

MENU

CANADA'S FOODSERVICE MAGAZINE

FAR OUT FOODSERVICE, FROM SPACE TO SPOON

MIND THE GENERATION GAP

Smoothie Bowls & More Cowbell

May / June 2017
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Be a star in the next generation

The world is changing at a rapid pace, and so is our industry. Technological and behavioural trends are constantly reshaping the people and processes of foodservice. Perhaps you've already embraced technology within your business. If not, it may be time for a shift in thinking.
A true hallmark of our changing times is the ubiquity of social media and digital marketing. From Instagram and Facebook to review sites and online contests, restaurateurs have a buffet of cyber tools to engage and excite guests. The trick is to know your demographics, and connect with them in a meaningful—and profitable—way.

Connecting with our associates in today's dynamic climate can also be a challenge. Happy and engaged teams equal happy guests, which adds up to an improved bottom line. However, the equation isn't as easy as it seems. Youth aged 15 to 24 make up 42% of our industry's workforce. At the same time, seniors are staying engaged and employed in foodservice for longer than ever before. Our diverse workforce is one of our strongest assets, so a fluid and innovative approach to employee engagement may be the answer.

Our people are the faces of our restaurants, but our processes are the guts of our operations. New technologies are exploding onto the restaurant scene, making our business better. Automation can help take the pressure off in tight labour markets. If you're lucky enough to have an abundance of available labour, technology can complement your team's processes to help provide an improved guest experience. The key is to find the correct pace of technological change for your team, your business process, and most importantly, your guests.

How do you navigate this changing landscape? This issue of MENU is a good place to start, with articles about the intergenerational workforce, attracting youthful consumers, succession planning and space-age technologies being employed in today's industry. Restaurants Canada is also delving deeper, with our Young Leaders Advisory Council, a group of bright, energetic leaders and disruptors in our industry. These young movers and shakers are shaping the future of our industry, and we want to tap into their insights. Let us know if there's a rising star we should hear from! Or if you'd like to join this team of young minds, drop us a line at YLAC@restaurantscanada.org.

Here's to change, because the future is bright!





Bill Allen
Chair of the Board,
Restaurants Canada

Shanna Munro
President & CEO
Restaurants Canada



May/June 2017
Volume 2 Number 3

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

MAKING MOMENTS
CANADA 150

Tell us your magic moment. Tell us your story.

Carleigh Sanderson, a PhD student from Ottawa, shared her moment with us. Her story was so heartwarming, we gave her a prize!

"Last summer, I made my first visit to Whitehorse... [It] has so much to offer, including a long list of top tier-food options. I have to say the local food and restaurants highly surpassed my expectations. There is such a wide variety of cuisine and everything I ate was excellent quality!

...Whitehorse's Big Bear Donair rivals the legendary Halifax Donair on the East Coast. The Italian oven pizza at the Dirty Northern was the perfect ratio of dough to toppings. At one point, I even ate a caribou sausage from a small snack shack! And twice I indulged in a chicken burger with coleslaw as a topping followed by a birch syrup-ice cream beer-float from The Deck. I could continue writing about my epic meal adventures, but I think my point is made. Whitehorse is a foodie destination. The ingredients are fresh and the meals are inspired!"

For Carleigh's full story, visit **restaurantscanada.org/makingmoments**

You could win too! Share your moment through words, pictures or video and you'll be entered in a draw to win a culinary adventure for two to Yukon, courtesy of Air North. Bi-weekly prizes are up for grabs for especially heartwarming stories! Submit your moment at **restaurantscanada.org/makingmoments**.

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Photo by Stacey Newman

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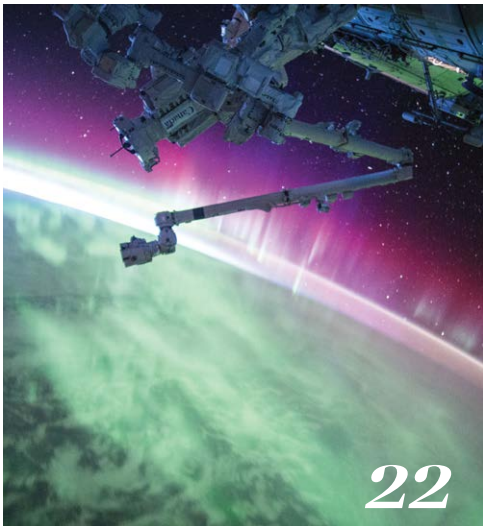
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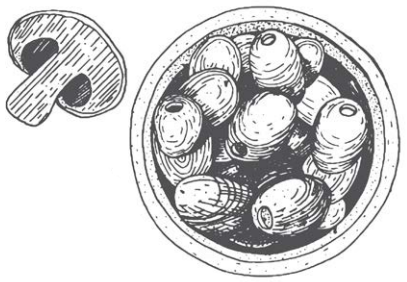
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GATHERINGS

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****.*



Congratulations to Firehouse Subs now open in Vaughan. Owner, **Richard Jodoin** in front of his custom mural at the new restaurant.



Culinary students from the **Canadian Food and Wine Institute of Niagara College** at RC Nation's Feast.



Chefs Charles-Antoine Crête and **Cheryl Johnson** of **Toqué**, Most Innovative Chefs 2017 by Canada's 100 Best.



Chefs Derek Dammann and John Horne at the outpost tent in the Uniquely Canadian Food Experience area of RC Show 2017.



Brad Kramble and **Joyce Reynolds**, Hon. **Eleanor McMahon**, **Shanna Munro**, **Hon. Bardish Chagger**, **Patrick Saurette** at RC Nation's Feast.



The distinguished chefs of RC Nation's Feast at Casa Loma.



Restaurants Canada, Past Chairs Dinner 2017 at Cibo Wine Bar.



Owner and **Chef Paul Schufelt** and colleagues at the Workshop Eatery in Edmonton, Alberta with **Shanna Munro** of Restaurants Canada.

EVENTS

JUN 2-4	Tofino Food and Wine Festival Tofino, BC	**JUN 21-23**	Canada's Farm Progress Show Regina, SK
JUN 3-4	The Great Canadian Cheese Fest Picton, ON	**JUN 24**	Poultryfest Niagara Smithville, ON
JUN 4	Toronto Taste Toronto, ON	**JUL 5-9**	Shediac Lobster Festival Shediac, NB
JUN 9-18	BC Shellfish and Seafood Festival Vancouver, BC	**JUL 7-16**	The Calgary Stampede Calgary, AB
JUN 12-15	Confèrence de Montrèal Montreal, QC	**JUL 7-23**	Summerlicious Toronto, ON
JUN 17	Uncork Canada Picton, ON	**JUL 17**	Ontario Oyster Festival Toronto, ON
JUN 17-18	Niagara Homegrown Wine Festival Niagara Region, ON	**JUL 20-29**	Taste of Edmonton Edmonton, AB

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



Publisher **Geoffrey Dawe** with guests at the Canada's 100 Best Restaurants 2017 list reveal party.



Representatives of Japanese cuisine give a Matcha demonstration at RC Show 2017.



Jason Bangerter, the Executive Chef at Langdon Hall Country House Hotel and Spa.



Opportunities to
SHOW OFF

AT HOME AND ABROAD

HostMilano

Offering international opportunities and innovation to Canadian businesses, Restaurants Canada is providing opportunities for restaurateurs and foodservice professionals to bring your business abroad at HostMilano taking place during the month of October in Milan, Italy. HostMilano is the world's leading exhibition for HoReCa, foodservice, retail, large-scale retailing and hotels. Restaurants Canada will be showcasing the Canadian culinary scene on this world-class stage. Restaurants Canada members, this is your gateway to the global hospitality and foodservice industry. We're proud of Canadian products, and of providing this opportunity to our members to grow your business in the world. If you're not already a Restaurants Canada member, become a member now. Contact us today at: **membership@restaurantscanada.org**.

WHERE & WHEN?

To be held at the fieramilano fairgrounds in Milan, October 20 – 24, 2017, HostMilano offers previews of hi-tech innovations in food equipment; ingredients; the world of coffee-tea, gelato and pastry; formats, designs and lifestyle.

THE HOST VIP PROGRAM

1,500 buyers and executives will be selected from all over the world, and Canada will be prominent! Restaurants Canada is one of the most active partners and we're scouting within our member base for delegates. Selectees will be offered a fully-subsidized four-day trip to Milan in October 2017 to HostMilano!

DIG IN

For more information on HostMilano or to contact us to receive information, please visit

CONTACT US membership@restaurantscanada.org



"As the voice of foodservice in Canada, we see tremendous value in connecting buyers and sellers internationally... We look forward to leading trade delegations to HostMilano over the coming years to see, first hand, new innovations that will inspire and drive our industry forward, and provide new products for consumers to enjoy."

SHANNA MUNRO, PRESIDENT AND CEO OF RESTAURANTS CANADA

AT A GLANCE

- **EXCLUSIVE BENEFITS** will be offered to Canadian manufacturers interested in becoming exhibitors.
- In 2015, HostMilano exceeded **150,000** visitors (+17% compared to 2013). **60,383** attendees were from 172 countries other than Italy with **1,500+** hosted buyers!

in Milano

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FIERA MILANO

Terroir Symposium

OUR HOME AND NATIVE LAND—
CELEBRATING CANADIAN GASTRONOMY



THE SYMPOSIUM
TERROIR HOSPITALITY
MAY 29TH, 2017
THE ART GALLERY OF
ONTARIO IN TORONTO

TERROIR SYMPOSIUM is an annual professional development conference that brings together innovative and creative influencers from the field of hospitality, including chefs, food and beverage experts, food and beverage producers, writers and business leaders. Terroir creates inspirational and educational programming that attracts individuals who are committed to the business of hospitality, passionate about food and drink and leaders in their respective markets. Terroir delegates come from across Canada, the US and international markets.

Terroir started by creating a forum of inspirational and educational talks and programs as a way to bring people together from across all sectors of the hospitality industry. The Terroir audience is passionate about gastronomy, committed to ideas of sustainability and typically owner-operated establishments. Terroir is about bringing people together and creating relationships. Terroir has always been a grassroots organization interested in fostering community development.

As Canada celebrates its 150th birthday, Terroir Symposium marks its culinary coming of age by honouring our diverse gastronomic landscape. In this country of mountains, prairies, oceans, lakes and rivers, Terroir delves into First Nations food traditions and how they inform mainstream Canadian farming, fishing, foraging and dining today. The symposium zones in on the waves of immigration, historical trading ties, and political clashes that have shaped Canadian foodscapes. Regional idiosyncrasies and scientific breakthroughs will be discussed in detail and in a birthday toast of sorts, attendees will raise glasses to the rise of Canadian wines on the international scene, before passing the mic to the next generation to share their vision for the next 150 years! M

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HOSPITALITY INDUSTRY SYMPOSIUM

MAY 29TH 2017
THE ART GALLERY OF ONTARIO



TO CELEBRATE 150 YEARS OF CANADA, OUR SPEAKERS AND PRESENTERS WILL REFLECT THE HISTORY, LEADERSHIP AND DIVERSITY OF THE CANADIAN CULINARY LANDSCAPE.

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The Mighty Power of the Pop-up

Profit potential without bricks & mortar. Importing lessons from a Danish superstar.



