MENU

CANADA'S FOODSERVICE MAGAZINE



INNOVATION UNLEASHED

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WHAT WE GROW, SERVE + EAT

LESSONS FROM THE DISRUPTORS
TURNING CALAMITY INTO CULINARY TRIUMPH

SCIENTISTS + FARMERS
THE HEROES & PIONEERS OF FOODSERVICE

RC SHOW 2018
PREVIEW

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

Get ready for RC Show 2018!

Even though the holiday season is over and the long cold winter is now upon us, the most wonderful time of the year for Canada's foodservice industry is just around the corner!

RC Show 2018 (Feb. 25 – 27) is quickly approaching and we could not be more excited. The theme of this year's show is innovation and we invite you to explore, learn and celebrate cutting-edge and inventive products, ideas and recipes.

With each edition of MENU, we ask ourselves how the foodservice industry's present will shape its future. Our ongoing quest to bring the best people, newest technology and brightest minds to the forefront never ends. This issue is no exception.

Flip the pages for an in-depth RC Show preview, including what we'll be talking about during our exciting panels, the innovations that will be available on the show floor and our leadership conference topics and speakers.

Be sure to check out Behind the Bar, where we focus on upping your beverage game one issue at a time.

Our Women of Industry article brings you conversations with business leaders Susan Senecal, Jen Agg, Cheryl Radisa and Ilham Kadri who have broken down barriers throughout the foodservice sector. These champions of industry are shaping the future, as well as providing insight and inspiration to a younger generation looking to make their mark on the Canadian and global landscapes.

We're thrilled to deliver news of the latest developments, about your colleagues and ways the foodservice industry is changing. As we delve into the latest trends and industry news, we always remember that none of this would be possible without the people who work tirelessly to make it all happen.

Don't forget to check out and follow Restaurants Canada's print and digital platforms so you can keep up with the latest news and insights in foodservice while helping us count down to RC Show 2018!

We encourage you to keep sharing your stories, ideas and successes! Do not hesitate to contact us at 1-800-387-5649 or members@restaurantscanada.org.

Cheers!



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24

20

contents



ON THE COVER:

Satellites, robotics, augmented and virtual reality; this issue of MENU brings you stories about influencers, disruptions, and the future of foodservice + the RC Show 2018 Preview!

GATHERINGS

9 Event Calendar for February/March

10 Meet the Chefs
The disruptive, the innovative and the entrepreneurial

YOUR STORIES

13 Make your kitchen more POSITIVE
Chefs shine a light on the stigma around HIV/AIDS

14 Calamity & Culinary Triumph
Chef Alex Rad of Smoque N' Bones is a work in progress (aren't we all?)

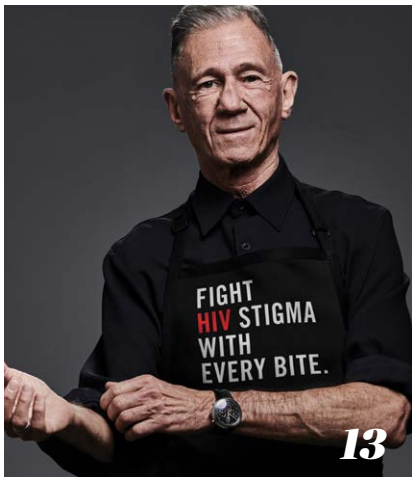
19 Brad Long:
The unapologist On Butter & other topics

MAIN COURSE

20 Dispensing with the notion of us vs them
Influencer Trevor Lui: "We're all in the same industry boat."

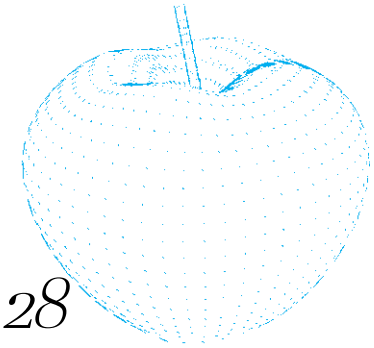
24 The Torchbearers and four pillars of modern foodservice

MENU



13


14


28



39


19

FRONT OF HOUSE

28 Virtual reality for real restaurateurs
"VR and AR will be as revolutionary as the printing press was in its day." - Alan Smithson of MetaVRse

BACK OF HOUSE

33 The Grocerant
The convenience food battle is alive and well

BEHIND THE BAR

37 Pouring Over Data
To maximize your revenue

39 Is 2018 the year of rum?

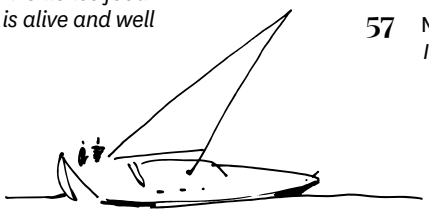
FRESH

53 OpenTable: Putting technology in the FOH

57 Marketplace
Innovate, inspire, empower

RC Show

43 The RC Show 2018 preview contains insights, advice and information about RC Show speakers, events and products. You will also find stories throughout this issue about speakers and innovations that are part of RC Show 2018 INNOVATION UNLEASHED. It's almost here, register today at **rcshow.com**!




