronomy)

RESTAURATEURS—PLAY WITH YOUR FOOD!
Experiment with taste, smell, sight, sound and texture. Not only in the food you're preparing, but also in the room, on the table, on the walls and in the air around you.

Our perception of food is connected to the sensory and the emotional parts making up the entire eating experience. Eydelnant believes that our focus should be on the food experience, food attraction and food engagement, through the lens of creating what Eydelnant calls true "moments of delight." What does the science look like? It's called "crossmodalism," which is defined as perception that involves interactions between two or more different sensory modalities (e.g., taste and sound, or taste and sight).

We are seeing the emergence of people-driven academia, the maker movement, the DIY movement, the hacker movement; whatever we call it, people are realizing that knowledge can be shared and we can shape our future. This is transforming the business world as we know it in our global food community.



EDIBLE CLOUDS: clouds that we can eat, sip, drink and pour. Edible clouds can be any flavour. A piezo element (made with a quartz crystal and a battery, like a watch) supplies voltage producing vibrations at a set frequency in a container partially filled with water and flavour, creating an ultrasonic wave through the liquid and breaking the surface into tiny droplets. The tuning of the frequency determines the size of the droplets. The cloud can then be poured. Edible clouds do not use dry ice. They are comprised of water and flavours, that's it!

IMMINENT INNOVATIONS IN EATING
Where is food made, how is it made, in the field or inside a structure? The near future of food involves robots for harvesting, called 'agbots' and drones, and cellular agriculture in the laboratory. Eydelnant says that meat grown in a laboratory setting, though scientifically possible, is much further down the road. Vertical farming—growing crops on top of each other, rather than across acres of land—is happening now and it is transforming how food is produced. Emerging agricultural technologies and concepts are being designed with sustainability and a better, more nutritious product in mind.

↣ CONTINUED ON PAGE 34

BUGS = SUPER FOOD FACTS

- Research and development is happening around insects for foodservice. Look for product emergence in retail and restaurants in 2017.
- Insect protein is one of the fastest emerging consumer categories.
- More people eat insects than speak English. Three billion people eat insects every day.
- Insects can be Kosher and Halal, and there is much religious precedent for the consumption of insects across denominations.
- People who are allergic to shellfish have been advised to avoid insects, though no link has been proven.

Edible insects contain high-quality protein, vitamins and amino acids for humans.

- The nutritional value of insects does not differ from the nutritional value of other meat sources such as chicken, beef, pork and fish.
- Edible insects are found in agricultural fields, forests, fallow land and water bodies. Considering the insects inhabit such a vast array of habitats, they may act as umbrella species protecting other natural resources.

(Source: Entomo Farms and fao.org)



Entomophagy: the eating of bugs

In the next few years, we will see milk and cheese products made in a laboratory on store shelves, using fermentation to create foodstuffs that are identical to traditional milk products. "This is happening, this is tomorrow," says Eydelnant.

Empowering independent operators to produce is another transformation underway in food. Units allowing food production in the home and in restaurants are being designed as part of the quest for alternative and local sources for the things that we eat. Restaurateurs will be able to grow their own products for harvest on premises. It doesn't get much fresher than this.

THE BUZZ ABOUT BUGS

There has also been a huge emergence of insect-based proteins in the market. Ideally, the global population will be using multiple sources of protein—vegetable, insect, lab-grown and traditionally-farmed. Sustainability means that we need to eat from a mixed protein portfolio.

One of North America's largest farmers of insects for human consumption is Entomo Farms based out of Campbellford, Ontario. Founded and run by three brothers, Jarrod, Darren and Ryan Goldin, Entomo has been farming insects for the reptile trade for over 12 years. Then, in 2013, the Food and Agriculture Organization of the United Nations published a ground-breaking paper on the sustainability of edible insects; this was a landmark paper that Jarrod Goldin credits with promoting the practice of entomophagy (the eating of insects) in North America. Entomo was North America's first human-grade insect farm. They farm Banded Crickets and Mealworms.

"We are an ingredient company; we convert crickets and mealworms into powder," says Goldin. Then they wholesale the powder to other companies for use in food products like protein bars. Under their Bug Bistro brand, Entomo Farms are also producing edible insect snacks for the everyday consumer. M

BUMP YOUR MARGINS UP A POINT

Cutting costs, not corners

BY BETH POLLOCK

It's the New Year, and many of us have made resolutions. For restaurateurs, that might include a vow to curb your costs and improve your margins in 2017. Here's some advice and inspiration to help you get you started.

Andrea Baldwin, Partner in Strategy and Transformation, Consumer Markets at KPMG Canada, recommends that you focus on the areas that will have the biggest impact. For restaurateurs, that means expenditures on people, food and goods not for resale. With average profit margins in the foodservice industry running at just 4.2%, according to data from Statistics Canada, cutting those costs without cutting corners will make a big difference to your bottom line.

FOSTER THE PEOPLE

First, think about the kind of employees you need. "Depending on the kind of restaurant you run, the level of experience and seniority you need in your employees will differ," Baldwin says. For example, if the consistency of experience is key, your focus should be on well-trained front-of-house staff. Overhiring (hiring staff that's overly qualified, and therefore overly

CONTINUED ON PAGE 36



TECHNOLOGY: THE SILVER BULLET

Consider using technology to cut costs in all areas of your business. It works across each of the categories Baldwin focuses on:

PEOPLE: Electronic scheduling tools can help manage your workforce and schedule to your budget

FOOD: Inventory management systems assist in tracking inventory

GOODS NOT FOR RESALE: Use switches with automatic timers to cut lighting costs, and program thermostats to ensure you aren't heating or cooling the building when it isn't in use

DIG IN

Cutting your costs may seem daunting, but start with one or two areas where you can have the biggest impact.

RESEARCH, TIPS AND TOOLS
members.restaurantscanada.org



REAL WORLD EXAMPLE #1:

Jenna Mooers OWNER
EDNA RESTAURANT IN HALIFAX

"We are constantly thinking about how to lower costs."

