MENU

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Creating the Experience Economy



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INNOVATION IN THE KITCHEN

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A recent article discussed how "Generation Z," those born starting in 1996 and the most ethnically diverse generation in Canada, is the most adventurous when it comes to the variety of cuisines they eat. That's good news for restaurateurs, knowing that their creativity and innovation in the kitchen will be rewarded as this generation ages. Gen Z is also a strong user of the new methods of doing business, from online ordering to food delivery services. If you haven't already looked at those initiatives, now might be the time to check it out.



A preference for fresh, local and seasonal eating is shared by customers of all ages and many restaurateurs have responded with innovative dishes and menu options, even creating small kitchen gardens to have the freshest herbs right at hand. A bit of a challenge as we head into the winter season, but chefs are certainly known for their creativity.

Innovation in the kitchen has to do with equipment too. Manufacturers are always working on new and innovative products for chefs to use, whether to save time or to utilize a new style of cooking. We see this every year from our amazing exhibitors at the RC Show. Save the date now (Feb. 25-27) so you won't miss out on the latest innovations and creative solutions.

In this issue of MENU you'll find lots of examples of innovation, from ten products changing foodservice to shifting trends in dessert and side dishes. Be sure to check out what chefs and owners have on their business wish lists too.

What are you doing that's innovative? We want to hear from you. You can reach us at 1-800-387-5649 or members@restaurantscanada.org. We're looking forward to a fresh new year with all the innovation, excitement and creativity it brings.



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Chair of the Board



Shanna Munro
President & CEO

November/December 2017
Volume 2 Number 6

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

MAKING MOMENTS CANADA 150

Making Moments: When our members make magic together

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New Glasgow Lobster Suppers of PEI is certainly making moments, selected as the recipient of Restaurants Canada's 2017 Shellfish Excellence Award! This award honors a PEI operator that has demonstrated a significant commitment to the quality, service, promotion, and sustainability of shellfish. Three generations of family have been operating the business over the last 50 years and New Glasgow Lobster Suppers will celebrate their 60th anniversary in 2018!

Thank you to our sponsors, Saputo, Canada Bread, Silver Chef, and Flight Centre, for helping us bring our Making Moments campaign to life.

Don't miss out! For Canada 150, we're offering first-time members a special one-year membership for $150. Join us! Visit restaurantscanada.org to learn more.

*Some restrictions apply.

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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.***



Live-drawn depiction of discussions at the annual Gordon Food Service Local Innovations event in Guelph



A full house at the Air Canada's Best New Restaurants 2017 event in Toronto



Distinguished panelists at the annual Gordon Food Service Local Innovations event in Guelph

EVENTS

DEC 1	Pinnacle Awards Toronto, ON
JAN 8-11	Western Canadian Crop Production Show Saskatoon, SK
JAN 12-21	Sun Peaks Winter Okanagan Wine Festival Sun Peaks Resort Village, BC
JAN 12-28	Niagara Icewine Festival Niagara Falls, ON
JAN 16-18	Salon de l'agriculture Saint-Hyacinthe, QC
JAN 18	5th Annual Craft Beer and Local Food Celebration Halifax, NS
JAN 19-FEB 4	Dine Out Vancouver Festival Vancouver, BC
JAN 19-FEB 14	Hot Chocolate Festival Vancouver, BC
JAN 25-28	Guelph Organic Conference Guelph, ON
JAN 26-FEB 8	Winterlicious Toronto, ON
FEB 3-4	Toronto Tea Festival Toronto, ON
FEB 25-27	RC Show Toronto, ON

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



Opening of Sanjeev Kapoor's Khazana Milton, with owners **Rashmi and Shailesh Gangwani** and their children



Marconi Montreal's **Mehdi Brunet-Benkritly** and **Molly Rivera** at the Air Canada's Best New Restaurants 2017 event

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Define the Brine

FORGET YOUR STANDARD ROAST TURKEY PREPARATION

Turkey is an all-season ingredient. Not just a holiday food but a nutritional powerhouse that is low in cholesterol and high in essential nutrients. Locally-raised Ontario turkey is 100% steroid- and hormone-free and raised in free-roaming environments. Turkey is versatile, suited for almost any diet, recipe and style of cuisine. Whether served at a carving station for the holidays or presented on an innovative menu, brining the turkey for several hours prior to roasting locks in moisture. Brining 12 to 20 hours prior to roasting is ideal. Parts require less time, whole birds more.

1. CHOOSE YOUR TURKEY

Wings, drums, thighs and breast meat will cook quickly, of course a whole bird (around 10lbs) can take up to two hours on the barbecue.

2. CHOOSE YOUR CONTAINER

The turkey will need to be completely submersed in the brine solution.

3. BRINE SOLUTION – LIQUID

You'll need about 1L of ice cold water to cover a few parts and about 3L to 4L to cover a 10-12lb whole turkey. Create your own signature brine, consider replacing some of the water with beer, pop etc.

4. BRINE SOLUTION – SALT

Kosher salt or sea salt are recommended. Or use a unique, seasoned salt mixture. Dissolve salts in a small quantity of hot water then let cool before adding to the brining liquid. Use a ratio of 1 cup salt to 1 gallon liquid.

5. BRINE SOLUTION – AROMATICS AND SEASONINGS

FLAVOUR: Sweet, savoury or spicy hot, mix to taste. Try honey, maple syrup, molasses or brown sugar to sweeten up the brine. Fresh herbs such as rosemary, sage, thyme, basil or mint add subtle flavours, while garlic, shallots, ginger root, cinnamon sticks, cloves and lemon or lime zest define the brine. Smoky chipotle peppers, ancho, jalapeño or spicy hot cayenne peppers for some heat!

6. PREPARATION AND COOKING

Once the solution has been prepared and the turkey submerged, refrigerate for the desired length of time. When finished soaking, remove the turkey from the brine, and discard brine. Thoroughly rinse under a slow stream of cool water and rub gently to release the salt. Pat the skin dry. Cook the turkey as you normally would, in the oven, on a rotisserie, or in the barbecue.

Turkey Farmers of Ontario HQ is located in Kitchener, Ontario. The association represents 176 turkey farmers across the province of Ontario—the organization is producer-run and funded, working and advocating in the industry for over 45 years. Mandated to continue to ensure the humane treatment and care of turkeys, to provide not only safe, high-quality food to consumers, but innovations in menu development for Canadian foodservice operations.

GOBBLE UP SOME EXCITING TURKEY NEWS AS WE HEAD INTO 2018!
Gordon Food Service now offers fresh Ontario Turkey parts within their new Just In Time (J.I.T) program. Create delicious menu offerings fresh (never frozen) from delicious Ontario Turkey parts ordered and delivered within days of your planned promotions.

For recipes and information, please visit makesitsuper.ca.

Meet THE Chefs

1. What restaurant are you at/do you own?
2. Describe your education/experience.
3. What is your favourite dish to make?
4. What is your favourite dish to eat?
5. Name your favourite restaurant, besides your own!
6. Describe your best food experience.
7. Name an ingredient you are obsessed with right now!



CHARCUT: CONNIE DESOUSA & JOHN JACKSON

1 **Connie:** "Most of my time is spent at our CHARCUT Roast House. I work most services with the team and am never away for too long. charbar kitchen is headed up by our partner and Executive Chef Jessica Pelland who you might recognize as one of the Chopped champions on the Food Network."

John: "My time is pretty split between both CHARCUT and charbar. I have been spending more time on our events at Telus Spark, where we now have the catering contract, and our hosting events with food all being prepared by our amazing culinary team from charbar."

2 Both Connie and John are graduates of the culinary program at The Southern Alberta Institute of Technology in Calgary. Between them, they have also received other diplomas and certificates: from Iowa State Meat Science to Cornell University Food and Beverage Management.

3 **John:** "Anything cooked over wood as of lately. Not only is this a major feature in our restaurants both at CHARCUT and charbar but I also have an amazing backyard kitchen with a wood-fired oven and grill that I use for pretty much everything. Most recently, I cooked our Thanksgiving dinner in it."

Connie: "My Portuguese breakfast...great all-day long. It is pretty simple: a fried egg, handmade Portuguese linguica sausage that is flavoured with my dad's Portuguese pepper sauce, pickled peppers and some of Aviv's sourdough bread. Simple and gratifying to make."

4 **John:** "I kind of go back to the last question about what is my favourite dish to make. Typically that dish is also the dish I want to eat. Of course, that changes frequently. I am rather enjoying all my Thanksgiving leftovers that were made in my wood-fired oven. Next week it might be a pizza week where I can work on some fermented dough recipes."

Connie: "I get cravings for ramen a lot and it is my go to on days off with my daughter Annabelle since this is one of her favourites too."

5 "We haven't been getting out that much lately but a few newer spots we have had the chance to pop by this month and loved were Shokunin, Bar Von Der Fels, Foreign Concept, Calcutta Cricket Club and Bread and Circus that just opened. There are so many others that we love and frequent. Calgary is a culinary hot spot full of amazing talent."

6 "We both agree that there is no single best food experience and what makes some of our most memorable are the people we get to share the experience with. Loved ones, friends and family sharing food and breaking bread made with the finest ingredients prepared by passionate cooks."

7 **John:** "Not necessarily a single ingredient but I am pretty obsessed with fermented doughs as of lately and have been practising a lot in my wood-fired oven."

Connie: "I am loving Sumac right now, the citrus notes and vibrancy it adds to a dish. I find myself incorporating it in a lot of new dishes at CHARCUT and at home."

CONTINUED ON PAGE 14

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Meet THE Chefs

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6. Describe your best food experience.
7. Name an ingredient you are obsessed with right now!