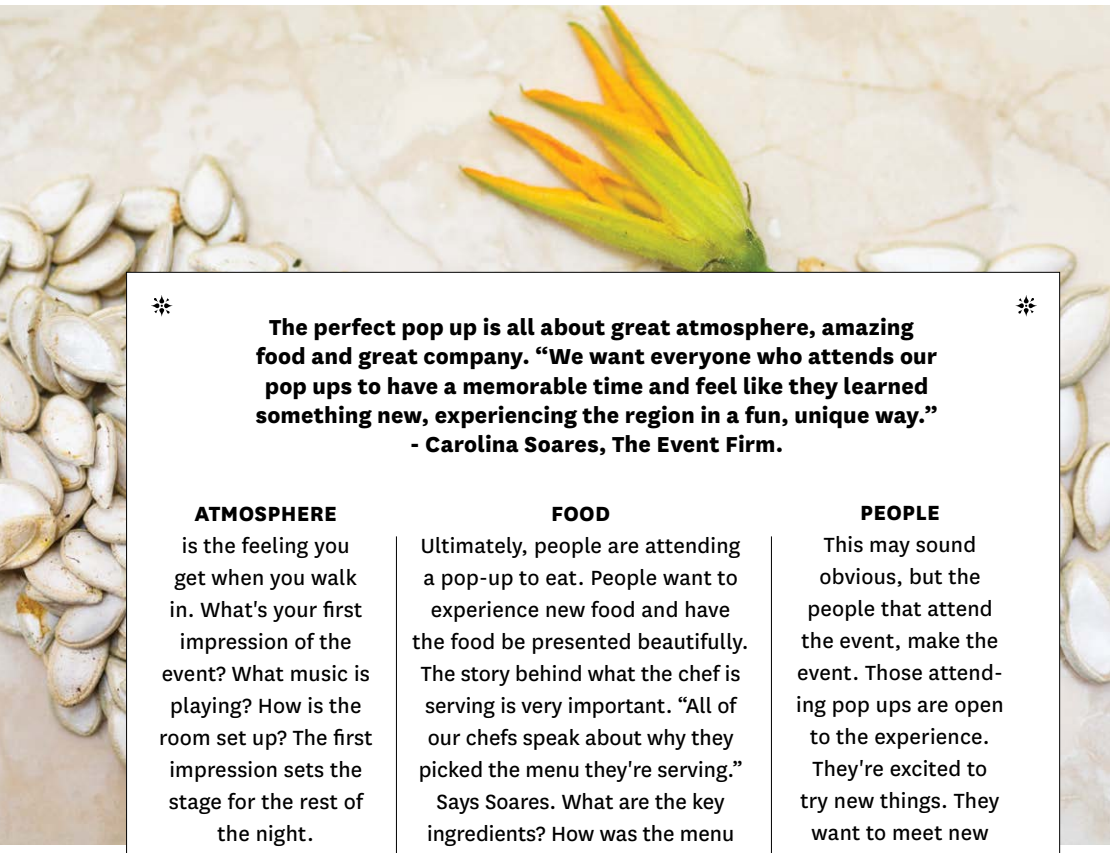


Noma from Copenhagen, one of the top-ranked restaurants in the world, chose Tulum on the south end of the Mayan Riviera to build a pop up restaurant in the middle of the Tulum jungle. Noma is a renowned Michelin three-star restaurant. Opened in Copenhagen in 2003, and run by chef René Redzepi, Noma's list of accomplishments includes being named the world's Best Restaurant for 2010, 2011, 2012 and 2014 by Restaurant Magazine. Chef Redzepi has garnered respect for the use of local and seasonal ingredients, and his authenticity is legendary. It's no surprise that Noma Mexico will be offering a menu and beverage pairing based on Mexican ingredients and traditions.

WHY TULUM?

According to Chef Redzepi, "I consider it to be my adopted home, one filled with almost a decade of cherished memories from vacations with my family. The place that I dream about. Home to one of the most exciting cuisines I have ever tasted: as old as time and yet so relevant. Full of ingredients I never knew existed. This cooking inspires the team and I here in Copenhagen."

The Noma team has been travelling to the Yucatán Peninsula in particular, over the past months to gather the best ingredients and learn about ancient cultural practices. "We encountered some of the kindest and most hospitable people to be found anywhere in the world. These were once-in-a-lifetime experiences, which we will transform into a series of dishes and ultimately our menu at our restaurant in Mexico." The Noma team will build the restaurant from the ground up. This includes everything, down to the water used in the restaurant. The tableware will be purely authentic—selected from Colectivo 1050°, a collective of potters and designers who work together to create traditional Oaxaca pottery, representing more than 45 artisans in seven villages.



The perfect pop up is all about great atmosphere, amazing food and great company. "We want everyone who attends our pop ups to have a memorable time and feel like they learned something new, experiencing the region in a fun, unique way." - Carolina Soares, The Event Firm.

ATMOSPHERE
is the feeling you get when you walk in. What's your first impression of the event? What music is playing? How is the room set up? The first impression sets the stage for the rest of the night.

FOOD
Ultimately, people are attending a pop-up to eat. People want to experience new food and have the food be presented beautifully. The story behind what the chef is serving is very important. "All of our chefs speak about why they picked the menu they're serving." Says Soares. What are the key ingredients? How was the menu developed? Why did you choose to serve what you're serving? People love to hear these stories and it establishes a personal connection.

PEOPLE
This may sound obvious, but the people that attend the event, make the event. Those attending pop ups are open to the experience. They're excited to try new things. They want to meet new people.

"The outdoor open-air restaurant will sit nestled between the jungle and the Caribbean Sea in Tulum. Exposed to the climate, it will be hot, steaming and unpredictable...It truly is a jungle. About 50 metres from the water begins a thick dense landscape. Full of animals; birds of all colours and sizes, snakes, caimans and even jaguars. There is no existing infrastructure at all, no plumbing, electricity or water—we are bringing all of that in." Noma's Tulum pop-up restaurant runs from April 12 to May 28, 2017. In an area where you can find a beer for a couple of bucks, the adventure will run you 600USD per person, plus tax and service charge, and no surprise, it's sold out!





A pop-up restaurant presents an opportunity for you to reach a dynamic and new audience, to create buzz, to share your food and your philosophies without investing in bricks and mortar.

Pop-ups are one of the most interesting disruptions in the restaurant industry and Canadians love the pop-up model. The Event Firm (TEF) Inc., is a Canadian full-service event design and management company. Carolina Soares of TEF gives us expert tips for your successful pop-up:

Pop-up restaurants are a great way to showcase local talent. The pop-up restaurant is an affordable and exciting way to design a mini event, host unique local vendors allowing them to promote and showcase themselves, and to source everything as locally as possible using local caterers, decorators, venues, artists and musicians.

Create the design of your pop-up around the venue, its look and location. Keep this in mind when it comes to designing the menu. As a restaurateur or caterer, you also need to think about your location and what resources will be available to you. Some venues have a full kitchen, while others have nothing. Chefs working at more challenging locations may need to cook on BBQs or bring in specific equipment to make the event a success. This affects the overall menu as well. It takes planning.

Be conscious of food allergies. You have to make sure that you ask people about allergies prior to the event so that you can plan for them and have a substitute for those attendees.

Keep concepts fresh and interesting. Find unique venues and new talent. Explore your region to find out what it has to offer, so you can then share that with others who attend your pop up.

Think outside the box. The strangest venue can end up being the most beautiful. That unique appetizer may be the one that guests enjoy the most because it fits with the whole event. At the same time, don't over think it. Go with your gut feeling when making decisions and remember to have fun with your pop-up!



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PEPSICO FOODSERVICE

MORE Cowbell Brewing Co!

BY WILLIAM DIXON

Spirited, family-run and set to open North America's first carbon-neutral brewery as a landmark destination for culinary tourism

Twenty minutes from the waters of Lake Huron, in Blyth, Ontario, the Sparling family has plans for a landmark destination brewery set to open in summer 2017. The Huron-Perth region is abounding with fertile soils, livestock farming, lakeshore cottage-country and tourism. Grandpa Sparling's sons, Steven and David, built Sparling's Propane on the family land. It grew to be one of the largest propane retailers in Canada before it was sold to a national energy company.

Taking this business expertise into craft brewing meant that Steven, David, and from the third generation, Grant, are leading a team committed to outstanding products and memorable experiences at the 111-acre destination brewery and working farm. Cowbell's brewery will include a state-of-the-art 50HL closed-loop brewhouse with indoor and outdoor seating for over 216 guests, private dining and meeting spaces, and an outdoor entertainment venue for live music, culture and athletic events.

Cowbell Brewing Co., has been a contract brewer with their beers in distribution at the LCBO, the Beer Store and a growing list of licensed grocers. Their Country Kölsch, Absent Landlord and Doc Perdue's Bobcat are also for sale in cans. Grant Sparling—brewer, vice president and general manager—is the son of CEO Steven Sparling. He says the team is in the midst of realizing their dream, which includes five elements: the brewery, restaurant and bar, retail store, indoor

↣ CONTINUED ON PAGE 18



CHEF KIM SUTHERLAND AND GRANT SPARLING

Photos by Stacey Newman

and outdoor event space and a working farm. The property has been in the family since the 1970s and while the initial plan was to renovate an existing building on Blyth's main thoroughfare, the vision has expanded astronomically. While still under construction, event organizers and festival planners looking to use the space are already contacting Cowbell.

By including a working farm, Grant Sparling explains that they'll be able to grow their own vegetables for the restaurant as well as some barley and hops for specialty in-house brews. "In terms of the soil and the agriculture, Huron County is a fantastic place to be," he says. Cowbell's plans include showcasing fields of hops and barley, as well as an indoor catwalk for viewing of the brewing process and equipment. Safety for the team is the highest priority, informing Cowbell's approach to developing their new brewing system. Making the move from a smaller contract brewery into a larger brew house prompted the team to design and order a system from Newlands Systems of British Columbia. This new system will allow staff to add the hops to the boil through a separate non-heated and non-pressurized vessel. This removes the risk of brewers being burned by boiling sugary wort.

Looking up to his father, Grant Sparling is learning the importance of solid team building. "It's definitely always about the people…I really admire my dad's ability to build a team and to lead a team effectively. He's firm and he's fair at the same time, and I just try and emulate that." As a family business, managing operations from intergenerational perspectives ensures a smooth transition down the road, even though Steven Sparling plans to be involved for a while yet before retiring.

"He's having a great time and I think he'll stick around for a little longer than he thinks he will," chuckles Grant Sparling. Which is fine by him. Being able to work alongside his dad has been an invaluable and meaningful experience. The only real challenge is trying to find enough time in the day for more Cowbell!

LOCAL, SUSTAINABLE, SUPERIOR FLAVOUR



A BLUEPRINT

Along with the impetus to build a neutral carbon footprint and sustainable destination brewery, Cowbell has invested in some of the best young industry talents in Canada. Executive chef Kim Sutherland, also known as Chef Redhead, and Cowbell's brewmaster, Stephen Rich, are creative thinkers. Their expertise, their passion and the knowledge they bring to Cowbell has informed everything about the business from the construction materials used throughout the brewery, to the relationships they're building with local suppliers.

Chef Sutherland refers to herself as a "maker of happiness, inspiration and nourishment." She is also the visionary behind an extraordinary, holistic network of local farmers, produce, baked goods and meat suppliers to Cowbell's future operations. Sutherland's work since coming on board with Cowbell (until construction is complete) has been to find, meet and build cooperative relationships with local vendors, and to develop peak menu pairings for the brewery's beverage offerings throughout the seasons.

Brewmaster Steven Rich speaks knowledgeably—in true brew-geek form, with passion and energy—to the science behind the construction materials and equipment being used at Cowbell. From the shape and material of the floor tiles to state-of-the-art filtration systems, every element of the Cowbell build has been meticulously thought out and carried out.

Cowbell Brewing Co. is building North America's first carbon-neutral brewery. This includes a closed loop water system (the brewery will use water from its own private well).

"Cowbell Brewing Co. will offset 100% of its greenhouse gas emissions including all energy consumed in the brewing and facility operations. This benchmark goal will be achieved through a three-step approach as established by lead architect, Jason Morgan of Allan Avis Architects, Goderich, ON." - Newlands Systems of Abbotsford, BC.



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Why you NEED TO PARTY with Food Day Canada

BY PRASANTHI VASANTHAKUMAR

CANADA TURNS 150 this year, and Food Day Canada wants to party with you. On August 5, 2017, you're invited to relish the magnificent flavours and foods of our home and native land. This annual festivity brings Canadians together to give thanks to our farmers, fishers and chefs—everyone who plays a role in bringing rich, local ingredients to the dinner table. Whether you're an official Food Day Canada restaurant, or cooking up an all-local dish, this is your chance to wear your Canadian flavours with pride.

"Canada IS food and the world is richer for it," says Anita Stewart, founder of Food Day Canada. "Our future depends on celebrating our magnificent differences. It depends on creating the best that we can from our local ingredients, so we can give our entrepreneurs an unmistakable edge that no other nation can emulate."



SHOP LOCALLY
SHOP REGIONALLY
SHOP NATIONALLY





BUY LOCAL!

HOW THE PARTY BEGAN

Food Day Canada traces its roots back to 2003, when Canadian beef was on the chopping block. In May of that year, an Albertan cow was found to have bovine spongiform encephalopathy. The U.S. immediately shut down its border to Canadian beef. As the mad cow disease furor spread, about 40 other countries followed suit, hurting our agricultural community.

That July, Stewart took the bull by its horns and challenged Canadians across the globe to support our country's agriculture by grilling Canadian beef in the World's Longest Barbecue (WLBBQ). This grassroots event evolved into Food Day Canada, which takes place every year during the August long weekend—because that's when ingredients across the country are in full bloom.

WHERE'S MY INVITATION?

To be ***an*** official Food Day Canada restaurant, you should consistently use Canadian ingredients on your menu, whether local, regional, or national. Think you've got what it takes to make the list?