Mooers looks for creative ways to use the whole product, rather than throwing out parts of it. "When we get whole fish (halibut) we often end up with some scrap from the butchery process," she says. "This is great for making fish cakes, which is a dish on our brunch menu. We use the skeleton to make stocks for our chowders." And this policy isn't limited to fish: "Scrap from our pork butchery goes into our breakfast sausages."

Because training is expensive and labourious, she says staff retention is a great way to lower labour costs. Edna's low staff turnover rate increases efficiency and cuts back on the training required. "Ensure you have an environment in which your staff feel valued and respected, yet are encouraged to learn new skills and be creative in their day-to-day work."

When it comes to suppliers, she shops around to compare prices, but she also understands there is value in well-sourced ingredients. She sometimes pays a higher price for a product just to put her purchasing dollars where she wants. And when it comes to inventories, she does bar inventories every day, and freezer and fridge inventories three times a week. The entire restaurant is inventoried at month-end.

expensive, for the position) can be as big a problem as underhiring. Think about what's important to your brand, and hire accordingly.

On a day-to-day basis, communicate your expectations about how long employees should spend doing certain tasks. "It can be as formal as measuring people against standards, or as simple as always looking for ways to change the flow," Baldwin says. "Think about the flow of order-taking, and the flow of food until it reaches the table. Can either be improved?" She also suggests you collect and monitor data on an ongoing basis to help predict busy periods, so you can staff accordingly. Traffic flow tends to be similar year-over-year, but be sure to note any exceptional circumstances, such as weather or a special event, that may have affected your customer count on a particular day.

THE ESSENTIALS

Food is the essence of your business, so you'll want to balance cost-cutting with maintaining quality. Baldwin recommends you work with a small number of suppliers, so you have a personal relationship with them. "Work together to come up with ways to cut costs," she suggests. "If you can't negotiate on price, try to make the whole interaction cost less, or take on a different role." She gives the example of picking up your own goods from your suppliers, so they can pass along their transportation savings to you.

Anticipate your needs, and order accordingly. You and your supplier will both benefit from automatic orders. If you know you usually need 15 loaves of bread every Monday, make this a standing order. Helping them anticipate your needs will save them money, too. "Inventory management is one of the biggest factors in achieving cost savings. Make sure items are being used on a first-in-first-out basis to avoid spoilage. Review the results of past inventories and look for trends—are some items consistently overstocked or understocked? This can help you order more accurately in the future."

Think about using food in the most efficient way. Build specials around the products you already have on hand. Formalize recipes and procedures by writing them down. You know how to make your signature dishes; make sure your staff does, too. Baldwin says that "Knowing exactly how to prepare dishes means more than ensuring they taste great—it means portion sizes are consistent, which in turn reduces food waste."

DELIVERING THE GOODS

The category "goods not for resale" includes anything that supports your business but isn't involved in a customer purchase. This includes things like linens, cleaning supplies or toilet paper, and other behind-the-scenes goods. Slashing costs on these items can boost the bottom line without being visible to the customer.

REAL WORLD EXAMPLE #2:

Chef Dale MacKay OWNER

SASKATOON'S AYDEN KITCHEN & BAR
AND LITTLE GROUSE ON THE PRAIRIE

"Have your finger on the pulse of what you spend money on."

MacKay is always thinking about investing in his staff. "The more you put into them—including training them well and giving them timely raises—the more it helps your bottom line. Every time you have turnover, it increases costs, in terms of training and bringing a new person up to speed." He says he's always asking himself, "Do staff have what they need to keep happy and work hard?"

Food and labour are the main costs, but he never loses track of other costs. Gas and power can add up, and monitoring those expenditures is important. Insurance costs can be expensive, too: "I check prices annually with policy carriers," he says. Proper maintenance of his equipment is key to keeping costs down. "One service call for an oven is at least $300. Spending time cleaning and maintaining it every day is a good investment."

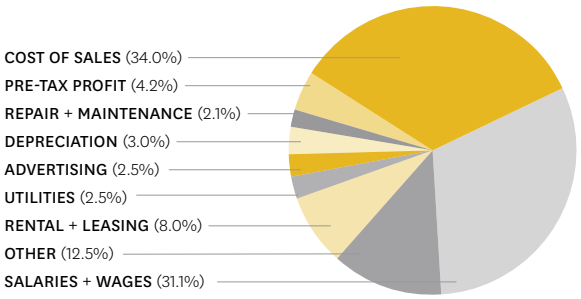
He also talks to his suppliers once or twice a year about getting better prices. "Suppliers are happy to work with you if you're a good customer and pay on time."

How to cut these costs? Consider joining a buying group. "They're trained in negotiating, and have more purchasing power than an independent unit," says Baldwin. "Being in a buying group lets you spend less time and money on things that aren't core to your business." You can choose what to buy from them—you might want to focus on items you consider commodities, like the toilet paper mentioned above, and work with suppliers you know personally to buy produce. Restaurants Canada's Groupex buying program is one option to explore.

PUTTING IT ALL TOGETHER

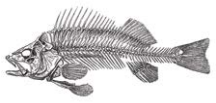
Cutting your costs may seem daunting, but start with one or two areas where you can have the biggest impact. Looking for inspiration? See the sidebars for two restaurateurs who share how they curb their own costs. M

FOODSERVICE INDUSTRY BENCHMARKS
(FINANCIAL RATIOS AS A % OF OPERATING REVENUE)



Download the full report at members.restaurantscanada.org or call 1-800-387-5649 for your copy (free for members).

(Source: Restaurants Canada Operations Report 2016, based on Statistics Canada data)



GROUPEX

Are you focusing on the right numbers? As the economy tightens you need to be 100% focused on your customers. Participation in buying groups allows you to spend time on the things that matter. Groupex has been offering volume discounts and rebates to foodservice owners and operators since 1984. As the buying group for Restaurants Canada members, Groupex uses the buying power of its membership base to negotiate savings on essential supplies and services—including programs built around beverages, equipment, cleaning products and services, dairy products, linens, mats and uniform supply and cleaning, and payment processing and more.