KINCAPLE CATERING: **EMMA HOUSE**

1 "I run a small private dinner company, largely catering to the Milton/Guelph area. Kincaple Catering specializes in small numbers with a big emphasis on where food comes from along with creating a personal experience: dining at home with a chef."

2 "I'm a graduate of the Stratford Chefs School, one of Canada's leading culinary programs."

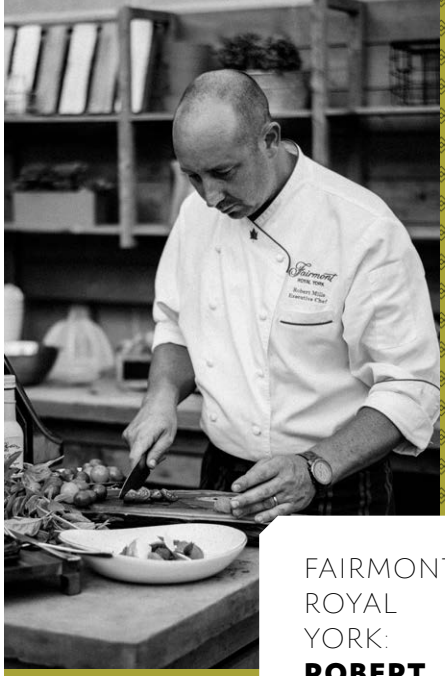
3 "My favourite dish to make is probably homemade ravioli. It was something I was taught by my Chef while in Stratford and there is an oddly calming and satisfying outcome. Rolling, shaping, cutting and creating small perfect pouches of delicate pasta is like stress relief from the hustle of a kitchen. I tend to find a very Zen-like space while I make ravioli."

4 "My favourite dish to eat would be tiramisu. It is something that so many people have a different take on that I enjoy trying them all."

5 "The Prune in Stratford, Ontario. I did work there so some bias may be had. It will always be my most favourite place."

6 "When I graduated from school, a group of us made a trip to Chicago and dined at Alinea. We spent a lot of time studying the restaurant in school as one of the first restaurants to take a minimalist/modern approach to food and experiential dining."

7 "I am currently really enjoying working with mint. I know it seems odd for this time of year, but with the weather that we have had, the mint bush I have at home is still flourishing. I love the immediate freshness that it adds, and the versatility. It can go from drinks into savoury applications and still be suitable on a dessert plate."



FAIRMONT ROYAL YORK: **ROBERT MILLS**

1 Executive Chef Robert Mills administers the direction, coordination and creation of all food preparation throughout the immense culinary department at Fairmont Royal York. He oversees the hotel's six dining establishments which include: EPIC Restaurant and Lounge, Benihana Japanese Steakhouse, Library Bar, Piper's Pub and York's Café. Additionally, he oversees Banquets and In-room Dining.

2 "Under an Apprenticeship program to get my Red Seal Certificate of Qualification in Professional Cookery which was completed in Wellington, New Zealand."

3 "Chocolate tart."

4 "Steamed Lobster, braised beef short ribs, garlic mashed potatoes, shaved truffles."

5 "Chef Michael Hunter's restaurant, Antler."

6 "Growing up in New Zealand we would often have a BBQ at the beach and when the tide was going out we would collect Pipis (Surf Clams), washing the sand out of them and grilling them on a charcoal BBQ and finishing them off with lemon juice."

7 "I would have to say Truffles."

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Photography by Stacey Newman

AGRICULTURE

lessons in resilience

CARRYING ON A FAMILY TRADITION THAT DATES BACK TO THE 1930S

BY CAELI MAZARA

Ask Alberta rancher Kelly Fraser about Canadian beef, and she will give you enough information to write a book, build a farm and open a restaurant, not to mention make a mean steak. Fraser runs NuHaven Cattle Company out of Pine Lake, Alberta, and in so doing, is carrying on a family tradition that dates back to the 1930s. Her grandparents began NuHaven's predecessor Poplar Haven Farms over 80-years ago and ran the farm as a grain and beef operation. When Maine-Anjou cattle were first imported from France in the sixties, Poplar Farms began to specialize in raising the variety and selling to other herds. Fraser's family chose to divide the operation in 1997, at which point NuHaven was born.

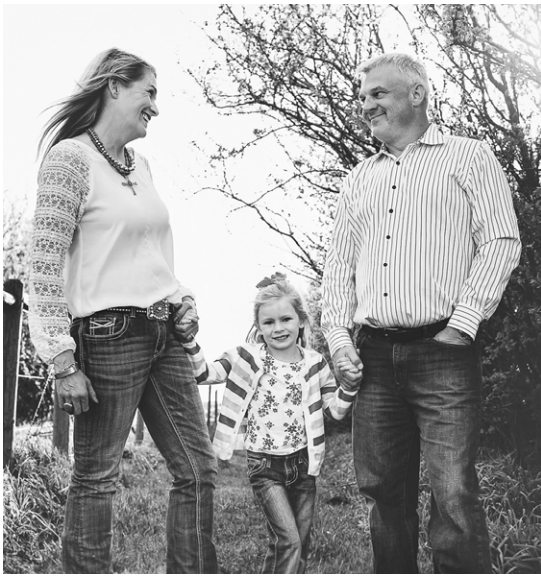
"There were six of us grandchildren, and four of us had an interest in agriculture and being part of the farm," says Fraser. "We realized that we either had to get a lot bigger, or we could manage our own farms and have our own entities. So, in 1997, my mother, father, brother and I created NuHaven."

Fraser does a bit of everything on the farm—from feeding to farm maintenance to paperwork and everything in between. NuHaven still specializes in the Maine-Anjou, a breed characterized early on by its red and white hide and the fact that it was suitable for both milk and meat. Now, years later, most Maine-Anjou are solid black in colour.

"My mother, Kristine, is still very involved," says Fraser. "My husband, Scott, helps out on the ranch on the weekends, and we have a five-year-old little girl and she thinks she's the boss. Most kids, on their birthdays, get toys. She gets toys—and a heifer. We've developed her a little herd of her own."

NuHaven, for its part, boasts a herd of around 250 at any given time, according to Fraser: Bulls and breeding heifers, and about 100 calves

↣ CONTINUED ON PAGE 18



The Fraser Family of NuHaven Cattle Co.

who will hopefully double in number in the spring when they have their own calves.

With almost two per cent of the world's cattle, Canada is the eleventh-largest producer of beef, but the sixth-largest exporter. NuHaven helps bolster those numbers with high-quality purebred cattle for breeding.

"We're trying to produce the seed stock genetics for the industry," says Fraser. "We want the very best animals to be retained within our herd. We want correct legs, big bones, nice big-bodied cows. When we go out there to look at them, we need to like what we see."

With Canadians eating more poultry and less beef—consumption has decreased by almost 25 per cent since 2000 to approximately 41 pounds of beef per capita per year—exports are more important than ever. Canada sends nearly three-quarters of its exported beef to the United States, with about 10 per cent going to China and six per cent to Mexico. The shrinking domestic demand has the industry talking. This past summer, Fraser took part in an East Meets West event organized by Canada Beef and the Fairmont Royal York in Toronto.

"It was really neat because I got to meet different media people, organizations, chefs and food bloggers," says Fraser. "We toured a feedlot and had an amazing lunch. Chef Robert Mills from the Royal York prepared a brisket and Clinton Zhu from Shanghai prepared a short rib."

Attendees including Fraser were brought to a working cattle farm—Sunnymead Farms in Caledon, Ontario. There they toured the facilities, learned about feed production and animal nutrition, the cattle industry, and they were able to see the animals and the operations in person. The hands-on frame of reference coupled with experts offering an intrinsic understanding of the industry, farming/ranching techniques and beef preparation techniques allowed attendees to engage with the process and the producers of a vital Canadian ingredient—Canadian beef.

For Fraser, the event also gave her context for her work.

"It was a first for me," she says. "I'm the producer providing the calf. To meet the chefs that use the final product was an awesome experience because I think both industries need to come together like that as often as we possibly can."

NuHaven certainly doesn't exist in a vacuum. The company has weathered ups and downs before, but few as devastating as the BSE (bovine spongiform encephalopathy or mad cow disease) crisis of 2003, when a BSE-infected animal was confirmed in Canada.

Canada is the eleventh-largest producer of beef, but the sixth-largest exporter.

Fraser recalls: "At the time, we also had an export company where we exported livestock genetics throughout the world. The day it was announced, we had a plane-load of cattle ready to go and we had cattle en route to another plane heading to Colombia. We also had animals in quarantine getting ready for shipping. That day we had $12 million in contracts and sales. By that night, we had nothing. Those contracts were absolutely un-fillable."



Canada's live bovine exports went from over $1.8 billion in 2002 to half a billion in 2003 and zero in 2004 and 2005. Fraser's father, Gary, started looking for alternative markets as imports elsewhere were shut down. After nearly five years, NuHaven found a market in Russia, but in the meantime, the company was faced with some hard decisions.

"Every single decision we made, we had to evaluate," says Fraser. "We had to change how we were feeding our cows. We evaluated where we pastured them. We evaluated the cows themselves. We needed to make sure that when we came out of this, we had a strong herd with the genetics that people would desire. When I look back on it, I'm grateful that it taught us to really look at everything that we do. But I know that what got the industry through it was the Canadian people. They might not have realized what they were doing for our industry, but they supported us. Prices were lower and Canadians were able to eat more beef. It increased the interest and the desire for beef, and it made sure a lot of our family ranches survived. Some didn't, many sold because they couldn't survive the markets. But NuHaven could and did."