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GATHERINGS

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



Photo taken at RC Nation's Feast at Casa Loma. Chefs in the making, professionals, vendors and attendees alike, we'll see you all at RC Show 2018, INNOVATION UNLEASHED!

EVENTS

FEB. 2-4 A Taste of Niagara-on-the-Lake
Niagara-on-the-Lake, ON

FEB. 2 We Care/LCBO Winterfest 2018
Glen Huron, ON

FEB. 3-4 Toronto Tea Festival
Toronto, ON

FEB. 13 Canada's Agriculture Day

FEB. 16-17 Winefest Edmonton
Edmonton, AB

FEB. 22 Recipe for Change
Toronto, ON

FEB. 22 Savour Food & Wine Show
Halifax, NS

FEB. 23-24 Winefest Calgary
Calgary, AB

FEB. 24 - MAR 4 Vancouver International Wine Festival
Vancouver, BC

FEB. 24 - MAR. 4 Nova Scotia Icewine Festival
Wolfville, NS

FEB. 25-27 RC Show
Toronto, ON

FEB. 28 BCFT Suppliers Night
Burnaby, BC

MAR. 10 BC Uncorked
Coquitlam, BC

MAR. 17-18 & MAR. 23-25 Expo Manger Santé et Vivre Vert
Quebec City and Montreal, QC

MAR. 23-25 A Taste of Niagara-on-the-Lake
Niagara-on-the-Lake, ON

MAR. 23-25 Cuvée Weekend
Niagara Falls, ON

MAR. 26-31 Royal Manitoba Winter Fair
Brandon, MB

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

Meet THE Chefs

THE DISRUPTIVE, THE INNOVATIVE & THE ENTREPRENEURIAL

BY ARDEN JOBLING



MARK BRAND SAVE ON MEATS

From sustainable seafood and food security to sexism in the workplace, chefs today are finding or creating new ways to use the food they love as a catalyst for positive change, bringing attention to essential issues in the restaurant industry and beyond.

Mark Brand is a graduate of THNK School of Creative Leadership, a Stanford fellow and owner of Save On Meats (SOM)—a butcher and diner that has been driving social change in Vancouver since 1957. A social entrepreneur with more than 11 businesses under his belt, Mark is driven by the possibility of getting real food in the hands (and mouths) of the people who need it most.

In 2013, Mark launched the Token Program, an alternative currency designed to feed those in need without the exchange of any actual cash. Tokens are purchased at SOM for $2.25, handed out to those in need and are redeemable for a sandwich either at the front take-out window or inside the diner. Not only has the initiative had over 100,000 users to-date, it has sparked an opportunity for interaction between those who have and those who have less.

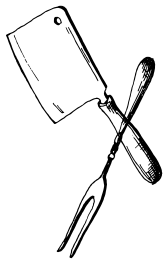
Meet Chef Mark Brand at RC Show 2018—the host of the culinary competition and leader of the session on social justice.

1. **Give your bio in a few sentences!**
2. **What do you feel most proud of in your work?**
3. **What is one of the most important issues in the world of foodservice today?**
4. **What most excites you about the future of food? What do you see coming down the pipeline in food?**
5. **Tell us about your work today! What is a typical day? (Is there a typical day?)**
6. **Name a favourite ingredient! To eat and to cook with.**
7. **What is your go-to comfort food?**



CHARLOTTE LANGLEY

SCOUT CANNING & CHEF AND CULINARY CURATOR FOR RC SHOW 2018



1 "Chef and culinary curator for RC Show 2018; MSC (Marine Stewardship Council) Canadian chef brand ambassador; and owner of Scout Canning, a freshly prepared canned fish food company. I'm based out of Toronto and am an overall crazy event planner chef lady."

2 "The integrity of my work across the board. I'm lucky to have people trust me to make decisions for them when it comes to what they eat and how they eat. Ninety-nine per cent of the time, I get the opportunity to make healthy choices for them—and thoughtful choices, such as sustainable choices for seafood and locally sourced ingredients from amazing farms and producers. I get to take care of people and they don't even know it. They don't even know what's going on, you know? They're just eating."