Groupex member Lino Rago of Piccolino Bistro in Edmonton, AB, makes the most of the savings and the service. "The monthly rebate cheque is much-needed extra money that we count on and it goes right back into our business. The Groupex sales associates are on top of what's new and what is available to us, and they keep us on top of updates," he says. Service and transparency are key to a successful buying group, according to Andrew Laffey of Hot House Restaurant and Bar in Toronto, ON, a Groupex member for more than 15 years. "Groupex is by far and away better than anything else out there. Groupex is more transparent, we get reports and the reports make sense. We're frequently provided with data that are useable information. Sales associates are in touch regularly, letting us know what is new and available, and Groupex does what it says it is going to do."

GROUPEX.COM

Food Prices:

WHERE ARE THEY HEADED IN 2017?

BY JILL HOLROYD

Managing your food cost is one of the most important factors for success in the foodservice business. It's also one of the biggest pain points. In the latest Outlook Survey by Restaurants Canada, a whopping 71% of respondents said food costs are having a negative impact on their business, making it the No. 1 industry challenge.

"To control your food costs you have to get the basics right on inventory control, portion, shrink, loss prevention, and buying well from trustworthy suppliers," says Hugh Johnston, a business strategist specializing in the foodservice industry. "I've seen many restaurants achieve improvements of 3 to 5% in food and beverage costs just by doing the basics right."

"Food costs can vary widely depending on the concept, so it's really about combined food and labour costs," says Johnston, noting the industry standard for the two is 60% to 65%.

It takes constant vigilance to keep food costs on track. It also helps to know where food prices are headed so you can plan accordingly. Here are some of the current trends and predictions in food prices, and what to watch for in 2017.

Menu Price Inflation

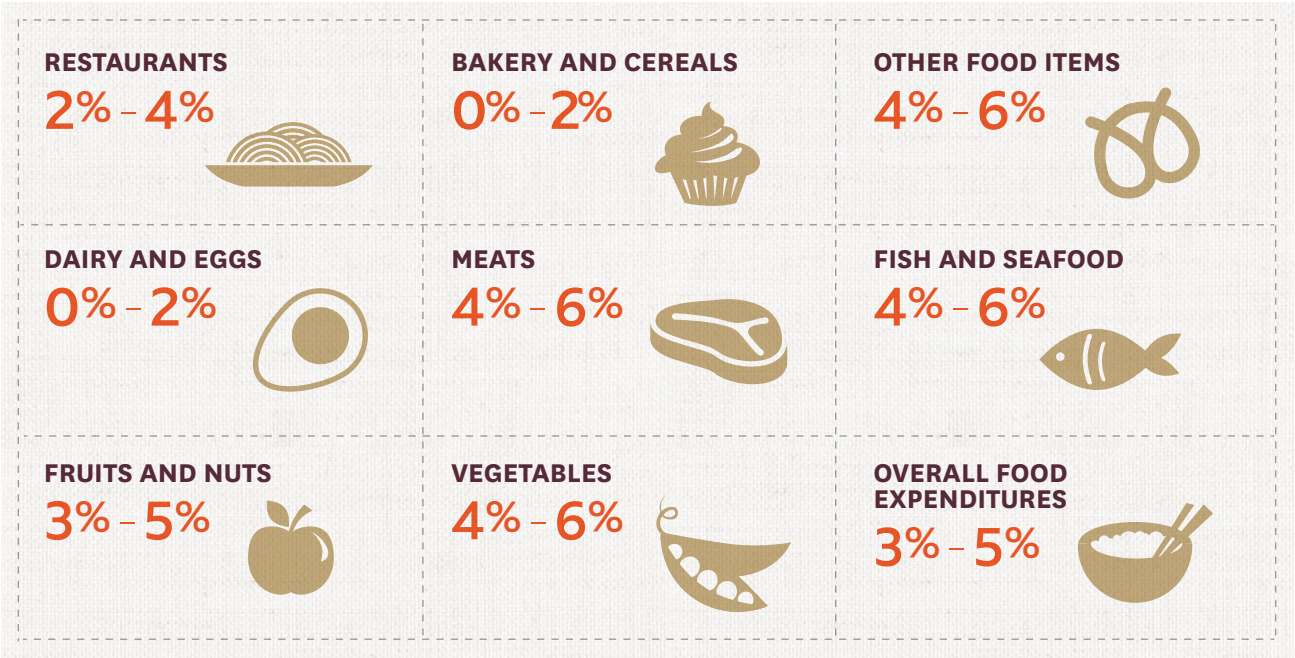
In 2016, menu prices rose by an average of 2.7%, according to Statistics Canada. "Higher prices for beef, pork and seafood drove much of the increase, and a weak Canadian dollar made it more expensive to import fresh fruits and vegetables," says Restaurants Canada's senior economist Chris Elliott.

Restaurants Canada is forecasting a 2.4% increase in menu prices for 2017, based on a moderation in beef, pork and produce prices and intense competition for the food dollar.

In comparison, a recent report by Dalhousie University predicts that overall food prices will rise between 3% and 5%, with restaurant prices rising by 2% to 4%.

Inflation Forecast For 2017

EXPECTED PRICE INCREASE



Source: Canada's Food Price Report 2017, Dalhousie University

FACTORS TO WATCH

The consensus is that food prices will rise in 2017, but no one really knows by how much. "Food prices can be volatile, depending on a number of factors such as climate change, weather and global commodity markets," says Elliott. "Even the recent decision by OPEC to cut oil production will affect food costs." In this instance, it's for the better. A cut in oil production leads to higher oil prices, leads to a stronger Canadian dollar, leads to lower costs for the wide variety of foods and ingredients we import from the U.S.