The market took years to recover. At the worst of the crisis, cows that might have usually sold for $1,300 were selling for as little as $15. Fraser says the industry has since stabilized, but in a business so affected by trade, there are now new things to consider—like a NAFTA renegotiation.

"The industry is working on ensuring that we're there at the table if there is a NAFTA renegotiation," says Fraser. "NAFTA has been great for cattle and beef producers up here, but it's been great for those in the US as well. When the border closed in the early 2000s, we became reliant on the Canadian people, but there are cuts and items that Canadians don't want that we're able to sell internationally. So we need to make sure trade agreements go forward."

NAFTA was a big topic at the Canadian Beef Conference in August. There is no doubt that a "buy American" policy could be detrimental to Canadian beef producers.

All the more reason, Fraser says, that the Canadian beef industry needs to have an open dialogue with consumers.

"We're continually researching to ensure we have the best possible products to give to our consumers, many of whom are actually the restaurant's consumers," says Fraser. "We're raising a beef product that we care about and we want to ensure that what we are producing is what's needed. We don't just want to produce a product and say, 'Here you go, this is what you get.' We want to know what is needed."

She encourages restaurateurs to do their research and connect with industry resources like Canada Beef and the Beef Centre of Excellence. The beef industry has a history of resilience, and with a partnership of producers and consumers at all levels, Fraser believes it can weather whatever changes are coming. M

"The industry is working on ensuring that we're there at the table if there is a NAFTA renegotiation," says Fraser. "NAFTA has been great for cattle and beef producers up here, but it's been great for those in the US as well."

SOURCES: Canadian Cattlemen's Association | Canadian Maine Anjou Association | Canfax Research Services | CBC News Online. "Mad Cow in Canada: The Science and the Story" | Forge, Frederic, and Jean-Denis Frechette. Mad Cow Disease and Canada's Cattle Industry.



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BUILDING YOUR BUSINESS as we approach a new year is about so much more than just replacing equipment. Experiential dining is hot, and it's profitable. Build an experiential menu and your restaurant business by employing the latest services, equipment, ingredients and ideas that we've highlighted here. Restaurant innovation runs the gamut from accelerated cooking technology to a robot that prepares salads for you. Evolve the way you do business in 2018!

the Experiential Menu

SERVICES, EQUIPMENT, INGREDIENTS & IDEAS CHANGING FOODSERVICE

BY BETH POLLOCK



Accelerated cooking technology,

featuring high-speed and multi-tech ovens. These appliances offer the flexibility of performing multiple functions in one unit. One example of this trend is the Merrychef eikon e2s, which can do a variety of tasks on demand—cooking, toasting, grilling, baking and more. This unit works particularly well for smaller kitchens, where it can take the place of several larger appliances.

CONTINUED ON PAGE 22



Dessert

IS INCREASINGLY CONSIDERED AN ANYTIME OCCASION

Consumers are slowly shifting away from the traditional view of dessert as a post-meal occasion and are increasingly defining dessert as an anytime occasion, according to Technomic's recently released 2017 Dessert Consumer Trend Report. Planned dessert occasions are also on the rise, and 18- to 34-year-olds are increasingly likely to visit specific restaurants for a meal because of a dessert they offer.

Key takeaways from the report include:

Portable desserts like **milkshakes, smoothies and fruit** are increasingly popular for anytime occasions like snacking and replacing meals

Greater opportunity exists to drive **off-peak traffic** by positioning desserts as craveable, stand-alone occasions throughout the day or by emphasizing the snackable nature of top desserts like fruit, cookies, brownies and ice cream

32% of consumers eat dessert after a meal at least twice a week

46% of consumers' dessert occasions are planned (rather than impulse)

48% of consumers say they are willing to pay more for desserts that are made from scratch

Innovations in holding category equipment. Need help getting through peak periods without compromising the quality of your food? Sophisticated holding equipment can help by holding prepared food for longer periods of time without degradation. Merco offers four- to twelve-zone models that hold moist or dry food, with a quick adjustment to accommodate either. Cook in batches ahead of time and hold the food there, and you'll be confident of the quality of the finished product.

Kitchen gardens that facilitate growing your own greens. Farm to fork never came easier than with Urban Cultivator's indoor gardens. You can grow your own vegetables, herbs and greens right in the kitchen to achieve the ultimate in local food. Harvest your fully organic produce as you need it to ensure maximum flavour. Because the garden is fully automated, it takes care of itself so you can focus on your customers.



Trending... FROM TECHNOMIC

STARTERS, SMALL PLATES AND SIDES PLAYING A KEY ROLE AS EATING HABITS SHIFT

Starters, small plates and sides are well-positioned to gain share of stomach as eating habits shift to include more snacking and sharing. Small plates, in particular, continue to proliferate on menus and are helping to change meal dynamics. "Preference is growing for meals that include several smaller-portioned or shareable dishes instead of those focused on a single entree," explains Kelly Weikel, director of consumer insights at Technomic. "Small plate and appetizer bundles, samplers and more innovative side dishes are trending as consumers increasingly opt for meals that feature a variety of flavours."

Key takeaways from the report include:

38% of consumers who order appetizers strongly agree that they sometimes visit a certain restaurant because they are craving a specific appetizer

43% of consumers would like more full-service restaurants to offer small plates

62% of consumers say it's important that they can choose the side that comes with their entrée





Technology at the table. From touch screens that allow customers to place their orders, to digital menu boards; from call buttons that flag down a server to a program that lets diners see the progress of their meals: when it comes to technology at the table, the sky's the limit.

Induction is the cooking technology of the future. Not only does it increase energy efficiency, it also enhances kitchen comfort because it doesn't generate the heat that gas cooktops do. Garland's Flexi-Hub offers precise, concentrated heat exactly when you want it; it also recognizes pot size to deliver the right amount of power.

Products that enhance your beverage program. The popularity of beverages is skyrocketing. Nitro coffee and tea, blended teas, smoothies, frappes and more are fueling huge growth in this sector. You can be part of this growth by investing in products that make your beverage program a selling point. With Manitowoc's Multiplex Blend-In-Cup Workstation, you can blend and serve directly in the cup. A built-in ice machine means you save time and energy, while the touch screen lets you program the drink you want, ensuring the precise amount of product is served. This helps control costs and keeps the beverage experience consistent.

↣ CONTINUED ON PAGE 24



Visually appealing equipment that suits open-concept kitchens and smaller restaurants. Think sleek designs and bursts of colour. The eikon e2s mentioned above is just one example of this trend. It's both stylish and attractive and works nicely for a bistro, café or any establishment where customers can see into the kitchen.

Customer order technology is about to move to the next level with the introduction of full-menu intelligent bots for placing orders. One such product, Orderscape, is expected to arrive in Canada in 2018. This bot can be built for any restaurant with any menu and has the advantage of being voice-based, for customers who would rather speak than type when placing an order.

Remote-controlled equipment allows your busy kitchen staff to set precise timing during the busiest shifts, from anywhere in the kitchen.

And for a real taste of the future, **how about a robot that helps with food prep?** Sally the Salad Robot from Chowbotics can be programmed to prepare a salad in one minute. Salads can be customized with up to twenty different ingredients, and Sally will deliver a consistent product every time.

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It's a very cool time to be in the business of food...

BY JOE JACKMAN

Food has always been cultural, social, nourishing, essential. Now, it's an experience, with its own celebrity and media ecosystem and the highest level of human interest and engagement than at any other time in history. As a restaurant owner, the vital question you must answer is a riff on the Jimi Hendrix album title: "Am I an experience?"

The businesses that are winning today are the ones that have figured out either the most efficient model (and often the least expensive) or the ones delivering truly unique and dimensional experiences. The experience economy. You've heard of it, right? It's real, and it's growing fast. In fact, sales of experiences—from out-of-home dining and travel to entertainment—are now growing at twice the rate of the sales of goods. That's a big wave to ride.

So how do you ride it fully? First, as always, decide which customers you're for, what they care deeply about and how you can offer them something meaningfully unique. Secondly, decide what you are all about as a brand, are you different from everyone else? These decisions are fundamental to success, but oh so vital to make and stick with.

Next, decide how to be great in every detail. Worthy of coming back for. Worthy of telling friends about. Worthy of social media amplification. Worthy of yours and your customers' time. Everything speaks, and you want it to say "I'm different." Making something special and relevant is the best business plan.

I mention relevance as it is helpful to be in the moment, to be a part of things people broadly care about. There are many big shifts afoot today. Here are three that I believe every food experience business should have on the radar:

1. **A societal want for connection.**
Whether face-to-face, online or other, how can you facilitate opportunities to foster community, human connections and new relationships?

2. **A new definition of space.**
No longer defined by four walls, food experience can happen anywhere and in many ways. Enabled by technology, the emergence of virtual restaurants and delivery models is changing the way people eat. How does this shift in thinking change the way you can create and deliver experience to your customers?

3. **People first.**
Authentic commitment to people-first practices is more important than ever. This is manifesting in everything from built-in social contribution (think Warby Parker) and tipless restaurants (guaranteeing staff are well compensated) to a greater focus on healthier food for human well-being. What does (or could this) mean to you?

Knowing your customers and the times you live in—knowing yourself—is always the right compass to guide you to success. As you pursue improvements to your business, I encourage you to think about how you can create and deliver an "insanely great" customer experience. There is no better time to do so.



An advisor to consumer brands, retailers, B2B companies and private equity partners for 30+ years, Joe has proven invaluable to leaders intent on sharpening strategy and catalyzing positive change efficiently. Throughout his career as a strategist, creative director, executive and reinventionist, he has helped companies create new or more powerful versions of their brands in record time, and is widely considered to be the leading expert on transformational change.



groupex CANADA

Groupex: Supporting Canadian operators for 33 years and counting...