Make your pitch to Stewart at anita@fooddaycanada.ca

WHY SHOULD I CARE?

Once you've made the cut, all you have to do is follow up on your commitment to cook Canadian. There is no fee to participate, and Stewart creates your restaurant profile on **fooddaycanada.ca**

Bill Pratt, chef and founder of Truck-Side in Dartmouth, Nova Scotia, is an official Food Day Canada participant. He caught Stewart's eye because of his use of local ingredients. "It's an opportunity to cook real Canadian food and get lots of exposure," says Bill. "We've designed something really special for August 5."

HOW DO I FIND CANADIAN INGREDIENTS?

From fruits and vegetables to meats and cheeses, Stewart gives you 150 ingredients to choose from. You can find a catalogue of home-grown delights at Stewart's website.

HASHTAG YOUR WAY IN

Not quite ready to go full-tilt Canadian with your menu, but don't want to be left out? Stewart is challenging restaurateurs to create dishes and experiences around authentic Canadian ingredients, and post their concoctions on social media with the hashtags #FoodDayCanada or #CanadaIsFood. If your dish embodies the True North, strong and free, you could win a prize!

RESTAURANTS CANADA GETS IN ON THE ACTION

This year, Restaurants Canada is partnering with Food Day Canada to bring our country's rich culinary bounty to the forefront. The two industry leaders are working together to help make independent restaurateurs more successful, while growing demand for Canada's high-quality ingredients and products.

"We're excited to develop a long-term partnership with Food Day Canada," says Shanna Munro, President and CEO of Restaurants Canada. "We want to inspire our members to cook Canadian. This is a chance to be imaginative and experimental with the ingredients in your own backyard, while gaining nationwide exposure."

Are you ready to join the party?

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FROM SPACE TO SPOON

What does space have to do with foodservice? Let's first dispel a popular myth! Contrary to popular belief, Tang (the fruit flavoured beverage) was not invented by NASA for astronauts. The Tang brand is owned by Mondelez International. Tang was first marketed as a powder in the late 1950s, and it was originally formulated by General Mills. The beverage didn't become popular until it was used on astronaut John Glenn's flight in 1962.

There are many technologies used in foodservice that are, however, rooted in space research and technology in Canada. These innovations impact just about any food item from farm or factory, to plate, as well as the steps along the way. Space technology might seem far out, but in reality, space technology plays a significant role in foodservice.

The Canadian Agriculture and Food Museum launched its Space to Spoon exhibit in Moncton, New Brunswick in March where the travelling exhibit will remain until May 21. Space to Spoon was developed by the Canada Agriculture and Food Museum (CAFM) and the Canadian Space Agency (CSA). The mission of their collaboration is to highlight Canada's agricultural heritage, contemporary agricultural problems and solutions. Today, space innovations are increasingly present in our everyday lives as well as in agricultural practices.

Space to Spoon was conceived to:

- Inform Canadians about Earth observation technologies and how they benefit our daily lives by improving the management and quality of crops.
- Demonstrate the usefulness of satellite data in agriculture and how radar data is gathered, processed and interpreted.
- Promote RADARSAT-2 technology and the future RADARSAT Constellation to new audiences.
- Awaken young Canadians' interests in space, science and technology.

The exhibit explains simply and accessibly how RADARSAT-2 satellite data is collected, interpreted and used to impact the food on our plates by enabling better management and quality of crops. The four modules of this innovative exhibit feature hands-on models, videos, photos and

satellite images to guide visitors through the tour and enhance their understanding.

Space has become critical for agriculture, and Agriculture and Agri-food Canada (AAFC) has invested decades of research into making the technology work for Canadians to help support a sustainable and profitable sector. AAFC has worked with the Canadian Space Agency (CSA) for many years. The CSA has supported some of the science at AAFC, and the science is behind operational activities that monitor the health, quantity and quality of Canadian crops. Overall, the Space to Spoon exhibit focuses on the contribution that space-based earth observation is making towards food production. In particular, the exhibit focuses on how we are making data from Canada's Radarsat satellites work for Canadian agriculture.

SPACE TECHNOLOGY FOR AGRICULTURE

Due to the size and complexity of Canada's landmass, space research and technology plays an important role for our country.

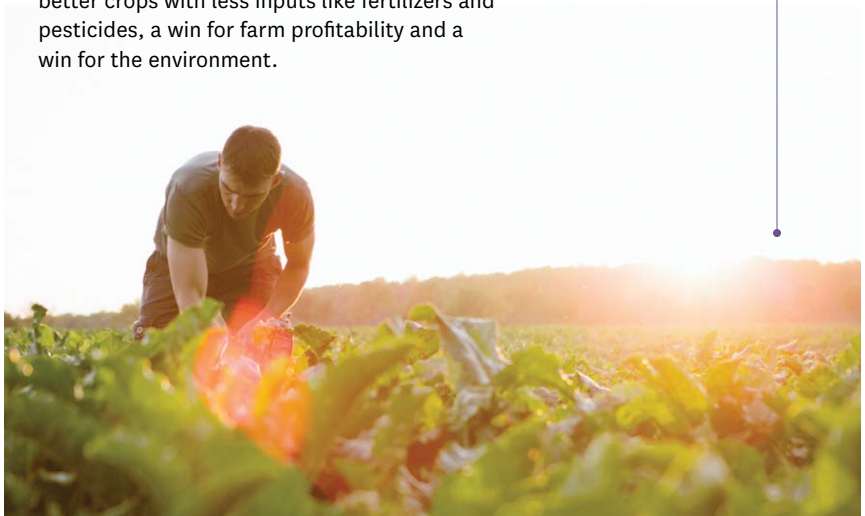
- The foundation of space technology for agriculture was created through about four decades of research in government, academia and industry.
- Observing agriculture activities and plant health from space provides many benefits to the sector. With the relatively recent development of very fast computers, and the explosion in the availability of free and openly available satellite data, space technology is being broadly applied to help farmers and decision makers.
- Precision agriculture (PA)—satellite farming or site-specific crop management (SSCM)—technology allows farmers to improve the efficiency, precision and productivity of farm operations using satellite data. This results in better crops with less inputs like fertilizers and pesticides, a win for farm profitability and a win for the environment.
- Two areas of space technology that enable PA today: Global Positioning Systems (GPS), and the second technology involves the availability and analysis of timely and accurate information from a broad range of satellites.
- This technology is widely applied by the agriculture sector, and Canadian farmers are among the world leaders in adopting the technology.

IMPACT ON FOODSERVICE & INFLUENCE ON GLOBAL FOOD PRICES

There is a significant amount of research going on today. Earth observation is used to monitor the current state of crops through the growing season, and satellite data is used alongside climate data to forecast the anticipated yields. This provides information for Canadian agriculture, but AAFC also works with the other nations of the world to feed in this information and create monthly global assessments of agricultural conditions. This information is used to reduce the volatility of global food markets (helping farmers, foodservice operators and consumers), and also help food security organizations and food insecure nations anticipate potential food shortages at the early stages. Canada is one of the leaders in these initiatives.

The UN Food and Agriculture Organizations anticipates that we will need 70% more food production by 2050. This need is occurring with the backdrop of a changing climate and areas of the world with diminishing land base for food production. Canada may have significant new opportunities to grow its agricultural

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THE SPACE TO SPOON EXHIBIT

ACCORDING TO THE CSA

THE FIRST MODULE is about the Canadian RADARSAT-2 satellite, how it works and how it has made Canada a world leader in Earth observation.

THE SECOND MODULE describes how data collected from space is gathered, processed and used to produce digital images showing precise details like the level of moisture in the soil.

THE THIRD MODULE focuses on sustainable agriculture. It shows how data collected by RADARSAT-2 helps farmers make decisions that benefit both their operations and the environment.

THE LAST MODULE is about the future RADARSAT Constellation Mission (RCM), which will be launched in 2018. The RCM will be composed of three identical satellites and will increase the quantity and quality of the data: it will be able to scan any point on 90% of the Earth's surface every 24 hours. The RCM will make it possible to collect data at a resolution of just a few metres. It will enable farmers to target areas that need less fertilizer, pesticide or water. To avoid waste and protect the environment, precision agriculture will become the norm.

THE AGRICULTURE AND AGRI-FOOD INDUSTRY FEEDS CANADIAN FOODSERVICE

- Canada is the world's fifth-largest exporter of agriculture and food products, and contributes over $100 billion annually to Canada's gross domestic product (GDP). The agriculture and agri-food industry employs 2.2 million Canadians.
- Agriculture and Agri-food Canada, provides leadership in the growth, development and sustainability of the Canadian agriculture and agri-food sector.
- Scientists at AAFC's 20 research centres across the country work on projects that benefit Canadian farmers, industry and Canadians.



land base and in turn the sector and play an even greater role in feeding the world's growing population.

BUYING LOCAL THANKS TO SPACE TECHNOLOGY

There is a desire for good, healthy and sustainable food production. Space technology can play a role in delivering this. AAFC is engaging farmers, researchers and technology leaders in discussions and through symposiums about advancing PA. This technology is having an impact right down to the grass roots.

ASTRONOMICAL IMPLICATIONS FOR FOODSERVICE

The applications for data derived from space technology are vast, like space itself. Tools like the following are usable by farmers of course, but also highly usable by foodservice professionals across the industry for monitoring seasonal offerings, accessing local crops and the impact of climate events on local growing seasons.

The Canadian Drought Monitor: This site provides several kinds of information, much of it derived from space-based earth observation. Look for the AgroClimate Impact Reporter. Information on the impact of climate events (drought, hail, excessive wetness, etc.) from farmers and land owners is mapped out. Crowd-sourced data in combination with AAFC's science-based information equals a really powerful tool.

Annual Space-Based Crop Inventory: The crop inventory is based on RADARSAT-2 data as well as other satellites. Every farm field in Canada is mapped, with information about what is growing there to a high level of accuracy.

Visit agr.gc.ca to access either technology now. ■

CANADIANS RELY ON SPACE IN EVERY FACET OF THEIR DAILY LIVES

Since the earliest days of spaceflight, Canada has been at the forefront of space technology. When Anik A1 achieved orbit in 1972, Canada became the first country in the world to have its own domestic communication satellite, beaming television signals for the first time to the far North. Space is vital to Canada—from forecasting weather and air quality, to monitoring the ice and environment, enforcing environmental laws and regulations to mapping our landmass, assessing natural hazards and performing precision farming. Space technology provides the surveillance that underpins the daily life for our citizens—from monitoring ice flows to managing transportation and resources.

The CSA pushes science and innovation, but also ensures that the results find their way back to Earth. Our country is globally renowned for its robotics expertise. Canadarm2 and Dextre are being used to assemble and maintain the International Space Station, and to capture commercial ships and dock them. Robots derived from this space technology are also used to service nuclear power stations, weld and repair pipelines on the ocean floor, service utility power lines, and clean up hazardous wastes. They have generated robots used for surgery, not to mention the many foodservice applications for robotics, in today's world and in the world of the future.




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How to make and sell nutritious beverages for guests on the go

BY CHEF EMMA HOUSE



With consumers' shifting attitudes towards healthy, sustainable and convenient eating, Canadians are embracing juicing, blending, pureeing, and drinking their meals with gourmet gusto. Fresh fruit purees as beverages have been part of Mediterranean and Eastern cultures for many centuries, however, it wasn't until the modern refrigerator and blender came to North America that the smoothie was created.

Necessity is the mother of invention. In 1926, Orange Julius was founded as a juice stand by Julius Freed because he couldn't stomach the acidity of freshly-squeezed orange juice. He added select ingredients to create a less acidic and slightly frothy beverage. Thus, creating a suitable substitute for himself from which he built a small empire of stores. From the 1930s onward, the reasons for continued consumer interest in blended beverages are varied: the availability of refrigeration technology, growing public awareness around health issues, newfound health fads, and an increase in food literacy and public demand for products that provide individualized nutrition. The demand for convenient and portable food and drinks is driving today's operations.

JUICES

Cold-pressed juices with added ingredients like spices, leafy greens and bases like coconut water are popular and profitable. Sold at higher price points than regular juice, paying close attention to building your brand and its offerings is extra-important. Juices have an inherent following as part of our traditional eating habits, but there is more waste due to the fibrous content being removed in the juicing process.