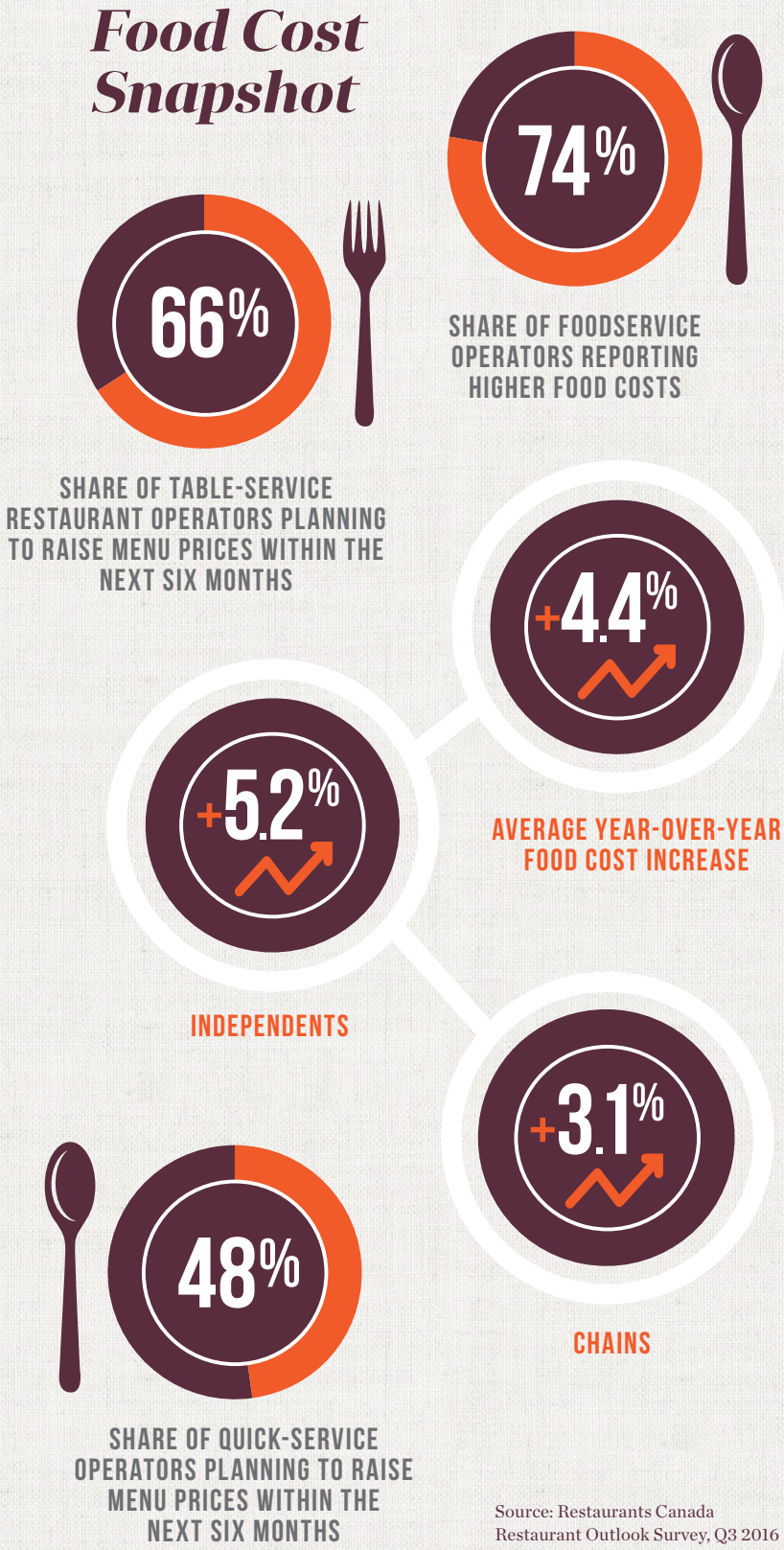
To anticipate food prices in the near future, the experts say to keep an eye on:

- **Fluctuations in the Canadian dollar.** While a strong dollar can dampen tourism, it's good news when it comes to food imports...and vice versa.
- **Policies enacted by the new Trump administration.** Decisions that could limit trade between Canada and the U.S., or affect the availability of farm workers in the U.S., could push food prices higher.
- **La Niña.** There's a 55% chance that a weak La Niña (a periodic cooling of the central Pacific Ocean, and the flipside of El Niño) will stick around for the winter, causing drought to persist or develop in much of the southern U.S., according to a November statement by the U.S. National Oceanic and Atmospheric Administration.
- **Industry consolidation** that could lead to less competition and higher prices.
- **Grocery price wars** that could lead to more competition and lower prices.

Looking ahead to 2018, the federal government's proposed **carbon pricing plan** could drive food prices higher if new costs imposed on food producers are not offset.

"In the end you have to watch your total margins after all costs, not just food, to make the best of a changing food cost world," says Johnston. "After all, you don't bank percents, you bank dollars."

For tools and resources to help manage your costs, log into the Restaurants Canada Member Portal (members.RestaurantsCanada.org) or call our Member Services team at 1-800-387-5649.



Source: Restaurants Canada Restaurant Outlook Survey, Q3 2016



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

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THE FUTURE OF FOOD & FARMING IS NOW

BY WILLIAM DIXON

↣A global population that's growing exponentially; heavily populated urban centres with an appetite for local, green produce; a demand for agriculture that's better for the environment—heading into 2017, we are pushing the technology envelope faster and further. We're on the cusp; we can deliver food grown in economies of scale, without compromising on quality: fresh, hand-picked, local and grown in volume. Aquaponics, vertical farming and pioneering food disposal systems are some of the latest agricultural technologies. And they are changing the game for foodservice operators in Canada.

VERTICAL FARMING
Greg Veinott, GoodLeaf Farms

Farming. Anywhere. Imagine an indoor farm that stretches skyward! Vertical farming by definition is the practice of producing food in vertically stacked layers; the layers are constructed indoors, in just about any kind of structure from shipping containers to skyscrapers. Vertical farming is part of the agricultural revolution taking part across the globe; this newer technology is about to explode because it permits the growing of crops in major urban centres in carefully controlled environments, in relatively little space at reasonable costs. To producers, it means higher yield using less land area and less water, and consistent results. It gets crops into urban centres and ensures that fresh produce is always immediately available to restaurants and consumers. GoodLeaf Farms in Truro, Nova Scotia, uses cutting-edge technology that has leafy greens arriving in establishments within hours of being harvested. Supplying the biomedical, grocery and wholesale markets with fresh product, as well as remote communities with the technology to produce fresh produce on-site, GoodLeaf is part of a supply chain revolution.

WHAT KIND OF CROPS DO YOU GROW?