The goal of Groupex is to help independent Canadian foodservice operators reduce costs by providing a package of quality branded goods and services at competitive prices by partnering the needs of our members and our suppliers.

Groupex was started in 1984 by a group of restaurateurs as a way of reducing their operating costs through volume purchases. We are now over 2,700 members strong. Proudly owned by Restaurants Canada, we operate in all provinces except Quebec. Our programs cover every facet of a typical foodservice operation; from food and beverage to waste services and everything in between. The more programs a member supports, the larger the reward going back to that member. Groupex serves all segments of the foodservice industry including pubs and diners, hotel/motel, family/casual, recreational, and institutional operations.

Groupex helps your business grow and prosper. Contact us today to start saving.

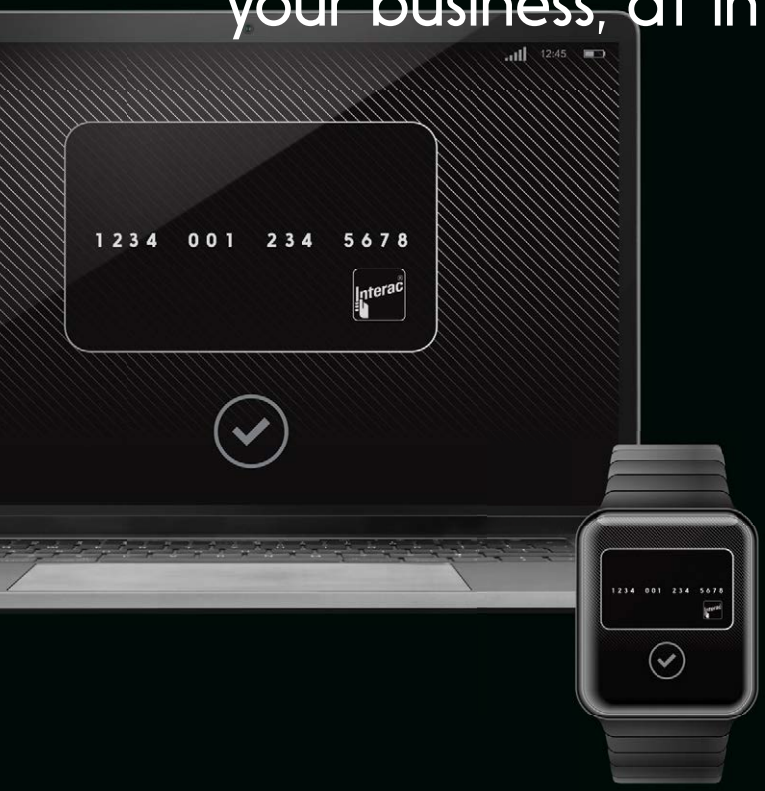
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10 Most Common Mistakes
OF FIRST-TIME RESTAURATEURS

BY GABE DA SILVA

Opening a restaurant comes with complex challenges and difficult decisions. If you're a first-time restaurateur, you can expect to make hundreds of decisions before you ever even open for business. With so many decisions to make, you won't always be right. The key is to make good decisions on important issues to avoid making the big mistakes that can cripple a restaurant.

HERE ARE THE 10 MOST COMMON MISTAKES TO LOOK OUT FOR.

1
If you build it, they will NOT come.

The foodservice industry is no Field of Dreams. It's a complex and nuanced business that can frustrate even the most seasoned entrepreneur. Just because you hung your shingle, people aren't going to flock to you. Leave nothing to chance. Use your launch to build a raving fan base so when the doors finally do open customers will be lining up to get in.

2
You didn't do your menu math homework.

Have you ever been out to dinner and wondered how much the meal you just had cost the restaurant to make? I'm going to let you in on a little secret: they probably couldn't tell you! In many restaurants, the menus are developed by cooks who focus on how dishes look and taste, not on what they cost to produce. When I opened my first restaurant, I sold a salmon dish that was an absolute hit with customers at a loss for almost six months because I never mapped out the recipe and calculated my cost. If you don't know what your dishes cost to produce, your food costs will quickly get away from you. That can be the kiss of death for a new restaurant.

3
Not enough cooks in the kitchen.

When first staffing a restaurant your inclination will be to hire only as many people as you absolutely think you need because—let's face it—who wants to pay people to stand around, right? Wrong! Early on, you need to hire significantly more people than you think you need. Three times more people, in fact. Here's why...a third of the people you hire up front will likely bail on you within the first two weeks. Another third you'll realize aren't worth keeping around in that same two weeks. Fire those people immediately. The remaining third will form your core team and stay on.

4
You have "Superhero Syndrome."

So you're the modern day Clark Kent. You're faster than a speeding bullet, more powerful than a locomotive, able to leap tall buildings in a single bound, but guess what...you still cannot run a restaurant by yourself. And if you try, as so many of us do initially, I guarantee you that at some point you'll burn out and your restaurant will suffer. Focus on ownership issues that require your direct involvement and tasks that suit your particular skill set. Find someone trustworthy to delegate everything else to.

5
You're an absentee owner.

On the other hand, you can't just rely on someone else to run your restaurant for you while you sit back and reap the rewards. The restaurant business doesn't lend itself well to absentee ownership unless you're a celebrity chef with a huge team of rock stars. Bobby Flay and Gordon Ramsay may be able to successfully open restaurants with little or no direct involvement, but even they toiled in the kitchen early in their careers. When you first open your restaurant, you must obsess about learning and understanding everything about how it operates. Over time, as your skills evolve and your understanding of the business grows, you can begin to delegate and automate. All too often, first-time restaurateurs take the learning curve for granted and don't commit the time up front that's necessary to succeed.

↣ CONTINUED ON PAGE 30

10 Most Common Mistakes
OF FIRST-TIME RESTAURATEURS

6

You don't have systems in place.

The system is the solution! If you don't develop and document operational systems for your employees to follow and your managers to enforce, be prepared to wear a lot of hats. Systems provide direction and accountability for staff, which in turn free you up to focus on bigger-picture tasks. The goal of every restaurateur is to work in their business, not on their business. But until solid systems are developed and implemented, that can't happen.

7

You lack focus.

The ability to Follow One Course Until Success (FOCUS) is a critical skill first-time restaurateurs need to develop to be successful. The restaurant business is ever evolving and has so many moving parts that falling victim to distraction is easy. You must approach every task decisively and with an end goal in mind or risk burrowing down endless rabbit holes. I was a victim of Shiny Object Syndrome (SOS) when I opened my first restaurant—constantly distracted by trends, things that at the time had little or no bearing on the actual operational needs of my business. It's hard to do but you have to FOCUS.

8

A not-so-grand opening.

You know the saying, you only get one chance to make a first impression? Well, in the restaurant business, where competition is intense and the customer is increasingly fickle, that saying couldn't be truer. You may think you're ready for everything, but believe me, until you have your first service you really don't know anything. Do yourself a favour and have a soft opening for friends and family first to stress test your kitchen and staff. As a first-time restaurateur it's extremely difficult to come back from early bad reviews. I opened my first restaurant to friends and family a week before I opened to the public and boy was I happy I did. Our first service was chaotic and highlighted a dozen or so things we needed to address before officially opening.

9

You're trying to be everything to everyone.

In most circumstances the old adage "the customer is always right" still applies, but sometimes in foodservice you need to just say NO. If a customer wants his steak cooked to death or his greens plated separately you should do it. But when requests become unreasonable and put undue stress on your staff and impact the experience of other customers, there's nothing wrong with politely declining to accommodate them. If you try to be everything to everyone you'll soon find yourself catering to the ridiculous whims of people who have no regard for you or your business.

10

You're focusing too much on what YOU like.

Restaurants exist to provide pleasurable dining experiences for customers, not stroke the egos of their owners. You may like loud music and spicy food, but if those things aren't aligned with your concept and overall brand they have no place in your restaurant. Remember, it's a consistent, pleasurable experience that keeps your customers coming back.

The expression "failing to plan is planning to fail" is more applicable to the restaurant industry than any other. Try to avoid these mistakes and you'll be one step closer on your journey to restaurant riches. M

Editor's Note:

Gabe Da Silva wrote this article in 2014. It resonates as much (if not more) today. There are many challenges facing Canadian restaurateurs. At MENU, we make it our job to speak to you and to know your stories inside and out; to find and provide takeaways that you can apply to your business today. This is one of them.

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WHAT HAPPENS TO FOODSERVICE SALES WHEN THE PARTY IS OVER?

BY CHRIS ELLIOTT

Canada certainly knows how to celebrate its 150th birthday in style—by leading the G7 countries in economic growth. The latest outlook by TD Economics calls for the Canadian economy to expand by a rock solid 3.1% in 2017. This is the strongest expansion since 2011. By comparison, the US economy will grow by 2.1%. The outlook for Canada's economy is a sharp improvement over the 1.8% growth that was originally forecast for 2017 this time in 2016.

By most measures, Canada's economy is firing on all cylinders as a number of factors propel the country's real GDP. The following are a number of notable accomplishments in 2017.