3 "There is a lot of food fraud out there and it contributes to the food insecurities that we have. We're saying 'we have this' and we don't. The demand is being created. We don't actually have it and so we create something else that's like it that may be damaging to an ecosystem or farm, or things along those lines."

4 "A mental evolution of how we approach food. When it comes to food, my excitement is seeing people demand and desire knowledge and information and where their food is coming from, what it is actually made of. People are becoming more aware of the food they're putting in their body. I'm looking forward to people demanding more healthy food across the board, challenging each other to be a part of the story and being held accountable for their actions."

Photo credit: Matt Edge for the NYT



DOMINIQUE CRENN
ATELIER CRENN

1 Born and raised in the beautiful country of France, I came all the way to California for the sunshine and now I'm cooking for people with love and passion."

2 "I'm very proud of the team that I have around me. I'm proud to be a mentor and I'm very thankful for the people I work with. I'm also proud to have a voice, to be part of the conversation. It's not just cooking; it's much more than that."

3 "Treating the sexes equally has been a problem, not just in my industry but in all industries. I think we need to bring that issue to the forefront. I was working at a restaurant in the '90s and one of the sous chefs was very inappropriate with me. So I went to the chef and you know what the chef told me at the time? He said to me if you don't like this, you can go and quit your job and find another job. Nobody thought anything wrong, you know? That has been a problem in my industry for a long, long time. And now it's changing."

4 "I think what excites me now is the consciousness of a lot of chefs who understand that to succeed in this industry is to really care about our environment and the people around us—making sure that everything we do is in line with what the farmers need. That excites me. It's not black and white anymore. I'm not going to use tomatoes 365 days a year, I'm going to be using produce that is good for the farmers. The creativity of chefs is going to be much more impactful."

5 "I walk the dogs or sometimes I take the girls to school. I go to Petit Crenn to see what's going on and sometimes I have to go to the market for Atelier. I get to Atelier around 12, 1 o'clock and then we do service at 5 or 5:30 pm. And that's every day. We close twice a week—Sunday and Monday. It's very exciting, every day is quite different, you know?"

6 "I've had a love affair with tomatoes since I was four years old. Tomato is very versatile, it can be a vegetable or it could be a fruit. You can do a lot of things with it, you can transform it into different ways, and there is so much sweetness. It reminds me a lot of my childhood."

7 "Cream cheese sandwich. A lot of butter, a beautiful brioche and some comfort cheese. "

5 "I have like 5,000 jobs! It's all over the map; every day is different. There are some repeating cycles. I wake up every morning and I have coffee and I go to the bathroom and I brush my teeth, I feed my cat...but after that my morning is spent prepping and my night is spent playing with food—that's basically a day in the life."

6 "Fennel. It's delicious, bright and fresh. It's very good for your digestion and there are many ways that I like to use it, like roasted fennel or caramelized fennel on some fresh tuna. Or fennel seeds that are toasted and mixed with black peppercorn equal parts and used for seasoning—I use that religiously. Once you taste it and use it, you will never stop using it because it's part of your repertoire. I may have just changed your life."

7 "Pierogies. Drowning in sour cream with some butter and fennel pepper. I love Eastern European food. It's always soft and squishy and salty. It's so good." M



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MAKE YOUR KITCHEN MORE POSITIVE



"YOU CAN'T GET HIV FROM CONSUMING FOOD HANDLED BY AN HIV-INFECTED PERSON."

The Centers for Disease Control and Prevention

CHEFS SHINE A LIGHT ON THE STIGMA AROUND HIV/AIDS

Friday, December 1, 2017, was World AIDS Day. Canada-based Casey House is the world's only hospital dedicated to treating those living with HIV/AIDS. The work of breaking the stigma around HIV/AIDS is an ongoing challenge, but Canadian chefs are dispelling the stigma—one dish at a time—that people with HIV/AIDS experience in their daily lives. In November, Casey House opened the doors to June's Eatery, Canada's first pop-up restaurant run by HIV-positive chefs.

Chef Matt Basile of Fidel Gastro led the team of 14 HIV-positive individuals-turned-cooks in the pop-up restaurant, collaborating with the cooks on the menu as they built a 4-course meal featuring their favourite ingredients. Chef Basile also led the team through a training session on kitchen skills and food preparation fundamentals.

"We explored this stigma through a study we conducted as part of our campaign Break Bread. Smash Stigma. The study revealed that only half of Canadians would knowingly share or eat food prepared by someone who is HIV positive, despite the fact you cannot transmit the disease through food preparation," said Joanne Simons, CEO of Casey House. "My hope for June's [is] that the experience leaves a lasting impression and will help to continue to break down barriers around stigma..."

The three-day pop-up restaurant took aim at the misconceptions around people living with HIV/AIDS by using cooks who were all HIV positive. The event was a huge success. It was completely sold out and Casey House is looking to expand June's into other markets.