We grow mainly leafy greens and salad products. We also sell living products in the niche micro-green market that's just starting to explode a little bit here in the East. All of this on the East Coast is really our way of gearing up and understanding the market before we make a play elsewhere. We're trying to develop a lot of different products that may or may not be big hits here in the East but are definitely going to bode well for us

↣CONTINUED ON PAGE 42





as we move into larger markets in other urban centres across Canada.

CAN YOU EXPLAIN WHY VERTICAL FARMING IN A SYSTEM LIKE YOURS USES LESS WATER?

In traditional farming, if you're going to water a field, you're going to have a ton of it that's going to evaporate into the air, a bunch is going to run off into a river. Typically what happens in an indoor system is, you've got large volumes of water that are going into the troughs to feed the plants and give them water, and about 10% of the water that goes out is actually taken up by the plants to help them grow. But that other 90% gets sent back to get recycled, cleaned, filtered and then has more nutrients added back in and sent back out to the plants. So in our case, it's about 90% efficiency, which is pretty much an industry standard. If the water does transpire into the air, which it does, our system dehumidifies the air and sends the water right back to the plants.

SO HOW DO RESTAURANTS BUY YOUR PRODUCTS?

We're using the distributor model. So for us, we see that as a great way to scale the brand. Though we're based in Nova Scotia, we're not just looking at Atlantic Canada as our market. The easiest way for us to make our product available on

Putting your best foot forward

STEWARDSHIP BY CANADA'S DAIRY FARMERS

With the aim of empowering farmers, and by listening to restaurateurs and consumers, the Dairy Farmers of Canada and their members have launched the proACTION initiative—to actively demonstrate how Canadian farmers responsibly produce milk. Transparency means providing proof to Canadians; the proACTION initiative has set the bar high, with standards aimed at reaching measurable and verifiable sustainability objectives. There are six proACTION modules: milk quality, food safety, animal care, traceability, biosecurity and the environment. Dairy Farmers of Canada are mandated to maintain their reputation for quality milk and that Canadian milk quality standards continue to remain high, relative to other countries. All Canadian dairy farms will be expected to complete the certification and ongoing validations.

FACTS & FIGURES

- All dairy farmers are licensed and inspected every second year
- 100% of dairy farms are licensed by provincial authorities
- 95% of dairy farms were inspected in the last 2 years
- Milk from all Canadian farms is inspected and sampled before pick up of milk at the farm
- Dairy farmers monitor bacteria level, fat, protein, and other quality criteria every day
- All milk truck drivers are trained experts in grading milk. They inspect, measure, and take sanitary samples of milk before loading it on the truck
- 100% of farm milk tanks and milk trucks are sampled for milk quality

a larger scale was to partner with GFS. We found that existing distribution network and then potentially if we move outside of Atlantic Canada, we'll be partnering with those same groups in Toronto or Calgary or wherever to build on that relationship.

SO THIS IS YEAR-ROUND. WEATHER, INSECTS, NONE OF THESE FACTORS AFFECTS THE CROPS?

Exactly. It's completely year round. Compared to most operations around Nova Scotia, I would say, depending on what you're growing, we're getting about an extra three to four months of production. Not only are we doing it all indoors and being able to do it all year long, but the method by which we grow speeds up the cycle time or the growth time of the plant. In 12 months we can—depending again on the variety of the plant—have 17 to 20 crop cycles or crop turns a year. We don't need pesticides, we aren't affected much by the weather.

WHAT WOULD YOU LIKE TO SAY TO CHEFS AND RESTAURATEURS IN CANADA?

Working with chefs and restaurants, some of the big key things that we try to get across to them is that the method we grow with allows us to do a couple of things. We can curate menu items; so we can work closely with a restaurant if their volumes are large enough to grow specific things that they might be interested in. This also allows us to have a really tight control on product quality. The stuff that we have coming out is really fresh; you're going to get it within a few hours of it being harvested. Our products are hand-picked and looked over for quality and because we have control over the environment, the consistency throughout is just great. And you get an extended shelf life because it's being grown locally. These are some key things to consider for chefs and restaurateurs.

↣ CONTINUED ON PAGE 44



WATERFARMERS AQUAPONICS

Not long ago, aquaponics was mainly the pursuit of a few hobby farmers. Aquaponics is the practice of cultivating plants in water that also nourishes fish: the term is a combination of aquaculture (raising fish) and hydroponics (plants are grown without soil). Aquaponics systems on a commercial scale are now possible and already being implemented around the world. Using artificial lighting on deep water culture beds, mechanical filters and an aerated bio-reactor, a system recently installed in a Canadian community centre by WaterFarmers Aquaponics (WA) sounds like something out of a Star Wars movie. The species of fish they typically employ include Tilapia, Koi, Asian Carp, Jade Perch and Barramundi. "However, in our opinion, commercial operations will eventually have to move to higher-value, cold water fish with good margins, such as Trout or Arctic Char, in order to maintain profitability in a climate like Canada's," says Evan Bell, Operations Director and NA Lead at WA. Organic fish waste is used as the nutrient source to grow food crops through hydroponic techniques. The plants, in turn, keep the water clean and filter organic solids from the water, which then returns to the fish environment to complete a flourishing ecosystem.

WA provide design/build services for onsite production, in case a restaurant wants to build a system to provide a constant source of greens and herbs and periodic harvest of fish crops. There is a pilot project opening in spring 2017 out of Evergreen Brickworks, and WA is working on a large commercial aquaponics system with an established farm out in Kitchener/Waterloo, which will be primarily selling into foodservice. Says Bell, "in terms of the future of farming, I really think we are on the cusp of seeing a much more diversified agricultural market with significantly more new entrants—both from traditional organic soil-based practices, and innovative vertical farming projects. With the impacts of climate change being felt stronger every year, this trend will continue as we see the price of food imports rise and increased pressure on global supply chains."