- Consumer spending remains upbeat, expanding by a better-than-expected 3.6% in real terms in 2017. This is due to strong labour market growth and rising household net worth.
- Canada's unemployment dropped to 6.2% in September, its lowest level since the recession began in the fourth quarter of 2008. It took a mere eight months for the unemployment rate to peak at 8.7% during the depths of the recession, but it took a gruelling 95 months for it to return to pre-recession levels. In Quebec, the unemployment rate is at its lowest level in a generation, which is actually causing labour shortages in parts of the province.
- Canada's consumer confidence index returned to pre-recession levels. Rising employment and general optimism have improved consumer sentiment. That household net worth rose to a record $10.5 trillion in 2017 likely helped matters.
- While most analysts expected a contraction, the housing market continues to defy gravity, expanding 1.6%.
- Business investment turned a corner in 2017, climbing by 1.6% following a 20% decline between 2014 and 2016.
- Exports are forecast to improve, up 2.7% in 2017 after a tepid 1.0% gain in 2016. It was also a strong year for the tourism industry, which brought in throngs of hungry tourists.

It usually doesn't get any better than this. As a result of all the above, Canada's commercial foodservice industry will report its 26th consecutive year of nominal sales growth. Annual foodservice sales are projected to grow by a better-than-expected 4.9% in 2017. This is an upward revision from last year's forecast, which called for the foodservice industry to advance by 4.0%. Growth was led by strong gains in British Columbia, Ontario and Quebec.

It's difficult—even for the most curmudgeon economist—to find fault in 2017. Yes, there were a few hiccups along the way. Household debt continues to climb to record highs. A new 6% meal tax in Saskatchewan put a dent in overall foodservice sales in the province. Drinking place sales in Canada stumbled following a strong 2016. Alberta's foodservice industry also struggled to return to its glory years.



All in all, 2017 was a banner year for the economy. It would be icing on the proverbial cake if 2018 was equally as positive. Although there are some reasons to be optimistic, I'm less hopeful for a number of reasons.

All good things must come to an end. The strong economic growth of 2017 will moderate to a more sustainable 2.1% pace in 2018, and then to 1.7% in 2019. This is due to a reduction in residential investment. Real consumer spending will slow as rising interest rates, softer housing prices and high household debt take the wind out of the sails of consumers.

As a result, foodservice sales in Canada will moderate to 4.3% growth in 2018. This would represent its slowest pace since 2011. After adjusting for menu inflation, real sales will grow at roughly the same pace as the overall population. This means the only way to grow sales is to take market share away from your competition.

At the same time that consumer spending is moderating, foodservice operators in Ontario and Alberta are bracing for sharp increases in the minimum wage. Seven out of 10 operators say that the number one priority over the next 12 months is to reduce operating costs. They will do this through reducing employee hours, looking for less expensive menu items and cutting staff. For many, they will have no choice but to raise menu prices in tandem with lowering costs.

But before we blow out the candles on 2017, let's make a wish that consumers keep spending and the tourists keep coming. While it may be ambitious thinking that 2018 would be as strong as 2017, solid revenue growth will help offset some of the rising costs that will hit the restaurant industry. Of course, foodservice operators will also have to use all their experience, and even some luck, to navigate the coming two years.

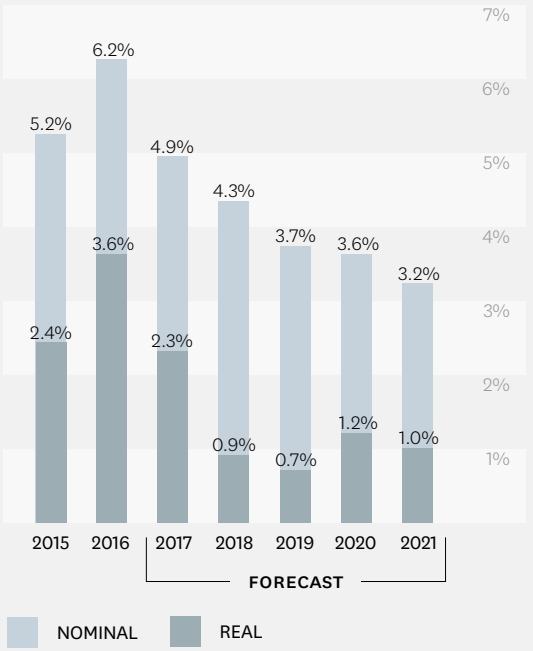
Restaurants Canada offers members a number of savings programs so be sure to check with the membership department that you are getting the most out of your membership. We also have a number of research reports to help you benchmark your financial ratios and identify ways that operators are coping with rising minimum wage costs, such as the Restaurant Outlook Survey. For more information, contact membership@restaurantscanada.org.

ABOUT CHRIS:

As the Senior Economist, Chris Elliott leads the research department at Restaurants Canada. Chris has worked with Restaurants Canada for 18 years, has a Bachelor of Arts and Master's Degree in Economics and specializes in economic modelling and forecasting. His passion for working with numbers has helped make Restaurants Canada a leading source of information about Canada's foodservice industry. In his spare time, Chris loves to kayak and the outdoors. He is a huge metal music fan, attending concerts throughout Canada and the United States.

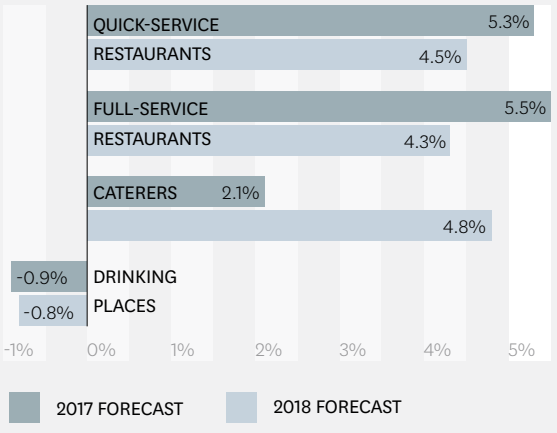
COMMERCIAL FOODSERVICE SALES IN CANADA

(YEAR-OVER-YEAR CHANGE)



COMMERCIAL FOODSERVICE SALES BY SEGMENT IN CANADA

(YEAR-OVER-YEAR NOMINAL CHANGE)



Source: Restaurants Canada's 2017-2021 Foodservice Industry Forecast

Restaurants Canada

The voice of foodservice | La voix des services alimentaires

Member Benefits

Advocacy: Our Strength is in our Numbers

When you join Restaurants Canada, you get more than just a membership for cost saving programs, you also gain a powerful voice to government. We advocate on behalf of the more than 30,000 restaurants and foodservice operations who are members of Restaurants Canada. You'll also become part of a supportive community and have access to valuable research.

Our recent wins:

Cuts to small business tax rate

The federal government announced that it will cut the small business tax rate from 10.5% to 9% by January 1, 2019. This has been a historical demand from Restaurants Canada. Restaurants Canada is satisfied that, under pressure from the business community in general, and from members of our industry in particular, it will now become reality.

The federal government also announced adjustments to some tax change proposals that were put forward months ago. Though not yet to our full satisfaction, they will provide some relief to small and medium size foodservice establishments that have been hit hard in the last few years.

Our advocacy pays off for small businesses

After two months of active campaigning against the federal government's proposed tax changes to small business, our work has paid off. The lifetime capital gain exemption (LCGE) restrictions were removed from the propositions and government has given its word that it won't punish in-family transfer of businesses. In a separate announcement on October 19, the government also backed away from their original proposal to restrict a person's ability to convert money held in a private corporation into capital gains as a way to reduce taxes.

Restaurants Canada on Parliament Hill

In mid-October, Restaurants Canada directors and staff participated in our annual "Day on the Hill" event in Ottawa. We had meetings with almost 30 MPs and representatives from all major parties. We delivered core messages on small business taxes, marketing restrictions, alcohol taxes and credit card fees. We focused on issues that mean major money and visibility for our members, and we are confident that we made significant inroads.

Visit **restaurantscanada.org** for more details.



ONTARIO BILL 148 UPDATE

In advance of the spring 2018 election, the Liberal government in Ontario has aggressively pushed Bill 148 (Fair Workplaces, Better Jobs Act, 2017) through the Legislature. The Liberals see this as a key campaign commitment, which will raise the minimum wage in Ontario to $14/hour on January 1, 2018, and $15 in 2019.

What cannot be understated, however, is just how significantly Bill 148 will alter the employment and labour landscape in Ontario. While many know of the bill for the minimum wage increases, there are dozens of amendments that will add layers of red tape and new conditions for employers. The implementation timelines on these amendments remains unknown, as does how and when the other legislative amendments will be enacted and enforced. Businesses owners from all sectors are now subject to significant uncertainty around their 2018 obligations.

Restaurants Canada has been working aggressively on behalf of our members to help the government understand the full implications for the foodservice industry. Working alongside leaders from the sector and a coalition of aligned business interests, the team at Restaurants Canada has been actively campaigning MPPs from all parties. There is also a role for individual members to reach out from your local communities to voice your concerns.

We encourage you to visit **restaurantscanada.org** and send a note to your MPP or ask for a meeting to discuss the impacts that Bill 148 will have on your business and your employees. While much remains unknown, Restaurants Canada members can always reach out to our membership team with concerns or for advice.

DIG IN

Ready to get started? We're here to help!

MEMBER SERVICES
1-800-387-5649
members@restaurantscanada.org.



Raise the Bar

REPORT CARD IS STIRRING UP CHANGE

The restaurant business is not for the faint of heart, and if you're a licensee, it comes with an extra shot of challenges. From outdated liquor laws to exorbitant tax rates, it often seems like Ottawa and the provinces want to slam the door on Canadian hospitality.

It's a short-sighted view, when you consider that licensed restaurants and bars account for 48,000 businesses, directly employ 560,000 Canadians, and generate $8.2 billion a year in economic activity. They also revitalize neighbourhoods, attract tourists and visitors, and provide a safe, regulated environment for customers to enjoy a drink with friends.