Owner/operator of The Farm Juice Co., Alex O'Shea upcycles fibre and pulp to make carrot pulp muffins, green crackers, and almond granola from the by-products of her juicing. A food scientist and nutritionist, O'Shea was partly inspired while working with the Food Network Canada, and also when her husband opened a martial arts academy and wanted to supply his students with a high-quality product rather than a sugary sports drink to replenish. Alex believes that the main reason people are drawn to juices over other beverages today is because of the "momentum towards plant-based diets. People are looking to make impactful changes for their own health [and] the sustainability of the planet." Cold-pressed juice meets these criteria. The Farm Juice Co., uses organic produce and supports local farmers whenever possible. While juices aren't a quick fix for a missed meal the way that a substantial smoothie can be, juices can be a vibrant and creative bottom line and brand enhancer. The Farm Juice Co., uses the cold-pressing method of juicing because it "allows the nutrients to be easily absorbed into the body without taxing the digestive system." This makes juice a great option as a quick energy booster or thirst quencher.

SMOOTH(IE) ADVICE FOR RESTAURANTS

Smoothies are a clever and manageable means of feeding your bottom line.

Frozen, pre-cut produce and/or fresh fruits and vegetables, grains and protein powders, greens, nuts, dairy and non-dairy add-ons allow you to build liquid meals and hearty beverages with a low cost per portion because you are able to store, as well as use the whole product, regardless of aesthetic considerations.

Create combinations of flavours—using unconventional flavours, both savoury and sweet. Keep your guests interested, build your business to go, and keep produce and other bevi-ready perishables flowing through your kitchen in good time.

Spend time experimenting with colours, textures, flavours, fibres and proteins to create satisfying and nutritious liquid snacks and meals! Think turmeric, Matcha and yogourt blends, nuts, seeds and greenery.

EQUIPMENT & TRAINING

Adding smoothies to your menu means pre-prepping and portioning for your smoothie and juice recipes. Training staff is important when starting a juicing or smoothie program. Alex O'Shea of The Farm Juice Co., tells us that, for example, centrifugal juicers, more often found in the common kitchen, require almost immediate consumption of the juice. While this may provide optimal nutrition, it doesn't bode well for kitchen profits. A slow juicer, however, can maintain the integrity and flavour of juices for up to 72 hours. With this method, you'll get a longer shelf life, but you will need more fridge space for the finished product and the three to five pounds of produce that go into each 500ml of juice.

With the general population moving towards healthier, more plant-based diets, consumers are demanding holistic, convenient, healthy and satisfying beverages. Whether we are talking smoothies served in a glass, a bowl or cold-pressed juices in ready-to-serve bottles, bold and creative beverages aren't just trending, they're likely here to stay. Prepare smoothie and juice blend ingredients in advance, invest in branded containers and your guests will take their liquid refreshment and your brand wherever they're going. M



SMOOTHIE BOWLS & LIQUID SALADS

Some guests just need to eat (rather than drink) their food. A smoothie bowl is just that: a fresh, bowled smoothie topped with fruits, vegetables, granola, greens, herbs and spices, grains and seeds. For guests looking to infuse their diets with more and more vegetables—liquid salads are a unique and portable option. Serve liquid salads as a juice (think beets, celery, kale and spinach), or as a vegetable smoothie bowl. Adding inventive liquid snacks and meals to your menu—done right—can enable you to create another profit stream, from within your kitchen and using the produce you may already be ordering.



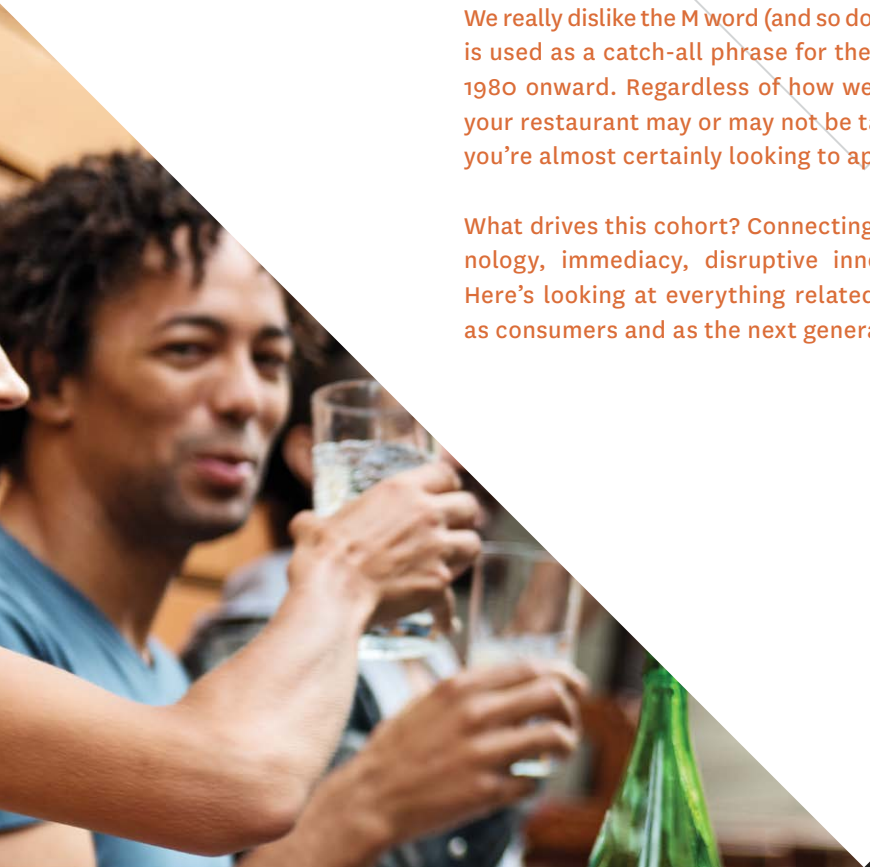


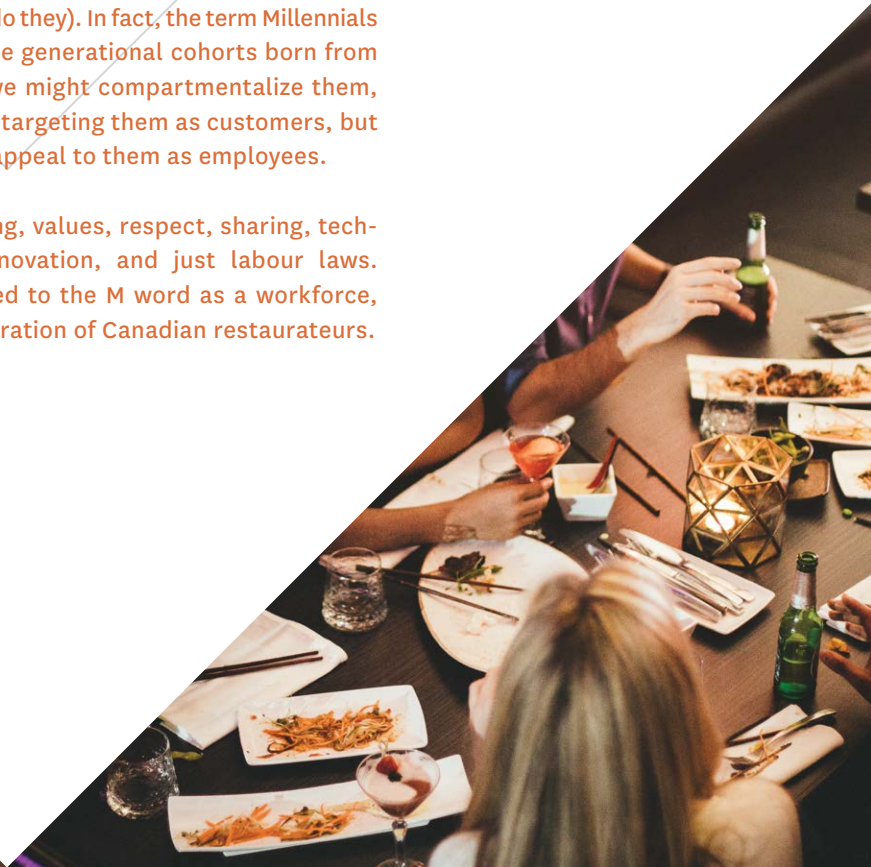
THE M WORD

LABOUR, PROFITS & INTERGENERATIONAL SUCCESS IN THE RESTAURANT INDUSTRY By Beth Pollock

We really dislike the M word (and so do they). In fact, the term Millennials is used as a catch-all phrase for the generational cohorts born from 1980 onward. Regardless of how we might compartmentalize them, your restaurant may or may not be targeting them as customers, but you're almost certainly looking to appeal to them as employees.

What drives this cohort? Connecting, values, respect, sharing, technology, immediacy, disruptive innovation, and just labour laws. Here's looking at everything related to the M word as a workforce, as consumers and as the next generation of Canadian restaurateurs.





ATTRACTING YOUNGER CUSTOMERS — MIND THE GAP

There's a generation gap when it comes to what customers like: what is attractive to one group may turn off another. It's important to understand the demographic of your current customers, and of the customers you want to target, if they aren't the same. There are clear differences in the way various age groups shop the foodservice industry.

According to Geoff Wilson of fsSTRATEGY, when catering to younger eaters, think about:

- The type of food they're looking for (organic, local, with the origin noted)
- When they eat (often later; during off-peak hours)
- How they eat (often delivered/picked up to eat elsewhere)
- The kind of experience they're looking for (dining as a social event; customized food)
- What they do with the experience (make connections, employ technology)

The last point is particularly important. Younger consumers are highly connected, and they value communication in the moment. Are you annoyed by customers who take and post Instagram photos? Think of it as free—and instantaneous—advertising. Understand who your target market is, and design ambience, menus, and service around them.

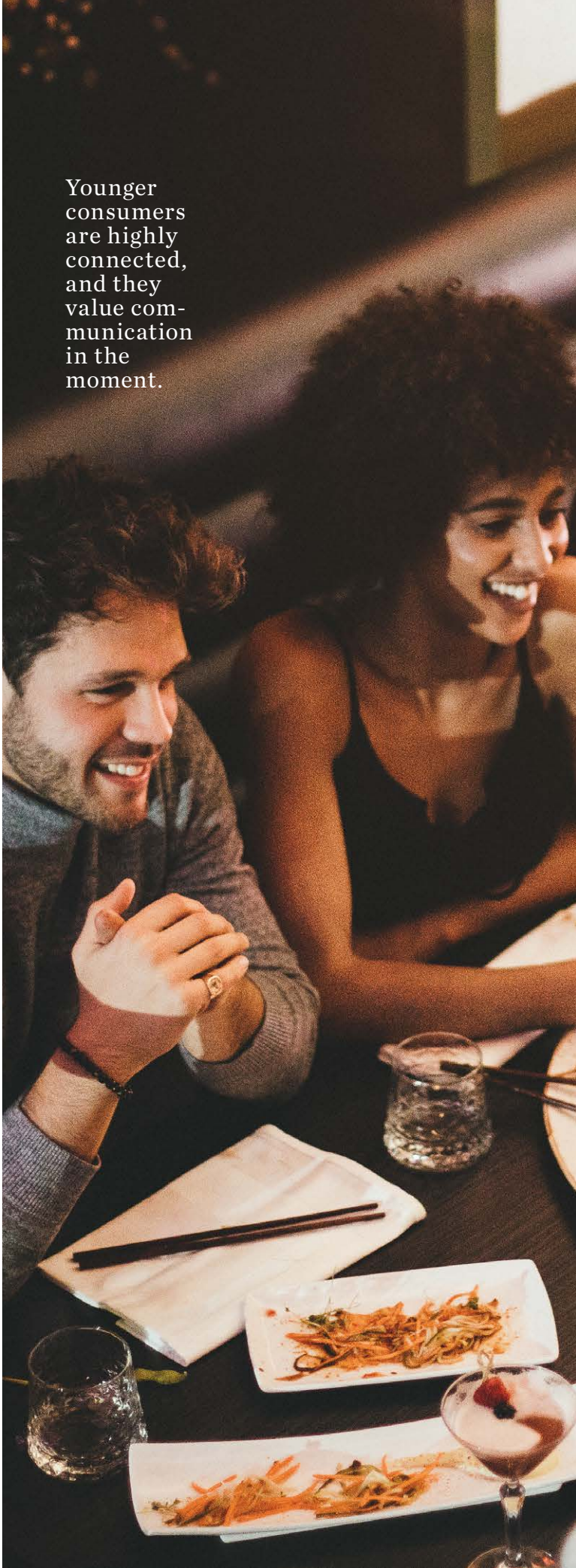
HOW DO YOU BALANCE THE NEEDS OF DIFFERENT GENERATIONS?

You shouldn't try. If you're trying to please everyone, you'll probably please no one. Establish your brand and who you're targeting, and make sure your decisions are consistent with that. Don't offer a menu item just because it's "in" right now. Popular entree choices (think kale salad, pulled pork, or poke) add nothing to your menu unless you make it your own. What is your point of difference?