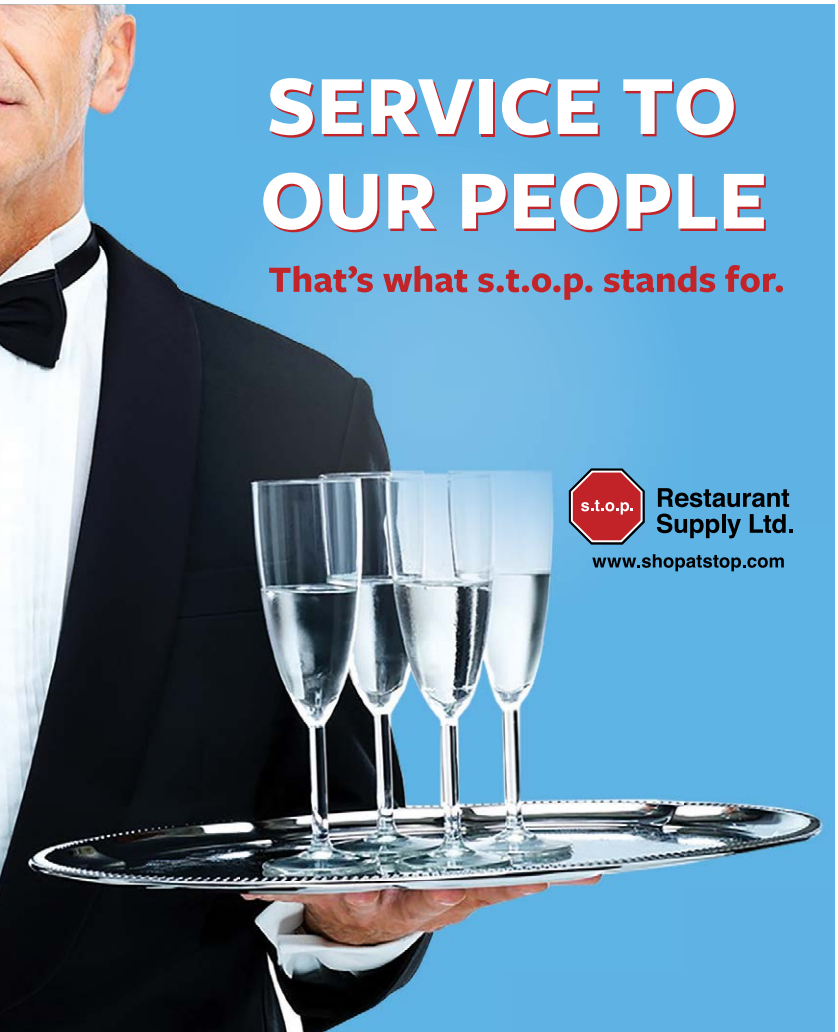
CANADIAN RESTO-PIONEERS OF ZERO-WASTE DINING

Reducing food waste is a growing issue for consumers and restaurateurs alike. Two resto-pioneers in zero-waste dining are the Lupii Cafe in Vancouver, British Columbia, and The Food Forest in Peterborough, Ontario; both are serving lots of food but taking almost nothing out back to the dumpsters. "I think it's a matter of always asking questions of what you do," said Daniel Papania, co-owner of Lupii Cafe. "Think about the full impact of what you do." Papania always asks "where does this come from?" and "where does this go?" He works closely with his distributors and urges them to seek more sustainable practices such as reusable containers. Lupii Cafe is a vegan buffet but also a community space; Papania stresses that he wants people to stay, eat-in and chat. Lupii Cafe does a tremendous amount of work within the community, including supplying boxes of food for a regular fee—the lupiibox is a weekly delivery of fruits, vegetables, soup and preserves (jam, jelly, or marmalade) to your door—and hosting homework sessions for kids. Every day during the last hour of operation, the food is completely free. For those who need to take their food home, reusable containers are on hand.

"You really can encourage people to bring reusable containers," said Papania. This is a sentiment that Adam Deck, co-owner of The Food Forest, shares.

The Food Forest in Peterborough generates anywhere between 60 to 90 gallons of compost a week, while they only produce about half a bag to a full bag of trash per week.

"Some people will get annoyed with the lack of convenience items," said Deck. "But a lot of people are pretty good about it." The Food Forest is looking to incentivize customers to bring in their own cups for their smoothies. Customers can still get a mason jar or other reusable containers from the restaurant, but with a 25-cent deposit. While The Food Forest does have takeout containers, they're made using sugar cane pulp, and any plastics within the restaurant are corn oil plastics. "We're still working on a few new incentives," said Deck. "Brainstorming new ideas."



Creative Commercial Composting

OKLIN INTERNATIONAL

Mention the word "composting," and a slow process taking weeks or months likely comes to mind. Commercial composting fast-tracks that process, breaking down large volumes of food scraps within 24 hours. These superstars can handle almost any type of food including bones and eggshells. "The compost is nutrient-rich and completely organic," said Rachel Wong, Manager of Distribution in North and South America for Oklin International, a pioneer in commercial composting. The process includes heating, mechanical spinners and a host of naturally occurring microbes that break down the waste. While Canada is a newer market for the company, they're already seeing success after installing one of their larger composters at the Vancouver International Airport. Most businesses offering foodservice can benefit, from malls to hotels, restaurants to airports, Oklin's composters are breaking down large quantities of food scraps and diverting them from landfills.

Asian creations

THAI® KITCHEN

FROM *Thailand* TO YOUR TABLES

Thai Kitchen has one simple goal — to help you bring the Thai experience to your diners. Our high quality, authentic, easy-to-use Thai ingredients will make it easy to satisfy even the most discerning palates.





Coconut Milk 400 mL

Made from the pressing of fresh, ripe coconut meat, Thai Kitchen coconut milk is naturally processed in Thailand without preservatives or additives.

Red Curry Paste 992 g

High on the heat scale (but generally more moderate than green curry), this red curry paste is a mix of fresh red chilis and aromatic spices, carefully blended to achieve layers of flavours perfect for Thai cuisine and more.

Green Curry Paste 992 g

Aromatic herbs such as lemongrass, galangal (Thai ginger) and fresh green chilis are harvested at their peak of freshness and carefully blended with fragrant spices for the perfect balance of flavours with a spicy kick.