It all adds up to a winning recipe, but in many cases, our laws and regulations aren't keeping pace. And, undoing policies that are rooted in prohibition-era thinking takes time.

Restaurants Canada started shaking things up in 2015 with the first-ever Raise the Bar report card on provincial liquor policies. The report graded each province in four categories: pricing and selection; licensing and regulation; customer sales; and political and regulatory activity. It also factored in feedback from licensed members who completed an opinion survey.

Raise the Bar certainly raised some eyebrows among politicians and public servants. "A national report card makes it crystal clear as to which provinces are forward-thinking when it comes to beverage alcohol policy and which ones are behind the times," says Joyce Reynolds, executive vice president of government affairs for Restaurants Canada. "After we issued the first report card in 2015, provincial politicians and the liquor corporations started asking us what they could do to earn a better grade. It was a great conversation-starter."

The conversations led to positive action in many provinces. The 2017 Raise the Bar report card has just

↣ CONTINUED ON PAGE 36

Report Card on Provincial Liquor Policies for Bars and Restaurants

Canada's bars and restaurants are at the heart of every community. Are government policies helping or hurting? It's too soon to pop the cork.

Since our first report card in 2015, the results have been mixed.

B ↓ ALBERTA
Still best in class, but losing ground. The government leaves licensees holding the tab for higher liquor mark-ups and an end to the liquor server wage.

B– ↑ QUEBEC
Things are looking up for licensees thanks to streamlined regulations and better product selection. There's work to do on wholesale pricing, bottle stamps and credit card fees.

B– ↑ NOVA SCOTIA
Raise a glass to lower craft beer taxes and less red tape for licensees. The missing ingredient? Wholesale beer pricing and a regulatory overhaul.

B– ↑ PRINCE EDWARD ISLAND
Cheers to positive changes to pricing and licensing. Licensees and customers are still thirsty for better product selection.

C ↓ BRITISH COLUMBIA
A new wholesale pricing model leaves a sour taste for licensees. Private liquor stores get discounts while bars and restaurants pay full retail price!

C ⊖ MANITOBA
Wholesale pricing and level playing field are long overdue. Let licensed restaurants and bars provide off-site sales—just like hotels do. Let licensees pay the MLCC by credit card—just like consumers do.

C– ↑ SASKATCHEWAN
Much improved, but wholesale pricing model falls flat. A flawed system must be fixed to treat all licensees fairly.

D+ ⊖ ONTARIO
Recent changes to alcohol policy left most licensees out in the cold. When you're the world's largest buyer of alcohol, there's plenty of room to improve pricing.

D ↓ NEW BRUNSWICK
Less talk, more action please! Licensees are still waiting for long-promised wholesale pricing.

D– ↑ NEWFOUNDLAND AND LABRADOR
Relations with the NL Liquor Corporation have improved, but prices, selection and red tape remain the worst in Canada.

been released, and it awards an improved grade to four provinces, status quo to three and a worse grade to three. "While most provinces have improved or stabilized over the past two years, we still have a long way to go to create a fair playing field for licensees," says Reynolds.

The number one issue? In most provinces, it's price. The lack of wholesale pricing is getting harder and harder for licensees to swallow. As one survey respondent noted: "Where else on the planet do you pay more than retail to resell to your customers at a much higher price than they could get it themselves?"

If you're fed up with outdated regulations and unfair pricing, let your provincial officials know. You can download the full Raise the Bar 2017 report card at RestaurantsCanada.org. M

HAPPY HOUR

Raise the Bar has resulted in several positive changes for licensees since 2015. For example:

- Progress on liquor retail privatization and access to liquor wholesale pricing in Saskatchewan
- Less red tape and more flexibility on patio liquor licensing in Alberta
- Reduction in the number and cost of required liquor licenses in Quebec
- Restaurants allowed to serve a limited number of drinks without food in Nova Scotia
- Waiting time for a liquor license reduced by over a month in PEI



Tax as a % of price:



WINE 44%
21% USA

BEER 50%
40% USA

SPIRITS 76%
54% USA

$10.9 billion
Government income from control and sale of alcohol

$926 million
Pre-tax profit earned by Canada's bars and licensed restaurants

(Annual net figures)

Did you know?

The federal government has raised several red flags for licensees, including **A TAX ESCALATOR** on all alcohol that will rise automatically every year!

DIG IN

If you need advice on arranging or preparing for a meeting, Restaurants Canada can help with that too.

MEMBER SERVICES TEAM
1-800-387-5649, ext. 4245
members@restaurantscanada.org





The straw that stirs the drink...

LABOUR COSTS ARE RISING, TAKE CHARGE NOW.

BY LEN FRAGOMENI

There is little as destabilizing to our industry and category as rising costs. If you're operating an establishment in Ontario, you're facing a significant (and rapid) increase in labour costs as we head into 2018 thanks to the provincial government's minimum wage increase. This threat is not isolated to operators in Ontario. Establishments across the country can and do face similar threats to their businesses all the time. With the hardiness that comes with standing the test of time in this business, and a little ingenuity...you too can be the straw that stirs the drink in your establishment. At SpiritHouse, we're choosing to be preemptive instead of reactive.

DON'T WAIT FOR CHANGES TO TAKE EFFECT, TAKE CHARGE NOW

Rotate taps regularly to give guests choice and the ability to explore. Change beer and cocktails seasonally (about two times per year).

Avoid giving your guests sticker shock. You don't need to have all your core beers on the menu. Bring in something new and feature it at a higher price to help offset the labour increases. Guests want new, they want what's trending. Engineer your menu to direct guests where you want them to go.

Learn to adapt to the new labour models we're all facing. We launched a new program in early 2016 with Peller Estates to offer a VQA white and red on tap, and the cost savings are huge! You have to look at every opportunity to break the mold (never mind what business has done in the past).

Play offence and defence. Using a sports analogy, think of service and quality of offerings as your offence, and cost savings and labour management as your defence. They both equally contribute to your overall success.

Create experience. One thing we do well is focusing more on presentation and experience at the table to be able to get price points up and deliver more value. Start finishing at the table! Flame the Old Fashioned at the table, employ more theatrics. Create WOW factor at the table. Guests want to be entertained. This tactic works just as well today with a flamed Old Fashioned as it did back in the golden age of the cocktail (1880s) when the original bartender, Jerry Thomas, introduced his Blue Blazer cocktail—a drink made by lighting whisky on fire and passing it back and forth between two steel mugs, creating his signature flame arc, and thus, the show. I'm sure it was priced much higher than the average drink of the day.

Have an open discussion with your team, involve them in this transition and work for their buy in. It's a win-win for everyone. Asking more of your staff, more of your team overall, for the increased wages can translate into more value at the table for the guest.

Build a new menu now instead of waiting for prices to go up. Use your new menu launch as a springboard to the increase in price. Take a proactive approach. Think your way through adversity, show the value on your menu. Give more at the table, ensure guests are getting a better experience.

One thing we do well is focusing more on presentation and experience at the table to be able to get price points up and deliver more value. Start finishing at the table!

There are two types of people when it comes to prices—those that price shop and those that don't. This is true in every market. There is something for everyone and every type of price shopper in beverages. Premium cocktails, experiential dining or a sure-thing beer or a go-to cocktail—keep your menu varied and fresh.

Attract what you want for your business and always remember that how you price your menu will influence how your guests perceive your offerings. Coming back to SpiritHouse, we see an Old Fashioned on the table as a $17 cocktail. Smoking wood into the glass, with cinnamon, and a fire show, at the table. It's delivered on an old wooden board, in a small bottle that is hand scribed. It's the little things that fuse authentic value to the experience. If you're not paying attention, you're leaving money on the table.

Len Fragomeni is a hospitality consultant that works with clients and brands across Canada, in all facets of their businesses. He owns and operates one of Toronto's top whisky and cocktail hot spots, 'SpiritHouse,' as well as the 'Toronto Institute of Bartending,' which has trained over 65,000 industry individuals since 2002. He's most recently started a new premium cocktail company called "Founder's Original," which will see its products sold in the LCBO in 2018.

beer & cheese

HOLIDAY MENU MAGIC

Michelle Tham is the head of education at Labatt Breweries of Canada and a certified cicerone. Afrim Pristine is the maître fromager of Toronto's Cheese Boutique. Together they've created this tasting guide for pairing beer and cheese on your holiday menus!

ALIGN INTENSITY. Make sure that bold cheeses are paired with bold beers, and pair delicate cheeses with delicate beers.

BRIDGE FLAVOURS. Look for a flavour that is present in both the cheese and the beer...they need to have something in common. Look for flavour characteristics in beer that can also describe cheese.

CUT TASTES AND TEXTURES. For a dynamic pairing, add some contrast. The carbonation in beer naturally cuts through the richness and creaminess of a cheese's texture. Beer also can have bitterness, sweetness or acidity, cutting through the salt and fat of cheese.

SEMI-FIRM CHEESES LIKE GRUYERE WITH BELGIAN-STYLE WITBIER

Try Gunn's Hill 5 Brothers with Shock Top or Hoegaarden

Both align in delicate intensity. The citrus peel and coriander used in brewing Belgian Witbiers bridge with and accentuate the subtle fruity and spicy characteristics of the cheese.

BLOOMY RIND CHEESES LIKE A TRIPLE-CRÈME WITH SESSION IPA

Try Glengarry Figaro with Mill Street Welterweight

Session IPAs approachable bitterness align with creamy richness of triple crème cheese. The youthful tangy fresh milk flavour bridges with the citrus and tropical fruit characteristics derived from American and New World hops. The bitterness in the beer cuts through the buttery, creamy texture.