KEY TO PROMOTING RETURN VISITS (BY MEMBERS OF ALL GENERATIONS)

- Understand your customers, and how much they want to spend: You can get there through trial and error, but why not learn by talking to your customers? People love to share their opinions of food. They may underestimate how much they want to spend, but you'll get the gist of what they're looking for.
- Provide a menu with an array of unique options: Regardless of whether you offer shared plates or individual entrees, ensure there are more than enough appealing and differentiated options. Customers should leave wanting to come back to try something else.
- Provide outstanding quality and service: This says it all. Customers will come back, and they will pay it forward through word of mouth marketing.

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YOUTH EMPLOYMENT STRATEGIES

How do we encourage younger generations to build careers in foodservice?
The industry has been asking this question for years. "People don't perceive foodservice to be a career industry," says Wilson, "and that is a systemic problem." We're making progress. Chains and independents have begun to recognize the importance of employee retention, and the creation of employee career paths, often in collaboration with post-secondary institutions in Canada.

One of the biggest costs facing owners is employee turnover. "Employees don't leave companies, they leave bosses," says Wilson. Management teams should be trained in building relationships with employees. And it goes without saying that the employees themselves need proper training. If they don't know what they're doing, it won't just result in poor service—it will impact how they feel about the job.

How to create a workplace culture that works for all generations

- Train new hires properly
- Train managers to build relationships with employees
- Create a culture where employees want to work
- Pay competitively

How to create a workplace culture that will attract young people

- Provide feedback
- Provide opportunities to engage in dialogue with management
- Let them feel like they're part of a team
- Encourage their contributions
- Listen to them when they talk

Geoff Wilson, President fsSTRATEGY. fsSTRATEGY provides business strategy consulting to the foodservice industry. fsstrategy.com

LABOUR LAMENTS

By Joyce Reynolds
Executive Vice President, Government Affairs, Restaurants Canada

Labour shortages are a reality in many parts of the country, particularly for specialty cook and line cook positions. The job vacancy rate in the combined restaurants and accommodation sector (Stats Canada) is consistently among the highest of all private sector industries, and labour shortages will become more severe as the share of retirees grows while the share of youth declines.

Restaurants Canada is working with the federal government to improve labour market information that tracks skilled and unskilled occupation needs with a special emphasis on rural and remote parts of Canada. It is focusing on a comprehensive labour strategy encompassing youth and persons unrepresented in the workforce that recognizes changing age demographics and resistance to accept entry-level work in the absence of other employment opportunities.

Labour Costs as a percentage of revenue are rising at an unprecedented rate squeezing already razor-thin profit margins. Employment standards and labour code reviews underway in the



In their own words...

WHAT DO YOUNG PEOPLE WORKING IN FOODSERVICE REALLY THINK?

By Aidan Fisher

Aidan Fisher is 21 years old. He has worked as a customer service associate for a national foodservice retailer for over five years. Fisher has spoken to peers about their experiences working in foodservice, as well as sharing his take on what matters most to him at work. →

DIG IN

For more information on any of these topics, or to provide your feedback, please visit our member portal.

CONTACT jreynolds@restaurantscanada.org

provinces of Ontario and Alberta could make things worse and a review in Quebec is expected soon. Both Ontario and Alberta are considering or proposing new legislation to facilitate union certification and new workplace rules that would add significant costs to businesses and would provide questionable value to employees such as new employee leaves and set-in-stone work schedules.

Restaurants Canada believes that employment laws should:

- Be realistic
- Be flexible
- Respect individual choices
- Promote voluntary cooperation between employers and employees
- Be fair for all; and
- Provide a basic standard of protection for employees

In both jurisdictions, Restaurants Canada has met with the responsible ministers and with elected members from the governing and opposition parties; we've met with departmental officials and worked closely with other employer groups on campaigns to keep the provinces working...but we need your help to do more.

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→ *Aidan Fisher, 21 years old*

JOB SATISFACTION AND A SENSE OF BELONGING "To keep your young employees happy you must make sure that you treat them with respect and make them feel comfortable. Making someone feel welcome in the workplace is very important, especially if they are new...As employees, we want to be enthusiastic about our workplace and make it known that we're interested in making the customer happy. Engaging makes customers want to come back to the store, and lets them know that it is a friendly environment. We want to engage with customers and our managers."

→ *Meaghan Oliver, 24 years old*

"My very first job in the restaurant industry was six years ago when I was 18 at Swiss Chalet as a server. It was a great job where the hours were short, but I made decent money. I was working alongside ladies who have been in the industry for decades as well as a couple of girls my age. Such a fun time!"

TRAINING "Almost everything we learn in this industry comes from experience... almost everything you learn comes from being on the floor, from your boss and your co-workers."

HAPPINESS FACTOR "I absolutely adore this industry. Everything about it, really. Especially being on the FOH side of it—interacting with people, it's fast paced, and time goes by super-fast. I make connections with people, I indulge in good conversation and I make good money in a short amount of time. Even when I've tried other jobs I continue to come back to this industry...If working at the right place, the establishment can feel like a second family."

ROOM FOR IMPROVEMENT: "A lot of places have rotating/random schedules where it makes it hard for anyone in the industry to plan a life. Also, adding the option of benefits would be greatly appreciated. Show your employees that you care about their well-being and they'll show you their appreciation by being a great worker!"

→ *Christina Oest, 21 years old*

CONNECTIONS: "You get to know regular customers and they become like your friends. You can learn a lot from people. One of them became my motorcycle instructor. Also, free food! Knowing how to handle difficult people is very important. I think working in customer service, in general, has greatly improved my ability to handle conflicts (among customers or co-workers), which isn't something you can learn out of a book, but requires a lot of experience to be able to read a situation and act accordingly."

CONSUMING IN THE INDUSTRY: "Younger customers will eventually become older customers. No matter what your preconceived notions of youth today, you need to treat them with exactly the same amount of respect that you treat older customers."



SUCCESSION PLANNING — ARE YOUR DUCKS IN A ROW?

PASSING THE TORCH AS A RESTAURATEUR

Is your business ready for sale, today? Is your business firing on all cylinders? If you had to sell today, would you get top dollar for it? With certainty restaurant owners (incumbents), at some point, are going to exit the business. The main questions are when and how? This is where business strategy and succession planning comes into play.

What is succession planning for Canadian restaurateurs?
The process for identifying and developing internal people (family or otherwise) with the potential to fill key business leadership positions in the company. Succession planning is preparing for your business transition from one generation to the next.

Where do you start? Determining your value.
Understanding your value and preparing for valuation, consider the following BEFORE you have to. Consult with a professional valuator who has experience in valuating restaurants, preferably someone who has helped an entrepreneur buy or sell. A professional valuator will help you to consider the following:

1. Your net worth as the incumbent.
2. What are your retirement goals?
3. What is the brand worth? How large is the business? Are relationships with customers, suppliers, and partners rooted in personal goodwill or corporate goodwill? Personal goodwill doesn't attach to the business because those relationships are attached to the incumbent. Will the brand have to start over in terms of building relationships after the incumbent retires?
4. Life happens. What is the incumbent's exit strategy? An incumbent's exit may be timely (on planned terms), or untimely (death, or more often disability). Without an exit strategy in place, the untimely can put you out of business.

Then what?

Develop a strategic succession plan by taking an honest, comprehensive look at your operations, and by having these important conversations, particularly in family businesses.

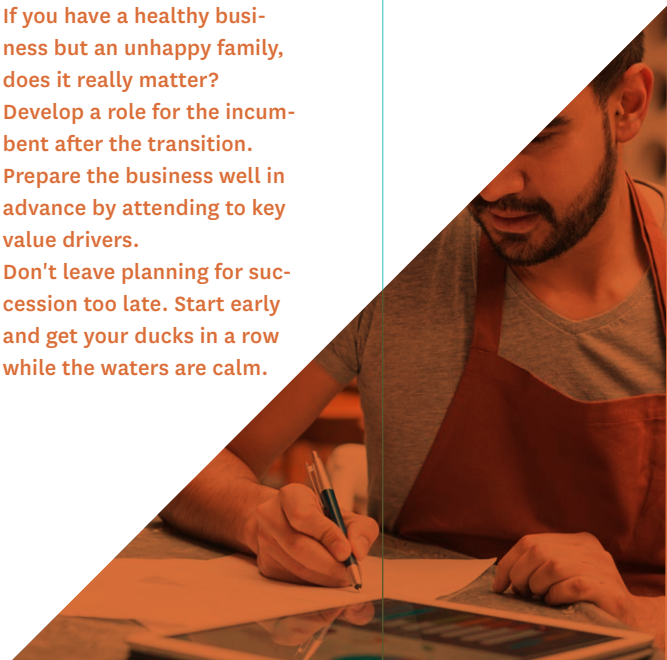
1. Get your financial information in order.
2. Who will you eventually be selling to? If selling to a third party, one of the first things they will want to see is your valuation. If your successor is a family member or members, it is extremely important to establish governance for the family components.
3. Employees: How well are your employees trained? What is your retention rate?
4. Your relationships: Convert personal goodwill into corporate goodwill.
5. Values: Articulate your brand and your family values.
6. Take the balanced scorecard approach, which is broken down into four buckets: financial, customer market, operations and HR. Determine ONLY the three most critical objectives for each of those buckets.
7. What are your key performance indicators? Do you know?
8. Who is responsible for making sure it all gets done?
9. Have regular conversations between the incumbent and management/eventual successors. The succession process can take anywhere from three to five years.
10. Grooming: Prepare your staff and operations for a smooth transition. Institute codes of conduct, training, policies and practices that will stand the tests of time and succession.

Perry Muhlbier is a family business advisor with KPMG. KPMG is a Canadian leader in delivering audit, tax, and advisory services, kpmg.com.

KEY TAKEAWAYS

It's never too early to start planning for succession. Your TO DO list:

1. Establish family business rules.
2. Visualize retirement.
3. Visualize what being ready for sale looks like.
4. Understand what your business looks like when firing on all cylinders.
5. Don't be caught in the untimely bucket.
6. Envision your exit strategy and develop a plan to support it.
7. Start thinking about buyers and construct your value propositions around those buyers.
8. If you're in a family business, work on the family matters. If you have a healthy business but an unhappy family, does it really matter?
9. Develop a role for the incumbent after the transition.
10. Prepare the business well in advance by attending to key value drivers.
11. Don't leave planning for succession too late. Start early and get your ducks in a row while the waters are calm.





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Need your Membership Number? Contact membership@restaurantscanada.org or 1-800-387-5649.

* Pricing will be based on viewing seating capacity. Restaurants Canada successfully persuaded Bell and Rogers to back away from a formula based on overall seating capacity, which could significantly lower your rate.

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Green Curry Paste 992 g

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email: elizabeth@summitmarketing.ca



in flux

HOW CHANGING DEMOGRAPHICS WILL RESHAPE CANADA'S FOODSERVICE LANDSCAPE

BY CHRIS ELLIOTT, SENIOR ECONOMIST AT RESTAURANTS CANADA

Reflecting on Canada's 150th birthday, it's remarkable how the country has transformed itself economically, politically and most noticeably: demographically.

Economic growth (along with the occasional recession) and new government policies can have an immediate influence on foodservice sales. Demographic changes, however, are more subtle and change gradually. Yet they can have a profound long-term impact on every element of your operation: from the customers that walk in the door, to the people that you hire, to the food on the menu.

There are three key elements restaurant operators need to watch when it comes to Canada's population: It's changing. It's aging. And it's slowing. All of these will have a direct effect on your operation—if you haven't felt their impact already.

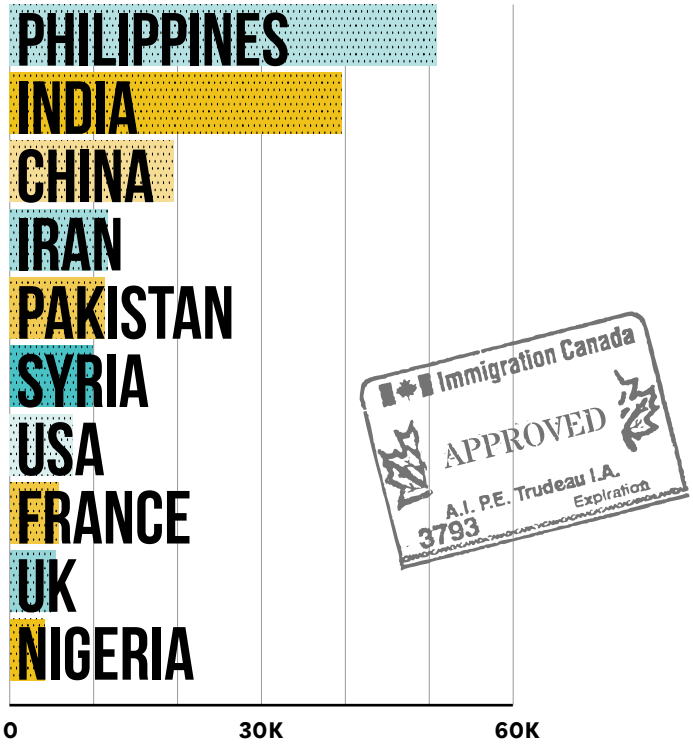
IMPACT OF CHANGING DEMOGRAPHICS

Let's start with "It's changing." It's often said that change brings opportunity. This is certainly the case for foodservice operators where trends can change rapidly.