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THE

pantry

INSPIRE · INNOVATE · EMPOWER

Ugly fruit + plant butchers

FORECASTING FOR A NEW YEAR FROM TRENDOLOGIST, CHRISTINE COUVELIER

Where do we go when we're looking through the kitchen for a special item? We root around in the pantry of course! Look no further than our MENU pantry for the latest ideas, ingredients, inspiration trends, technology, equipment, products or services.

THE CURIOUS CONSUMER OF 2017



GOURMET CONVENIENCE

Today's consumer is rushed and looking for more time in their days. We have an expectation of being able to customize food choices. Meal delivery services such as Blue Apron in the US, Marley Spoon (from Martha Stewart) and Fresh Prep in Vancouver are in our immediate future as is further revolutionizing the ways that food can be ordered, customized and delivered.

CUSTOMIZATION is key: this is just the beginning of the delivery revolution; consumers want to innovate and customize their meals in their own kitchens too. Customization is showing up in grocery stores; retail operations are carrying products chosen according to regional preferences and buying habits. Watch for aromatic pizza stations, trendy poke bowls, build-your-own-sandwich bars, seasonal, fresh seafood grill stations and retro flavours like mouthwatering brisket to accompany craft beers and clever cocktails.

Poke (pronounced POH-keh): a traditional Hawaiian dish. Poke is essentially a raw fish salad in a savoury marinade of soy sauce, sesame oil, green onion and spice; seaweed, fruits and/or vegetables and oily fish such as tuna, octopus or salmon; with sushi-styled white rice.

THE TASTE OF TURMERIC



Turmeric (Curcuma longa): the colourful, aromatic powder from a perennial plant in the ginger family has been awakening palates for millennia in parts of Asia. Today it is a beloved ingredient which is about to be elevated further. Its rich, gorgeous hue is a draw in itself; but historically turmeric has been regarded as one of the healthiest ingredients in the world. Turmeric's active ingredient is curcumin, and its purported health benefits include mood balancing, reducing inflammation and fighting infections. This flavourful spice is not only a staple ingredient in Asian dishes; we have recently seen it in bone broths and in teas. Watch for turmeric in salad dressings, juices and smoothies.

LOVE FOOD, HATE WASTE

Innovation around how to use food waste will be in the spotlight in 2017—think about the southern tradition of turning watermelon rinds into pickles.

Watch for the local cold-pressed juice bar, the salad bar, or your fave takeout menu to feature ugly fruits and vegetables to create fabulously healthy treats, meals, drinks and smoothies!



ALSO TRENDING

- POKE IS THE NEW SUSHI
- MASON JARS ARE THE NEW BOWLS
- KELP IS THE NEW KALE

RC Show
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NOSTALGIA TASTES GREAT

Watch for tastes that are blasts from the past!

RETRO DESSERTS ROCK
Coconut cream pie–great tasting and a classic example of a favourite food memory. Innovate by creating a new red velvet cake, a decadent trifle, a gooey bread and butter pudding; or even a buckle, a crumble or a cobbler.

NOSTALGIA IS NOT ONLY SWEET...
Meatballs are timeless, made into a slider or topped with a nostalgic pasta sauce as a mouthwatering main course.

Italian pasta sauces—master a few of the quintessential Italian sauces such as Alfredo, Aglio e Olio, Marinara, Carbonara or Natasha. These old flavours made new again are trending tanto.

VEGGIES ARE ALL THE RAGE

Vegetables have been the centre of the plate for a while, but as we move into 2017 and on the cutting edge of an indoor farming technology revolution, it's all about the greenhouse. Plant butchers, cauliflower rice, roasted radishes are only a few of the tasty innovations to come. Meatless burgers and great tasting recipes using novel proteins in the consumer market—insects, legumes, pulses—will grow through 2017 and beyond.



CHRISTINE COUVELIER
is passionate about food. A global culinary trendologist, an executive chef and a culinary executive; Couvelier travels the world in search of the next big flavour. Driven by a sense of adventure and her passion for food; she spends much of her time cooking with chefs, attending food shows, visiting markets and gourmet retailers!



Habits and harbingers

FRESH PERSPECTIVES ON FOOD AND CONSUMER TECHNOLOGY

It's an incredibly exciting time to be a restaurateur. Our industry is typically driven by the consumer, but today's restaurant owners and operators are bringing state-of-the-art, consumer-facing opportunities for education and change to the menu and the table like never before. Consumer buying habits are changing, delivery models are changing and technology is changing everything in terms of the whys and the ways that we buy food—this change is happening so rapidly that it can be tough to keep up in the restaurant business. In a recent panel on the future of technology—which took place at The Future of Local event by Gordon Food Service—experts gave us some prodigious insights as leaders in restaurant technology.

"The 18- to 34-year-old segment is the only one growing. Today's menu items have to be photoworthy and tasteworthy." Scott McDeivitte, Customer Solutions Manager at Gordon Food Service.

"Consumers are looking for transparency. They are aware of what they are eating." Richard Green, CEO of Second Waiter. (Using real restaurant data, Second Waiter is a restaurant app for people who want to know what's in their food when they dine out.)





The 3 main accelerating drivers of change, which will radically impact food industry logistics:

1

DINING HABITS

- Health-consciousness
- Dietary restrictions
- Product variety
- Sourcing (where does our food come from?)

2

CONVENIENCE

- Points of distribution (freshness, shorter farm-to-fork distances)
- Distribution channels: there is growth in non-traditional channels
- Packaging and format: demand for snacking (both traditional and healthy options) is on the uptick

3

DEMOGRAPHICS

- Urbanization
- Generational differences (Boomers, Gen X & Millennials)
- Economic differences: the middle class is being squeezed, and the needs of the top and bottom tiers are increasingly polarized

(Source: Technomic/Deloitte report, "Food Industry Logistics: Trends that Matter", technomic.com)

Consumer buying habits are changing, delivery models are changing and technology is changing everything

"The harnessing power of using an online ordering system is that it significantly reduces human error. We help restaurateurs use technology. Driverless cars are delivering food. [There are] Uber cars in operation. How can restaurants take advantage? Your tech partners are so important. Technology companies are helping restaurants compete and connect to trends. There is a tremendous amount of data available, but you have to know how to use it. Look at Domino's, they call themselves a tech company today that sells pizza!" Leah Debes, Director of Strategic Partnerships at ChowNow.