CLOTHBOUND CHEDDAR WITH ENGLISH PALE ALE

Try PEI Clothbound Cheddar with Boddington's or Goose Island Honkers Ale

A classic British pairing—ale and cheddar. Both robust in intensity, the caramel flavour found in an English ale is complementary to the nutty, caramel flavours found in a nicely aged cheddar. Align a cheese with more age with a more robust ale.

SOFT GOAT CHEESE WITH DRY CIDER

Try Bouq Emissaire with Brickworks Ciderhouse Batch: 1904 Dry Cider

A tart, dry cider aligns in intensity with an equally tangy cheese, like young goat cheese. By pairing similar tastes like acidity in both the beer and cheese, it can mitigate the perception of tartness—allowing more subtle flavours to shine like the gentle earthiness of the goat cheese.

SEMI-SOFT BLUE CHEESE WITH AMERICAN IPA

Try Blue l'Etoile with Goose IPA or Mill Street West Coast IPA, or for the more adventurous, pair with Mill Street Vanilla Porter

This is where you can pair BIG flavours with one another, aligning bold intensities. For an unexpected surprise, try a Porter with a hint of chocolate or vanilla—the roasty intensity paired against pungent tartness accentuates flavours that are otherwise masked. M



72ND EDITION - CANADA'S LARGEST FOODSERVICE TRADE EVENT

RC Show

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

• THE HOSPITALITY EVENT OF THE YEAR •

INNOVATION UNLEASHED

FEB 25-27, 2018 | ENERCARE CENTRE TORONTO | RCSHOW.COM



Food, fun, leadership and networking, just a few of the reasons that RC Show 2018 is about so much more than simply pleasing taste buds. RC Show 2018 can help your bottom line, with a bevy of innovative products, services, information, trends and more—all designed to improve your business operations.

Taking place February 25-27 at the Enercare Centre, here's how the show can make you money:



HOW RC SHOW CAN BOOST YOUR BOTTOM LINE

INNOVATIVE OFFERINGS: Don't miss THE foodservice event of the year as we present INNOVATION UNLEASHED. This year's show takes a closer look at how far the industry has come and a forward look at what the Future of Food will look like. From products and services across all categories, to a sneak peek at how space technology benefits Canadian farmers—promoting sustainable agriculture and impacting the food we grow, serve and eat—in Canada's Space Agency and the Canadian Agriculture and Food Museum's "Space to Spoon" exhibit. See all the ways you can improve your business' offerings and efficiency, while integrating local and green practices into your restaurant.

MENU IDEATION: Learn how chef-inspired cocktails and seasonal ingredients are being used to pique palates, spark conversations and inspire menus. These innovative ideas are there to help your bottom line. For example, new drink recipes and demos will inspire you to transform your cocktail menu. Intrigue your guests and increase your beverage business.

IT'S WHO YOU KNOW: Make incredible new connections and leverage existing business relationships. The RC Show is now offering an enhanced booking platform which allows attendees and exhibitors to connect in advance and schedule sales appointments during the show.

TIME IS MONEY: Compare prices and negotiate all in our space! Restaurants Canada is expanding the largest trade show in Canada to include more thought leadership, networking events and culinary experiences. With eight pavilions curated to bring brands to life, and more than 100 keynote presentations, panel discussions and culinary demos—learn how we can help support and grow the foodservice and hospitality industry.

HEIGHTENED LEARNING: There are opportunities to expand your knowledge and learn more about the challenges, trends and more, impacting our industry. Learn how to make your business profitable with live demos, presentations and the must-attend RC Leadership Conference, where experts come together to inspire, enlighten and engage!

RC SHOW 2018 WILL FOCUS ON INNOVATIVE WAYS TO REDUCE COSTS AND INCREASE PROFITS. FIND INSPIRATION FROM CANADA AND AROUND THE WORLD WITH MORE WAYS TO SHOP, TASTE, LEARN, CONNECT AND GROW YOUR BUSINESS.

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CONNECT + GROW YOUR BUSINESS

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PEPSICO FOODSERVICE



Q&A

ROB CAMERON

PRESIDENT OF CHASE PAYMENTECH AT JPMORGAN CHASE & CO.

WHERE IS PAYMENT TECHNOLOGY HEADED FOR FOODSERVICE PROFESSIONALS IN CANADA?
Restaurants need convenient ways to accept payments. More and more it's by credit and credit/debit cards. That means we need to have the right terminals, the right support, and integration to the right restaurant management systems that are used by restaurants.

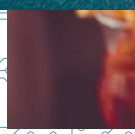
PLEASE TELL US A LITTLE BIT ABOUT CHASE.
Chase Merchant Services is the global payment acceptance and merchant acquiring business of JPMorgan Chase & Co. We are part of one of the world's leading financial intuitions. Here in Canada, we have more than 400 team members who work to serve the payment needs of businesses.

CAN YOU GIVE US A REAL-WORLD EXAMPLE OF WORK YOU'RE DOING TODAY?
We serve about 1 in 5 restaurants in the country and we know our customers want their payments systems to talk to their restaurant management systems and we are working to simplify and streamline departments. I have

↣ CONTINUED ON PAGE 44

> Canada is rapidly becoming a cashless society. What we want to do is make sure that we have the right terminals, the right support, and integration to the right restaurant management systems that are used by restaurants.





spent a lot of time just looking at what we can do from a field service standpoint to improve the service we give. For example, we are now offering free installations on short-range wireless. This drives a good first experience with Chase. It helps customers get up and running fast. We are also investing time in looking ahead at industry needs, for example, integrating with order-ahead apps and other ways to help restaurants meet customers where they are.

THERE ARE MANY TIME CONSTRAINTS FACING RESTAURATEURS. IS THIS AN INTEGRAL CONSIDERATION?

Absolutely. Our focus is on simplifying payments so business owners can focus on serving their customers and growing. Owners want their service to work and to work every time. At the end of the day, that's how restaurateurs collect their revenue. We feel that they have entrusted us with that and we're going to do the best job we can.

HOW DO YOU ADDRESS THE VERY DIFFERENT CHALLENGES FACED BY DIFFERENT TYPES OF RESTAURATEUR—FROM OPERATORS THAT ARE NATIONWIDE CHAINS TO THE INDEPENDENT OPERATORS?

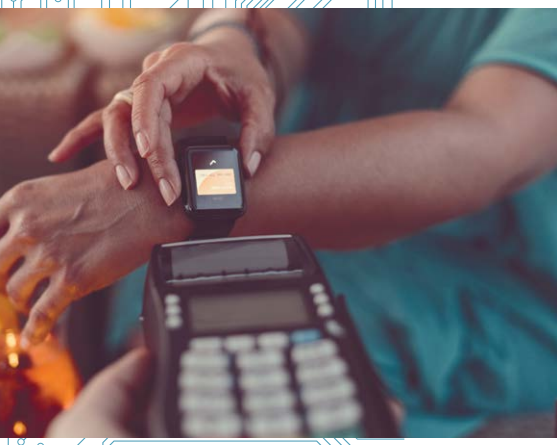
Because we service chains, we've got this field support network and we know how to be responsive. We then leverage that and we offer the same high-quality, fast response times to our small/medium businesses, which we think is a differentiator in the market. If they have a problem—for example, things go wrong and you spill on or drop the hardware—we need to get people back up and running and we have a team that understands and has the experience to do that.

WHAT DO YOU SEE COMING IN FOODSERVICE, WHAT SHOULD OPERATORS BE LOOKING OUT FOR?

One important trend is the move towards mobile technology. It allows staff to be able to walk up to a table with an iPad and take orders for drinks and food. In fine dining, when you get that first drink in front of the customer faster, it drives a better customer experience. When it's time to cash out, guests can easily split the bill and select how to pay. There's an opportunity for this technology to not just be a better version of what was done, but it can actually change the way restaurateurs operate their businesses.

The real business opportunity is that this allows restaurants to turn tables faster. Waiting for the bill is one of the big dissatisfiers at the end of the night and it drives down tips. So,







50%

OF OUR TRANSACTIONS THIS YEAR ARE "TAP"

if you can speed the process up, and turn the table, the customer wins and the restaurant has a better outcome. Order-ahead and location-based services is another big piece. Typically, kitchens aren't the hold up in a speedier customer experience. It's actually the queue to place an order and pay, so restaurateurs can get more turn out of the kitchen. We spend a lot of time wondering about and researching the business problems these restaurants are facing; whether it is fine dining where it's about turning tables vs QSR where it's about moving that line.

WHAT ABOUT APPS?

If you are going to use a mobile app, you want to make sure you're not managing the credit cards yourself to protect the integrity and security of the transaction and your customers. Restaurateurs don't necessarily understand or want to manage security and that's why we are a trusted partner—we manage more than a trillion dollars in merchant processing volume globally.

HOW ARE YOU PLANNING TO GROW THE CANADIAN PORTION OF THE BUSINESS?

Partnerships with organizations like Restaurants Canada help us align our brand with their brand, then we put together special pricing and service packages for end customers. We think a lot about this market as it moves towards more transparency and simplicity.

We have been very successful with businesses crossing the border and doing business in both the US and Canada. Cyber-security is a critical focus, particularly with nuanced businesses. Our customers integrate with Chase once and can do business easily in both countries.

WHAT IS THE FOODSERVICE STRATEGY FOR CHASE?

We want to be an integration point of choice for all of the applications that a restaurant might want to use: from restaurant management to order ahead. We're very focused on making that seamless and frictionless.

WHAT ARE RED FLAGS CANADIAN OPERATORS SHOULD BE CAUTIOUS OF?