In the 1970s, the majority of immigrants came from Europe and the United States. Fast forward 45 years and now most immigrants are arriving from Asia. Of the more than 270,000 immigrants that arrived in Canada in 2015, 40% came from either the Philippines, India or China. With Canada becoming more multicultural each year, a number of operators are adapting their menus to cater to the needs of these new customers. Next to traditional burgers and fries are Indian curries and Asian stir-fries.

↣ CONTINUED ON PAGE 36

TOP 10 SOURCES OF IMMIGRATION TO CANADA
BY COUNTRY OF BIRTH - 2015



Source: Government of Canada

The foodservice landscape is changing too, which will mean more competition for existing operators. Coffee may be the number one beverage ordered at restaurants, but there is a burgeoning market for restaurants that sell bubble tea. Filipino restaurant chain Jollibee made national headlines as they began their expansion into Canada last year. Once adjusted for menu inflation, per capita foodservice spending is relatively flat. Since the pie is not growing, operators need to market to a more multiculturally diverse consumer in order to remain relevant. Depending on where you are located, it is vital to have menu items that appeal to your local demographics.

IMPACT OF AN AGING POPULATION

It's a fact. Canada's population is getting older. In the 1970s, 8% of the population was over the age of 64. Today, that number is 17% and by 2030 it will climb to 23%. Younger generations generally eat out more often than older generations and are more adventurous when it comes to trying new foods. **Millennials enjoy speed of service, while Boomers prefer a full-service setting. One of the biggest challenges for restaurant owners is how to appeal to both types of customers...if at all.**

Aging population will also affect your staffing. While youth between the ages of 15 and 24 still make up 42% of the foodservice labour force, the total number of Canadians between the ages of 15 and 24 will decline between 2017 and 2026. In recent years, more seniors are looking to work in the restaurant industry. While seniors still account for only 2% of foodservice employment, this is up from just 0.5% in 2000.

IMPACT OF SLOWER POPULATION GROWTH

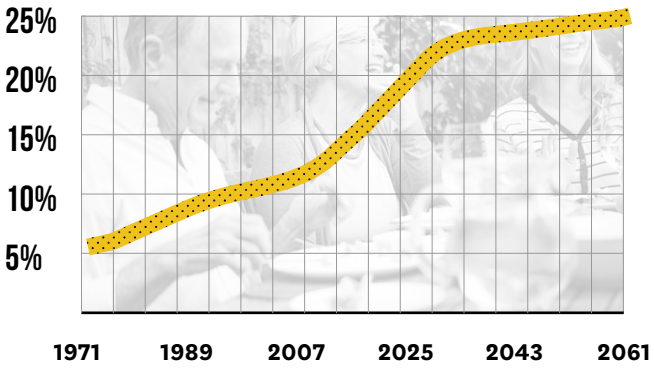
Economic models show population growth was a significant factor driving foodservice sales in Alberta and Saskatchewan between 2006 and 2014. In fact, population growth was a bigger factor than real GDP growth. Ultimately, population growth matters. Yet, Canada's population has slowed from an average of 2.7% growth during the 1950s to just 1% annual growth today. By 2035, Canada's population will grow by just 0.7%.

Slower population growth is a barrier to economic activity. It also leads to labour shortages because there are fewer younger people. By 2035, the foodservice industry will have more than 100,000 unfilled positions. And in certain parts of the country, slow population growth will restrain foodservice sales.

THERE ARE THREE KEY ELEMENTS RESTAURANT OPERATORS NEED TO WATCH WHEN IT COMES TO CANADA'S POPULATION:

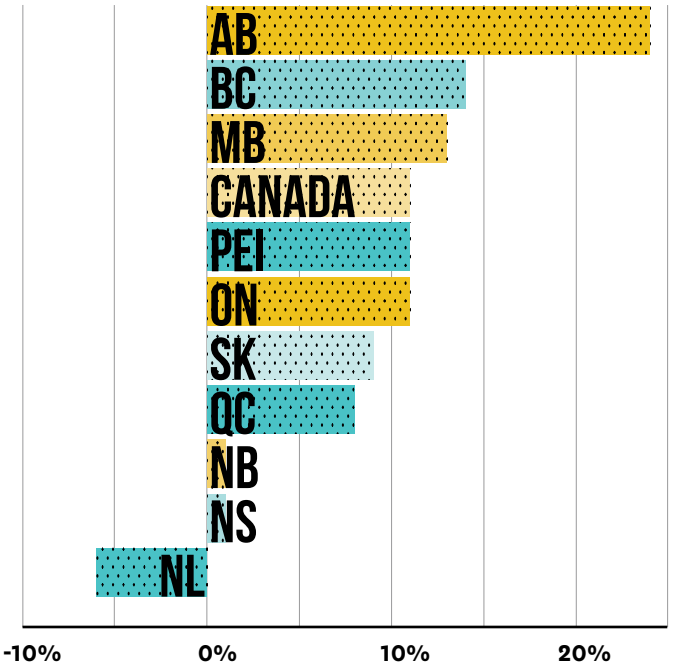
IT'S CHANGING
IT'S AGING
IT'S SLOWING

SHARE OF CANADA'S POPULATION AGE 65+



Source: Statistics Canada

PROJECTED POPULATION GROWTH: 2017 TO 2030



Source: Statistics Canada

ACTION ITEMS

EMPHASIZE EXPERIENCE
Today's consumers want so much more than a good product. Consumer values are shifting to place greater emphasis on experiences. "Material goods don't have that same appeal or status that they use to. As consumers have detached more and more from material goods, experiences they choose to have and who they share those experiences with are an increasingly important part of their own self-identity."

TAKE A STAND
Consumers are active researchers and want to know more about the brands they choose to consume. There is a strong appeal for brands that support a greater good. "This trend is driven by the fact that consumers today are more active investigators when it comes to where they are spending their money. They have a stronger understanding of social, environmental and political issues that impact their world."

KEEP IT LOCAL
Consumers favour local sourcing when it makes sense. They expect to see a growing local presence on menus.

FLEX YOUR FORMAT MUSCLES
Foodservice is everywhere today. To compete, foodservice brands have to evolve to meet consumers on their terms. "We can't think in terms of 'traditional' foodservice anymore. Brands increasingly need to be where their customers are via new formats—delivery, grab 'n go, non-traditional locations."

MAKE TECH YOUR FRIEND
Consumers are often conflicted when it comes to technology within restaurants. It works best when it works so well, they don't even notice it.

MAKE INGREDIENTS THE HEROES
Ingredients have a story to tell and can make the menu come alive.

"Clean eating is in the spotlight, as consumers will increasingly demand transparency in ingredient sourcing and a menu narrative that focuses on additive-free, real and simple preparations."

BEND THE (HEALTHY) RULES
Healthful consumption has taken on new meaning. Rather than tout low-calorie, low-fat, etc. components to highlight health, expect menu developers and marketers to feature more language on menus that underscores real, natural, fresh and "free of" qualities for food and drink.

MAKE IT PERSONAL
Aligns with the experience and heightened expectations for customization. "Customization and personalization are key. As consumers expect a unique, entertaining experience from foodservice, a big part of it involves tailoring it to their own preferences."

BE AUTHENTIC
Consumers know when you aren't and it can spark backlash.

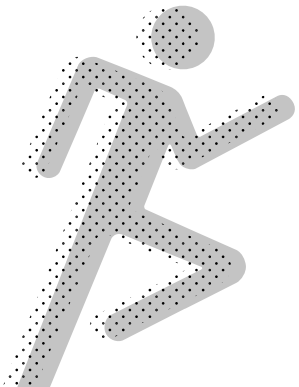
KNOW YOUR COMPETITION
Look beyond your traditional restaurant set.

Sara Monnette is Vice President, Innovation at Technomic

Between 2017 and 2030, Canada's population will grow by 11% to over 40 million. Based on historical trends, Alberta will boast a 24% increase in population. Contrast that growth with New Brunswick and Nova Scotia, which will see a mere 1% increase. Newfoundland & Labrador's population will shrink by 6%. Given that population growth can be a strong predictor of foodservice sales, it means Alberta will continue to see healthy gains in the long run, while parts of Atlantic Canada will struggle.

NOT BUSINESS AS USUAL

Depending on where you live, demographics will alter how you do business. While Generation Z and Millennials are popular in the headlines, it will be interesting to watch how operators appeal to older Canadians too. ■



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The Froese Family of Manitoba

Photo courtesy of Chicken Farmers of Canada

ADVOCACY

Raising voices on the subject of animal welfare

BY STACEY NEWMAN

Earlier this year, Chicken Farmers of Canada (CFC) responded publicly and emphatically on the issue of animal welfare. As a principal Canadian organization in animal commodities, after being targeted by activists with distressing and fallacy-driven campaigns by organizations promoting veganism, CFC is fighting back by advocating on behalf of all industry members who buy, sell and serve Canadian chicken.

"Usually we stay quiet when issues flare up…but things have gotten to the point where everyone from restaurant owners, to retailers and processors, is fed up that someone else is calling the shots for an industry already doing the right thing," says Lisa Bishop-Spencer of CFC.

Steve Leech is the program manager of food safety, animal care and research at CFC. Leech says that CFC has prioritized taking a leading role in Canada on animal care. Restaurateurs, retailers and staff at major chains across the country—these are the people on the frontlines being met with questions from consumers about food items being served. They need to be armed with facts, and to be able to feel good about the Canadian chicken they are serving.

THE REALITY Activist campaigns are propelled by disturbing images, videos and fallacies meant to shock and awe, and to stop the consumption of meat in general.

FARMERS HAVE VALUES. FARMERS ARE PEOPLE TOO CFC showed some of the circulated footage to their directors and their farmers. Their reactions were emotional and palpable. Farmers were hurt, offended and angry. "They were horrified watching the videos, in particular

↣ CONTINUED ON PAGE 40

that anyone would convey that this is what happens on Canadian farms. The images and videos being circulated by some activist groups contain graphic content concerning the treatment of animals, implying that the coverage depicts all farm operations and governing practices," says Bishop-Spencer. The content shared across media in many cases prompts a public response based on deceptive and disturbing fabrications; the damage is done when members of the public turn around and make misguided demands of those on the frontlines in the industry.

RESPONSE How should we be responding as an industry? Chicken farmers are being pressured to mistakenly modify what they do. "Animal rights groups claim that mistreatment of animals has no place in society today. We agree. So, let's replace gossip with facts," says Bishop-Spencer of CFC.

HOW CAN WE POSITIVELY AND EFFECTIVELY RESPOND AS AN INDUSTRY?

By supporting one another, and by arming those on the frontlines—restaurateurs, retailers, front of house staff, management and marketing teams—with factual responses and real information. It is important to remember what associations like CFC can do to help ALL industry members. Those on the frontlines at CFC have prepared response materials, and answers to important questions. Canadian restaurateurs don't have to reinvent the wheel. CFC has the support in place for you to effectively and accurately respond to targeted campaigns.

CONSIDER THE FOLLOWING:

Optics: A knee-jerk response gives the false impression that something new has to be and is being done by some companies. The Canadian industry demands strict compliance and adherence to standards *already* being met by members in the industry.

Credibility: By responding to demands made using inaccurate, sensationalist tactics, we inadvertently legitimize fallacies and campaigns that are extreme and disturbing, and which do not (in any way) accurately represent Canadian operations.

"Nobody should be making animal care a competitive issue. Like food safety, animal care needs to be the standard, for everyone involved in what we do." - CFC

DIG IN

Contact Restaurants Canada and the CFC for answers to any questions you may have about Canadian chicken.

VISIT chickenfarmers.ca



WHAT RESTAURANTS SERVING CANADIAN CHICKEN NEED TO KNOW

How to answer guest inquiries knowledgeably

Chicken Farmers of Canada's Animal Care Program is effectively administered across all Canadian chicken farms—no other program can achieve this reach.