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VITA MOJO

Operations like the U.K.'s Vita Mojo are harnessing technology and the sensibilities of today's mission-driven consumer to offer healthy, yummy, sustainable, tailored menus to their customers.

How does Vita Mojo work?
CHOOSE: Go to the menu page to select meal ingredients.
CLICK: Select portion sizes and click to order.
COLLECT: Pick up your tasty hot meal in as little as 15 minutes.
EAT: Enjoy food made bespoke to your lifestyle.

MENU MAGAZINE'S QUICK Q&A WITH ONE OF THE VITA MOJO FOUNDERS, B. NICK POPOVICI

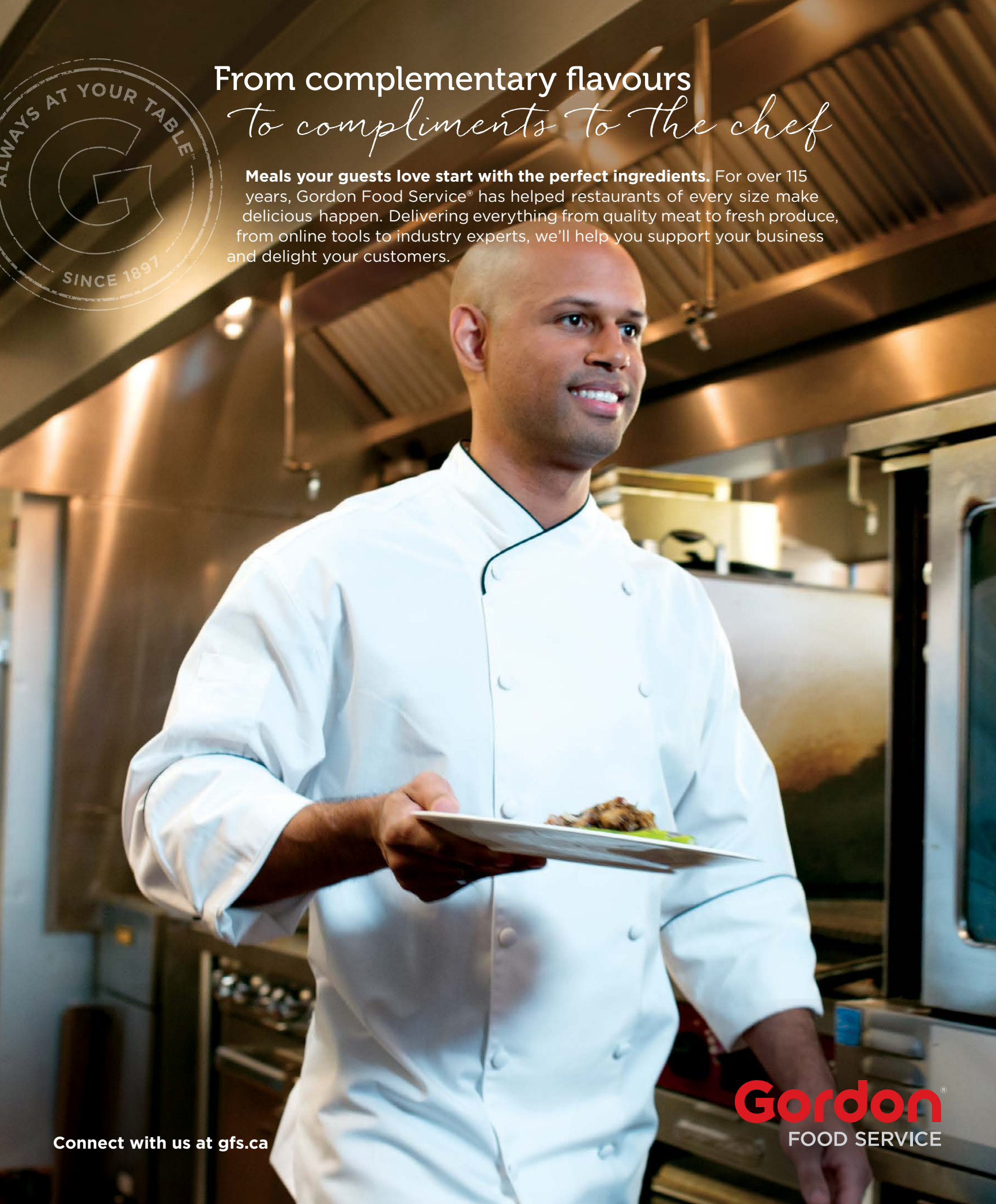
Please describe Vita Mojo and the how and why you came to be.
Vita Mojo is equal parts a tech company and a fast-casual restaurant chain. We currently operate three different locations in London and are expanding to new neighbourhoods. Stefan and I are the co-founders of Vita Mojo. Our mission is to empower our customers to be their best! As foodies who train a lot, we found there are only two types of food outlets in the U.K. Healthy but not tasty, or tasty but not healthy. On top of that, there always seems to be sugar or hidden ingredients (preservatives and other unwanted ingredients) finding their way onto our plates. We wanted to offer tasty food which is healthy (premium ingredients, freshly cooked from scratch, no gluten, no added sugar, low GI carbs) and give our guests the ability to tailor their meal to their needs. We offer 100% recipe transparency. The technology part is what empowers our staff to be efficient and keeps our food wastage below 1%. The words which describe our company are quick, transparent, sustainable, fully-personalized.

What are your underlying business philosophies?
Do good and offer good value. Do good for us refers to our staff, our customers and the environment, in that particular order. In regards to the environment—where we can, we use sustainable materials when building our locations. For example, yogurt pots on the counter are recycled glass, etc. Our cutlery is biodegradable and we are cashless, only emailing receipts.

What would you say to other restaurants about understanding today's customers?
There is an increasing diversity to the way people are eating, whether they are restricting items due to their health or social choices or they are unable to easily digest certain ingredients. Being able to cater for everyone, no matter who they are and how they need or want to eat is essential.

Please tell us about any other exciting projects you're taking part in at Vita Mojo!
Charity—we are working on an initiative to donate food wastage to food banks.




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