- Payment technology should be simple to understand—watch out for companies offering things that require a lot of clickthroughs.
- Watch out for fees that are not transparent or consolidated. As an owner, you have the right to know your costs and details.
- Canada is a very chip and pin-focused market, and this absolves liability from restaurant owners, but there are still a few tips to know to avoid fraud.

↣ CONTINUED ON PAGE 46



RED FLAGS

3 things Canadian operators should be cautious of:

1. Be wary of odd consumer behaviour. For example, a customer who wants to run a credit card and get cash back from the owner can be a red flag for fraud.
2. Keep watch over your equipment. You wouldn't let someone play with your cash register so don't let someone take your terminals away. Train your servers.
3. Owners should keep themselves out of scope. Don't keep numbers stored, let us do that. We can provide stored number service.

DO YOU HAVE A FEW FINAL TIDBITS AS WE LOOK TO THE FUTURE?

- Random but fascinating fact—50% of our transactions this year are "tap!"
- Card technology will be replaced by the mobile. Using a card tap will be replaced with phone verification with pin or thumbprint, etc. This will be much more the norm.
- Our mobile devices will employ location services to enable checking out and paying using your phone. Enabling things like tap is a great thing for restaurants.
- At Chase, our job is to allow acceptance of however people want to pay. Canadian consumers love loyalty points and credit cards. Funding those programs does have a cost to it, but the benefits are far-reaching and widely embraced by Canadians.

WHAT IS YOUR KEY MESSAGE TO CANADIAN RESTAURATEURS?

We understand how valuable your time and service is. We are very client-focused and we want to deliver the best possible service in this market. M





HostMilano 2017

A GREAT SUCCESS FOR THE CANADIAN DELEGATION

WE WERE AT HOSTMILANO 2017 AND THE SHOW WAS A RECORD SUCCESS!

187,602
PROFESSIONAL VISITORS
(+24.3% compared with 2015)

72,699
INTERNATIONAL, 38.8% of the total
(+20.4% compared with 2015)

177
COUNTRIES REPRESENTED

The 40th edition of HostMilano took place last month from October 20-24 in Milan. Record numbers of attendees descended on Milan including our Canadian delegation, which included Restaurants Canada staff and members! A total of 93 selected buyers made up the Canadian delegation visiting Host 2017.

The Buyers Program was one of the most international gatherings of decision makers in the global world of hospitality. Welcoming about 1,500 selected executives, purchasing managers, interior designers and professionals, the program resulted in thousands of profitable business meetings.

BUSINESS DEVELOPMENT ARCHITECTURE WORKS

Host has been working for the last two years on the promotion of HostMilano in Canada, one of the countries with the best increases in all the figures in 2017. The collaborations with Canadian partners, led by Restaurants Canada, added great value to this Milanese event!

Host created partnership opportunities and signed agreements with Restaurants Canada (for three Host editions 2017+19+21), Baking Association of Canada, OCSA & WCSA the Ontario & the Western Convenience Stores Associations, the NEWH the Hospitality Industry Network (Canada & USA), IDC Interior Designers of Canada and the American Society of Interior Designers (USA, with Canadian members).

"HOST IS A SUCCESS STORY THAT IS ALMOST UNIQUE IN THE INTERNATIONAL WORLD OF EXHIBITIONS AND EVENTS. THANKS ALSO TO THE CHARM AND ALLURE OF ITALIAN STYLE, EVERY TWO YEARS HOST CONFIRMS MILAN AS THE WORLD CAPITAL OF THE VARIOUS ASPECTS OF GLAMOUR AWAY FROM HOME. IN THIS SENSE, WE HAVE BEEN PARTICULARLY IMPRESSED BY THE EVER-INCREASING COMMITMENT OF THE EXHIBITORS TO CONTEXTUALISING THEIR PRODUCT WITH TRUE STORYTELLING TECHNIQUES…"

FABRIZIO CURCI, CEO AND DIRECTOR GENERAL OF FIERA MILANO SPA.

THE MARKETPLACE

INSPIRE · INNOVATE · EMPOWER



Haggis is on the menu in Canada!

What is Haggis? Simply lamb, beef, oats, onions and spices, nothing more, nothing less. Haggis is basically like an oaty, spicy mince and a great source of iron, fibre and carbohydrate with no artificial colours, flavourings or preservatives.

Scotland has started exports of haggis for the first time in 46 years after Macsween of Edinburgh developed a new recipe that meets Canadian regulations. Macsween is a third-generation family company—passionate about extolling haggis as a versatile ingredient which is perfect for any time of day, all year round.

Incorporate haggis into your menu offerings with these suggested recipes from Macsween:

- Haggis Shepherd's Pie
- Sweet Chilli Haggis Breakfast Bowl
- Haggis, Sriracha and Cheese Toastie
- Haggis Wellington

DIG IN

Please visit our website for these full recipes and more!

OUR WEBSITE
menumag.ca



NESPRESSO

INTRODUCES TWO BESPOKE COFFEES DESIGNED SPECIFICALLY FOR FINE DINING RESTAURANTS

Developed with Michelin-starred chefs, Nespresso Exclusive selections allow chefs to offer their customers exceptional coffees to fully complement the fine dining experience.

NEPAL LAMJUNG is sourced from the Himalayan foothills, home to one of the world's rarest beans. The coffee is grown in limited quantities by a small group of farmers, hand harvested and pulped and every farmer processes their own beans.

Flavour profile: intense, fresh notes of toasted bread with a velvety texture.

KILIMANJARO PEABERRY is made with hand harvested Arabica Peaberry beans from the remote slopes of Mount Kilimanjaro in Tanzania. The bean is smaller and rounder than most coffee beans—grown, processed and dried with care by farmers with small holdings of less than two acres.

Flavour profile: concentrated and fruity, works well alongside spirits like rum.

These two Grands Crus are made to be served as a vital part of the fine dining experience, allowing guests to further explore the world of coffee. Currently the Exclusive Selection coffees are available only at Toqué! and Langdon Hall in Canada.

NESPRESSO.COM/CA

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SET YOUR IMAGINATION FREE

There is no limit to the delicious offerings you can tempt your patrons with when you start with the versatility of Pepperidge Farm Puff Pastry. From traditional favourites like Strudels, Fruit Flans and Quiches to scrumptious Caramelized Onion, Mushroom and Gruyere Tartlets and decadent Chocolate Ravioli Pillows.

Made with no artificial colours or flavours, Pepperidge Farm Puff Pastry is extremely versatile and so easy to use. Our Pastry Sheets and Patty Shells thaw in minutes and brown evenly during baking. Get ready to impress and delight your patrons!

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VERVE CARROT, PARSNIP BISQUE WITH GINGER

ON TREND

Flavourful carrots and parsnips simmered with onions, cream and butter finished with a hint of ginger.

- Vegetable-focused
- Provides a full serving of vegetables—CONSUMERS want soups with a full serving of vegetables from restaurants
- Hot trend in produce—root vegetables
- 48% of consumers are interested in trying new or unique soups
- FULLY-PREPARED—consistent taste and appearance every time
- Saves time and labour—produces heat directly in the pouch
- 4 x 4 lb pouches per case, allows smaller batch preparation

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Le saucisson… de toutes façons

Bertrand Bourget, a native from Gaspésie and former owner of the renowned Charcuterie La Tête de Cochon in Percé, has studied and worked in Europe in the dry sausage industry. Today his company "Le saucisson…de toutes façons!" offers refined and high-quality dry sausages—low in water and full in taste.

- 100% Quebec pork
- Natural casing
- No filling agents
- No artificial flavours
- No colouring
- Gluten free
- Five flavours

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Warm Lindt chocolate tart

WITH COCOA NIBS, FLEUR DE SEL AND RASPBERRY SORBET

FROM EXECUTIVE CHEF ROBERT MILLS, FAIRMONT ROYAL YORK

Chocolate Pâte Sablé

150g	*Butter*	*200g*	*Flour*
75g	*Icing sugar*	*30g*	*Cocoa powder*
1	*Egg*	*+*	*Vanilla*

1. Cream butter and icing sugar until smooth.
2. Add vanilla and egg and combine.
3. Sift in flour and cocoa powder and form a dough

Warm Chocolate Tart Filling Batter

125g	*Cream*	*2*	*Egg yolks*
200g	*Chocolate*	*50g*	*Sugar*
100g	*Butter*	*pinch*	*Salt*
2	*Eggs*	*20g*	*Cocoa nibs*

1. Simmer cream and butter in a pot, then add the chocolate and remove from heat.
2. Whisk together in a bowl the eggs, yolks, sugar and salt.
3. Slowly pour the chocolate into the egg mixture and whisk to combine.
4. Pour into unbaked chocolate sable shells, finish with cocoa nibs and fleur de sel. Chill.
5. Bake to order for 10-12 minutes at 350 F.

Raspberry Sorbet

1L	*Frozen raspberry puree*	*50g*	*Sugar*
1	*Egg whites*	*50mL*	*Water*

1. Make a simple syrup with the sugar and water and beat into the egg white.
2. Fold this into the puree and freeze.


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SINCE 1897
Inspiration shouldn't be
a special ingredient
When people love their food, they spread the word, which helps your business grow. For over 115 years, Gordon Food Service® has sourced the perfect ingredients. With thousands of foods, one-of-a-kind specialty items, local products, and supplies to operate restaurants big and small, we'll help you support your business and delight customers.
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Discover tradition, quality and authentic taste with our Fior di Latte. A true Italian-style mozzarella made with cow's milk. Its fresh, rich, milky taste and creamy texture make it the ultimate ingredient for your high-temperature pizza oven."

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CHEESEMAKER

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