1. "Over 90% are family-owned and every farm is subject to mandatory and audited animal welfare standards that have zero tolerance for animal abuse," says Benoît Fontaine, Chair of Chicken Farmers of Canada.

2. Good economic sense: Canada's farmers operate within a system in which they are paid for each bird that is processed. Not only is it common sense for farmers to take care of their birds, its good economic sense as well.

   If birds were treated in the ways described by activists, it would result in significant economic losses to the farmer.

3. There is a robust, third-party-audited, mandatory Animal Care Program that is administered across all Canadian chicken farms.

   The program has credible, science-based foundations and is based on the Code of Practice developed by the National Farm Animal Care Council (NFACC), which involved farmers, veterinarians, processors, transporters, animal welfare associations, and provincial/federal governments, along with a public consultation process.

   The program is audited annually by NSF, an internationally-recognized, third-party certification body.

4. The density of Canadian chicken production is lower than or consistent with other countries.

   Canadian broiler chickens are not caged and are raised without the use of steroids or hormones. The number of chicks placed in the barn is pre-determined to ensure that density limits are not surpassed and as they age they continue to have room to roam.

   Canada's density limit is lower than the density allowed in the European Union.

5. Chicken health is continually improving.

   Bird mortality, condemnations, lameness, and ascites have decreased significantly over the past decades. M

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RC Show

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RC Show 2017 - CANADA UNLEASHED
was a tremendous success!

RC Show 2017 was an epic adventure for us at MENU Magazine, filled with amazing people, products and ideas! We love telling your stories and we loved meeting you in person.

RC Leadership Conference
presented by Pepsico Foodservice, KPMG and Bunn: Two half-day business builder sessions provided single-unit and multi-unit operators valuable insights and actionable strategies for success. Tony Chapman was host and moderator with an impressive panel of speakers, and keynote speaker Joe Jackman of Jackman Reinvents



RC Opening Night Reception
presented by Enercare, GOLO and Garland welcomed exhibitors, sponsors and attendees to enjoy food, drink and entertainment while networking





TOGETHER WE DID IT!
RC Show 2017 was Canada's largest foodservice trade event; attendance was up with a 14% increase!

RC Excellence Awards
given to: Mohamad Fakih, President and CEO of Paramount Fine Foods for Leadership, Food Supplies for the Fornoteca Duetto 90-second pizza oven for Innovation, and Chef Robert Belcham of Campagnolo for Culinary Excellence









RC Nation's Feast
at Casa Loma presented by Coca Cola with the support of Tourism Toronto, Canada Beef, Pulse Canada, PEI Fishermen's Association, Canada Bread, Saputo and Ontario Trout, celebrated Canada's 150th birthday with a dinner menu prepared by Culinary Curator Charlotte Langley and top chefs from across Canada





IMPRESSIVE SHOWCASE

1054 Exhibits, 250,000 sq. ft. of the latest products and services that included foodservice equipment, coffee and tea, bar and beverage, specialty foods, furniture and tableware, technology and more! 16,257 hospitality professionals, restaurateurs and buyers attended; this is a new record! With over 700 brands represented.



Breakfast With Champions presented by Pepsico Foodservice with the support of Saputo, Sealed Air, Canada Bread, Maple Leaf, Kitchen Aid, Egg Farmers of Ontario and Faema, provided attendees valuable insights from keynote speakers Sara Monette of Technomic and Darrell Bricker from Ipsos, along with a panel of industry leaders

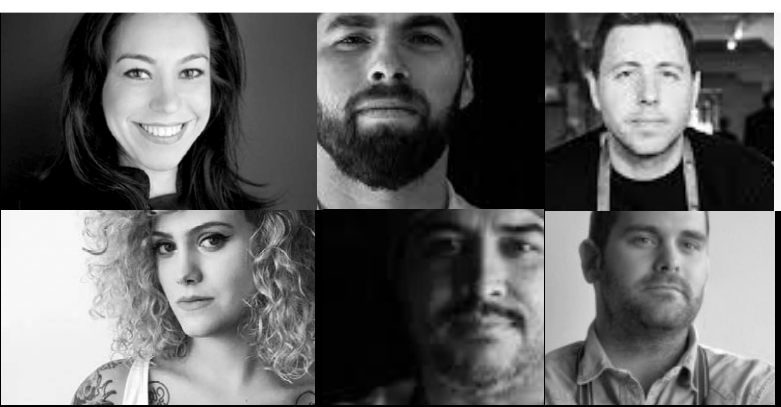




RC Bartending Competition
Presented by Jim Beam, Finest Call and YouFlair: 1st Place Winners included Adam Brańczyk for Flair, Dustin Costain for Speed, Adam Brańczyk for Black Box and Colby Ashton for Beer Blading

Iron Chef Competition presented by Gordon Food Service and commodity groups: 1st Place - Centennial College, Elif Doganay & Silvia Caputo. 2nd Place - Liaison College, Lakeshore West, Glen St. Jean & Darren Lue. 3rd Place - Humber College, Tina Pistarelli & Joe Way-White





Uniquely Canadian Food Experience
Attendees were able to unleash their taste buds and sample dishes inspired by the most exciting regional ingredients every day at the show. The 12 chefs who provided the ultimate culinary tribute to Canada's 150th birthday were **Charlotte Langley, Michael Hunter, Scott Vivian, Matt Basile, Elia Herrera, Sonia Mondino, Dusty Gallagher, Steve Gonzalez, Kevin Castonguay, Matt Dean Pettit, Chris Brown, and Jake Taylor**

ask & answer

TECHNOLOGY AT THE TABLE

BY ANITA CHAUHAN

How has the digital revolution hit your food-service operation? We asked a few Restaurants Canada members how they've adapted to the digital revolution—and incorporated technology into their businesses. From monitoring employee use, marketing and timesaving tools, here are their answers.



Time-Saver Extraordinaire

"Being a summer-only establishment, I only have a four-month window to make it all work. 170 of our 249 seats are on the patio, which is quite a distance from our terminals. Over the last couple of years we have tried to experiment with different handheld POS systems, but every time we did, we couldn't see the screens...thanks to the sunlight. Finally, we found Aloha, a new POS system. They have special handheld designed to work in full sunlight...we've been able to reduce our staff but increase our sales and each one of the servers now can handle more tables, which means they have an opportunity to pull in more tips. We've just streamlined the whole thing!"

BRADLEY OKE
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When a Guest's Phone Usage Impedes Service
"Phones are an interesting subject matter. They can be a distraction and an obstacle for our servers. Say a patron is on their phone and the restaurant is busy, the server has other tables needing their attention. "I'll be just a minute" turns into ten minutes later, they are still on the phone and the server has yet to take the order. Fortunately, for us at Smoke 'N Water, because of our location, Parksville, BC, phones are not nearly the distraction that I imagine they are in many restaurants in downtown Toronto or Vancouver. Phone usage can impede service for the table, and patrons at nearby tables are forced to listen to the conversation. Nevertheless, phones are here to stay—just wish I had invested in the technology 30 years ago!"

DAVID JONES
SMOKE 'N WATER

A Marketing Opportunity
"I see almost everyone, patrons, young and old, using cell phones these days—it doesn't bother me, they are distracted, but we have an app for our restaurant for people to use on their phones. So, I try to find a way to do a little marketing of my own when I see them with their phone out."

STEVE PURTELLE
ACOUSTIC GRILL

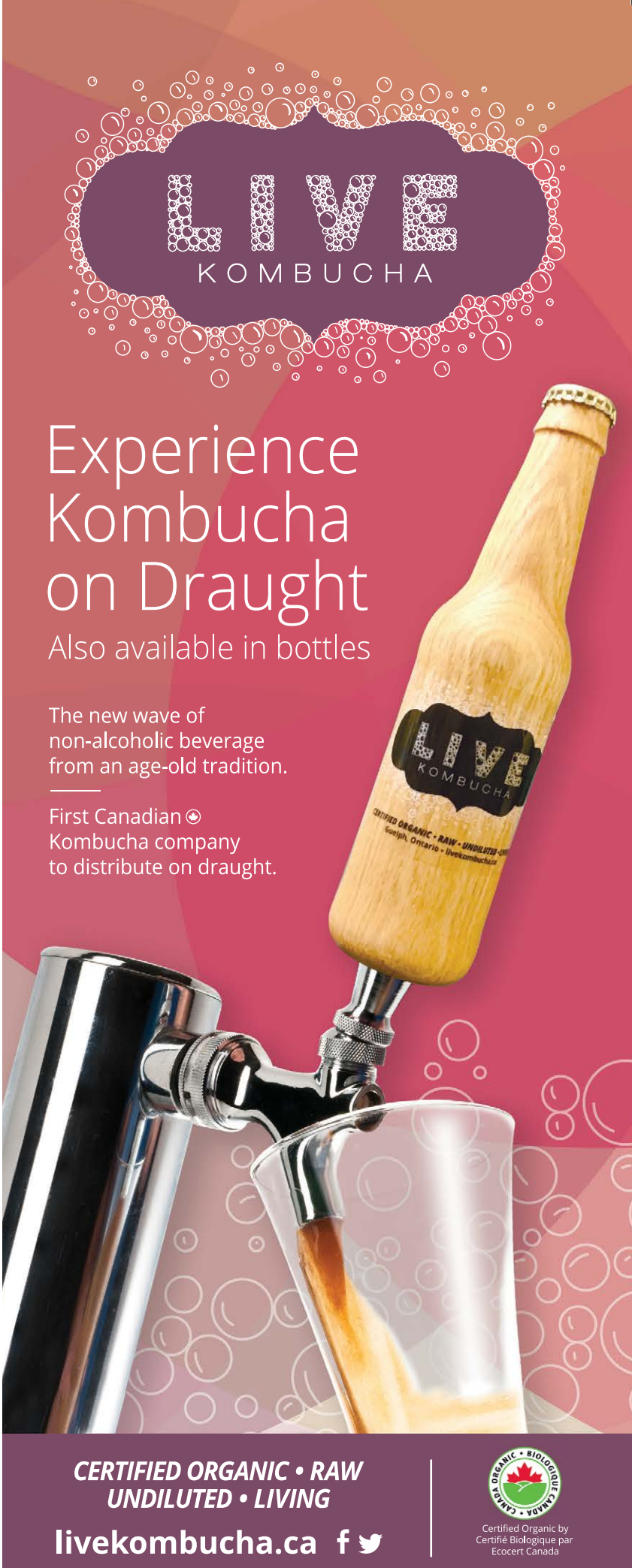
No Cell-Phones, No Problems
"Concerning staff cellphone use, since we have a casual workforce, when all my staff comes in for their shifts, I have a basket. All of their cell phones are turned off and go into the basket. Until they are on break, they don't get their cell phone back. I keep a close eye on that—I have a zero-tolerance policy for that."

PATRICIA (PAT) SPENCER
SAVOIR FAIRE CATERING

Strange but True
"We usually leave the etiquette of phone usage to the customer depending on the kind of restaurant we operate...We have built-in phone chargers and plugs in most of our bars now along with extra chargers behind the bar. It is a service thing...One has to be very careful in imposing your rules on a guest or you will not have that guest. Phones are a reality today and it is very common to see a couple at the table both on their phones texting. Strange but true.

The younger generation are always taking pictures and circulating images. We have a full-time social media person now that is constantly sending pictures of our food, specials, etc. Phones are a marketing opportunity and if you are not engaging the youth you will lose that market share." M

KEVIN MURPHY
MURPHY HOSPITALITY GROUP



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Innovation in life-saving technology is always of interest. LifeVac, available through Rescue 7 Inc., is a non-powered, single-patient portable suction device developed for clearing an airway when standard current choking protocol has been followed without success. LifeVac is designed with a patented valve to prevent any air from exiting through the mask. This valve prevents air from pushing food or objects downward. This creates a one-way suction to remove the lodged food item or object in the event of choking.

- Easy to use
- Does not require a prescription
- The best apparatus available to revive a choking victim once the standard procedure of clearing the mouth of debris and abdominal thrusts has failed.
- LifeVac is a registered Medical Device with Health Canada, CE, and the FDA



Rescue7.net

INTERACTIVE SMART TABLE FOR RESTAURANTS

One of the most popular spots to visit at RC Show 2017 was the Kodisoft booth, where attendees were enthralled by the Interactive Smart Table for restaurants. The unique sensor technology detects almost unlimited touch interactivity through a thick glass surface—making this the only smart table in the world that's practical for public environments. Innovative fun for customers while being more efficient and profitable for restaurateurs. Use the latest in technology to enhance the guest experience and brand messaging. Guests can share information, view sponsor messages, order, play games and update their status while waiting!



BY THE NUMBERS:

- Reduce labour costs while increasing average consumer spending by more than 30%.
- The system introduces new revenue streams through digital services such as gift-giving, gaming, e-commerce and advertising.
- Over 75% of consumers link smartphones and social media accounts to share photos straight to the tabletop, and over 90% choose to provide real-time feedback which equips restaurants with immediate and compelling customer data.

Kodisoft.com

(SOURCE: KODISOFT)





THE ACAPULCO CHAIR

Handmade in LA and Toronto, the Acapulco Chair by Innit is an iconic, contemporary chair that guests loved lounging in at the RC Show 2017. Innit specializes in contemporary steel and vinyl (PVC) furnishings, manufacturing modern designs by hand and exporting to wholesale, retail and commercial clients around the world.

WHY DO WE ADORE THE ACAPULCO CHAIR?

- Contemporary design available in gorgeous colours
- Laid back pear-shaped profile, comfortable without a cushion
- Made to last stylishly for years with its durable powder-coated steel frame and colorfast UV-resistant woven vinyl cord
- Stackable
- Outdoor/Indoor
- Plating (chrome & copper, best for indoor)
- Available with a marine-grade stainless steel frame (best for outdoor use)
- Recycled steel frame
- UV resistant, phthalate-free, vinyl cord
- Suitable for commercial applications
- Breathable, easy to clean, stays dry
- Seat interchangeable with rocker base

innitdesigns.com



PATIO MISTING SYSTEMS

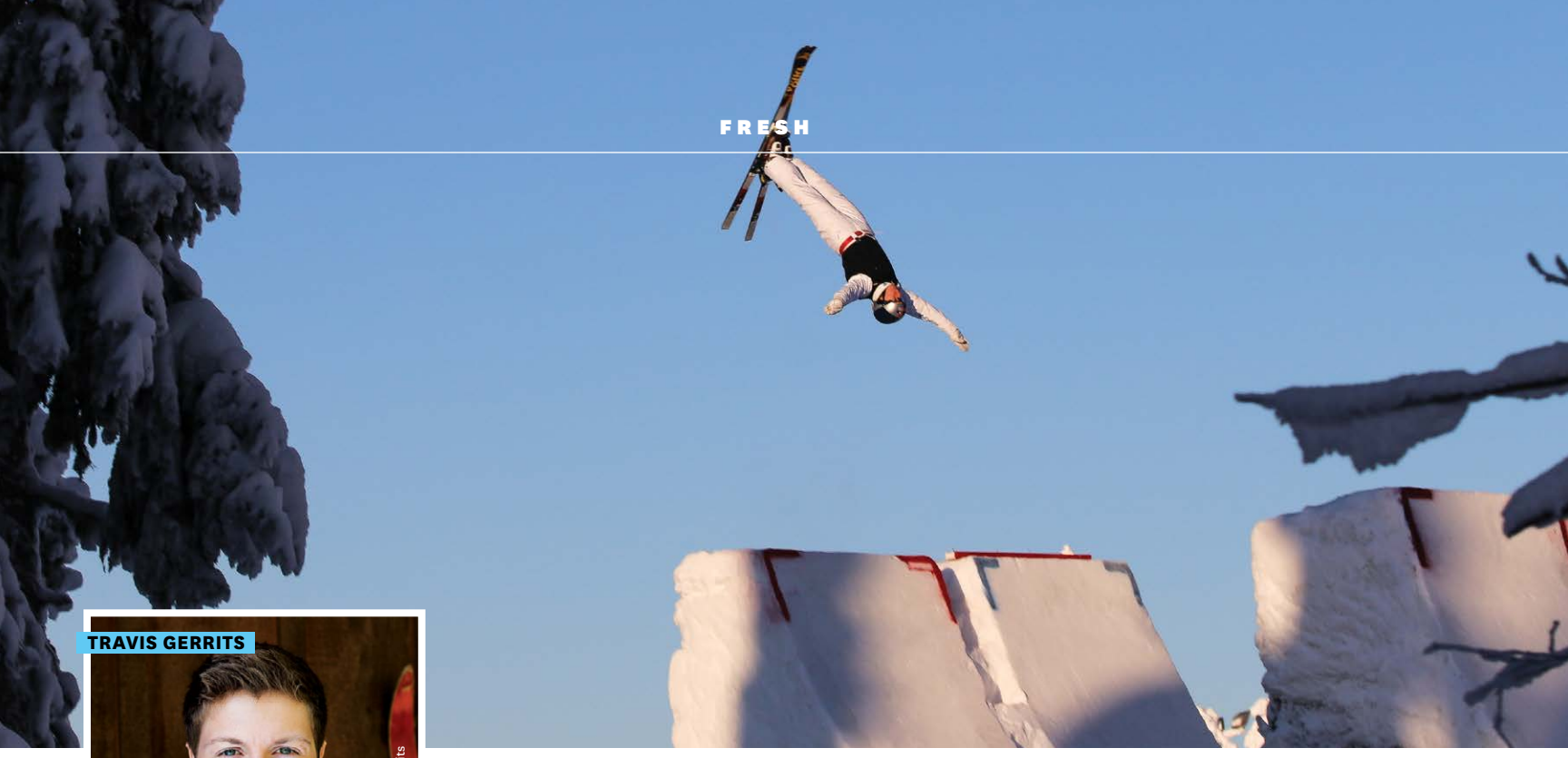
It was a welcome and popular spot to refresh at RC Show 2017—Universal Misting Systems' misting tent left us calm, cool and feeling energized! Their patio misting system is one of our favourite temperature-control innovations.

For the patio, cabana, veranda, rooftop, or even a greenhouse:

- Misting systems work by releasing millions of water droplets under high pressure
- Outdoor misting is one of the most economical and environmentally-sound methods of creating pleasant temperatures in hot weather conditions
- Due to the evaporative properties of the mist, people, food, electronics and furnishings remain dry while the air is cooled and temperatures are lowered

patiomisting.ca





TRAVIS GERRITS



Photo by Tyler Gerrits



Photo by Brent Snowden

LIZ BATES

"From helping to off-set training and competition costs to helping athletes pay their monthly bills, the help these grants provide to Canadian athletes can make all the difference."

Host an Olympian at your restaurant!

A GOLD MEDAL OPPORTUNITY FOR RESTAURANTS TO GIVE BACK

BY LIZ BATES

"Mom, I've got $50 dollars in my bank account, I don't know how I'm going to buy groceries this week." It's a call I've made home from training camp on more than one occasion, from more than one country. In Canada, representing your country on the international stage comes with enormous costs. I was lucky I came from a family who helped step in when I came up short. While the athletes wear the maple leaf, the real heroes are the Canadian moms and dads who remortgage houses, take out loans and support us while we chase our dreams.

The average elite level athlete trains four to six hours per day at high-intensity activities, with breaks to recover and eat. Imagine taking a high-intensity indoor cycling class, but do it six times in the same day. Then I'd like you to do it six days a week. Add a job, maybe two, and juggle homework while you're at it. It's a 70- to 80-hour work week, and despite the assumption that Canadian athletes are well-funded like our American counterparts, Canadian athletes receive very little in the way of financial support. At costs averaging $80,000 per year, it's common for athletes to have full-time jobs, as well as relying on family and community support to fund our dreams. The joke was always that "I had a full-time job to pay for my full-time job." It's a comical statement, but the reality is a lot less funny.

RESTAURANTS, BARS AND HOSPITALITY ESTABLISHMENTS ARE GREAT SUPPORTERS OF CANADIAN ATHLETES, IN MORE WAYS THAN ONE

While at university in Halifax I worked a few part-time jobs, one of which was at a local bar downtown until 3 am most Fridays. I'd grab something to eat, take a quick two-hour nap, and then head to practice for 7 am, 20 minutes away on Lake Banook. I was a full-time student and a full-time athlete with three part-time jobs to pay for training camps, equipment, school and international competitions. It's not just getting there.



Photo by Tyler Gerrits



"CAN Fund helped me to focus on the things I need to be focusing on as an athlete! I'm not sure there's a better way to put it, it's honestly just a huge relief. While $6,000 doesn't seem like a lot, for us it's 600 hours of work we can dedicate to getting better; to making you all a little prouder and to showing ourselves and the world what we are capable of."

Dustin Cook, Alpine Canada. World Championship silver medalist, CAN Fund recipient and 2018 Winter Olympic Hopeful.

Most Canadian athletes—once they reach international competition—are required to pay the bulk of their expenses including hotels, food, flights and accommodation.

Hilton Hotels and Resorts stepped up in a big way for some of our winter Olympians and the impact for them was monumental.

"Hilton Honors set up an awesome program in which they supported me and a few other athletes to help reach our goals of competing and representing our country at the Olympic Games. Our one-year deal was filled with fun and surprises. Aside from the monetary benefits that enabled me to pay for travelling expenses such as flights, and more specifically accommodation, they provided me with enough points to stay at their hotels, worry free." –Travis Gerrits, Canadian Freestyle Ski Team, 2014 Olympian, 2018 hopeful and CAN Fund recipient.

A lot of us spend the majority of our year away from home; not because we want to, but because it's required for us to train and compete against the best in the world. Hilton went the extra mile to make sure that athletes, at least for rest and recovery, had the best chance possible to get ready for the Olympic Games and felt a little closer to home.

CAN FUND'S PRE-GAME MEAL

HOST AN OLYMPIAN FOR A MEAL, RAISE FUNDS AND TAKE PART IN A UNIQUELY CANADIAN MARKETING OPPORTUNITY!

I got involved with CAN Fund in 2012. I didn't just come on as an athlete or a volunteer, but as part of a movement to improve the situation for the next generation of Canadian athletes. CAN Fund (also known as the Canadian Athletes Now Fund) was founded in 1997 by Jane Roos. To date, the fund has raised more than $27 million for Canadian amateur athletes. More than 850 summer and winter athletes applied to CAN Fund last year, and the fund supports both Olympic and Paralympic athletes. Over the last six Olympic Games, more than 80% of both summer and winter Olympians have been supported by CAN Fund. The goal: to raise enough money to give every one of the 200 athletes representing Canada at the upcoming Winter Olympics a $6,000 grant. From helping to off-set training and competition costs to helping athletes pay their monthly bills, the help these grants provide to Canadian athletes can make all the difference.

THE PRE-GAME MEAL, DELICIOUSLY REINVENTING THE CHARITY DINNER

Your restaurant, your guests and CAN Fund brings the Olympians to share their stories. Be passionately changed by the athletes who have made us proud and help inspire those fighting for the chance. Dedicate a night at your restaurant and your guests make a donation to CAN Fund. CAN Fund will even help you get started in planning your Pre-Game Meal.

You are also able to set up and manage your own personal Pre-Game Meal Fundraising Page. This tool allows you to invite your guests, share all the details about your event including the athletes that will be attending and set a fundraising goal that you would like to achieve for your Pre-Game Meal. Your guests can donate online directly to your event page so you can track your goal. With every donation to CAN Fund, the donor receives a tax receipt and finds out the name of the Canadian athlete supported.

It's not just about sponsorship, it's about support. When it comes from a company or a restaurant, it shows our athletes that we value them, how they represent us as a country and as a national community. It instills confidence and belief, regardless of the result. "To me, it goes to show you how some companies and individuals alike will always be there to support you along your journey no matter how many ups and downs you have"- Travis Gerrits.

Your restaurant can makes dreams comes true for Canadian athletes, while presenting your guests with a once-in-a-lifetime opportunity. CAN Fund will help you get started in planning your Pre-Game Meal. For more information on how to create your monumental impact visit: canadianathletesnow.ca.

Liz Bates is a 32-time Canadian Champion in Kayak, Canadian record holder, World Cup Finalist and CAN Fund Athlete Ambassador.



Chef Massimo Capra's Red Beet Risotto



ingredients

1 lb	carnaroli rice
1 cup	onions, finely chopped
3 tbsp	butter
1 tbsp	vegetable oil
½ cup	white wine
2 cups	red beet juice
2 cups	beet greens chopped
4 cups	light chicken stock
2 tbsp	roasted garlic
½ cup	grated parmesan
1 cup	golden beets, roasted and diced

preparation

Sweat the onion in two thirds of the butter and the oil.

Add the beet tops and mix well.

Add the rice and toast for a few seconds.

Sprinkle the wine and let it evaporate.

Add stock, enough to cover the rice and simmer.

Halfway through, add all the beet juice and continue simmering.

Photos by Stacey Newman




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