CASEY HOUSE REVEALS NEW STATS FOR WORLD AIDS DAY

In partnership with Ipsos and Leger Research Intelligence Group, the latest Smash Stigma Study found that 54 per cent of Americans wouldn't eat food knowingly prepared by HIV+ chefs while 70 per cent of Canadians, if tested HIV positive, would be nervous or ashamed to share their health news openly.



CALAMITY & CULINARY TRIUMPH

Photos by Stacey Newman Photography

CHEF ALEX RAD OF SMOQUE N' BONES IS A WORK IN PROGRESS

(AREN'T WE ALL?)

BY STACEY NEWMAN

Chef Alex Rad meets me at the door of the second-floor whisky room of his restaurant, Smoque N' Bones. He shakes my hand, and together we walk to a table where we hunker down for a long chat. He sits across from me. He has pushed his walker to the side of the table before sitting. To look at him, you wouldn't know that this is a man who broke his neck in a catastrophic accident just months earlier. But making assumptions about a person based on their appearance is just one of the problems Rad wants to tackle.

Rad was born in Tehran just before the Iranian Revolution. His father was in politics and had roles with the government. Then the revolution hit. Rad says that most of his family left the country. Some of those who stayed behind were imprisoned or executed. He grew up in Turkey and Germany. His family was dispersed across the globe. His father couldn't leave the country initially. His older brother had left Iran and was living in England. "My mom rebuilt our life. All the women in our family rebuilt our lives." It was difficult for Alex, trying to fit into so many different cultures. He was bullied and he got into trouble. But, he also learned to adapt. "I saw my dad just once after I left. My dad used to say 'if you can't roll up your sleeves and adapt, you're going to die.'"

Rad explains that in the culture in which he was raised, he was expected to be a doctor, lawyer or to do something in business. So, he studied corporate finance. Then his father passed away. "I wanted to own a restaurant. I grew up in restaurants. My brother is a VP in an American chain. My father had restaurants and hotels after the revolution."

Rad reminisces about everything that led him to where he is today. He was loved and protected in his family, but at times lonely. He was emotional, artistic, intuitive and drawn to people but highly driven and he maintained high expectations of himself and of others. He made some business decisions that left him at rock bottom.

THE FOOD

Why barbecue? "I think it is humble food. If you throw a barbecue at home, you invite your entire family. It brings people together. I like that idea. I enjoy being around people, it is what helped me survive all these years, being around people," says Rad.

Did Rad know how to cook? No. But he was going to learn. "I was excited, I called Southern Pride, bought a smoker. I was interested in sandwiches." Rad once again began researching; he fed his neighbourhood—a hungry and willing focus group—while he taught himself to be a chef. "I used to cook all night long, hosting barbecues on my street."

There are four primary barbecue regions

in the US—Texas, Carolina, Memphis and Kansas. "I didn't want to be disrespectful. I realized how deep barbecue runs in America. Especially with Texas." Rad saw the flaws in his concept—and he adapted. He needed to really understand the food. He didn't have the means to travel. But he ate at every other barbecue place he could find. He would eat the entire menu. Then he built his business model based on his research, and on his "own style of barbecue, inspired by a little bit from every region, with a Canadian twist."

FINDING THE SPOT

Everywhere that Rad wanted to open, he couldn't afford. "I looked at so many places, nobody wanted to touch me. I had no brand, no collateral, landlords assumed barbecue would be smoky…it was an uphill battle. I saw this place…it was a pizza spot. It didn't fit to the neighbourhood." He drove back the next week and saw a sign that it had closed. He found the landlord and the agency handling the location but the landlord wasn't comfortable giving it to another food place. "The building meant a lot to her…She had inherited it. She met with me on four occasions. I literally begged her. I promised her my concept would do well." Rad was involved in every part of building his restaurant—the food, the menu, the staff. He even jackhammered the walls himself; he points out a nearby imperfection, a jagged hole in the brick.

During those first days, he made his potato salad recipe and he invited passersby in to taste and review his food. Rumours flew in the neighbourhood about "some crazy guy giving away free food." But the tactics worked. "In Farsi there is an expression, 'you give yourself rosy cheeks by slapping yourself.'" Rad did everything he needed to do to make the restaurant work. He had started major construction in December of 2013, and he opened officially in May of 2014. "The minute we ended up opening, everyone was supportive…the community, my clientele."

The menu is small and exactly what Rad envisioned. His original, from-scratch recipes and foods. Simple, hearty, excellent…and award-winning.

CALAMITY

In January 2017, Rad was feeling burnt out and in need of a restorative retreat. He was single and planned to travel solo but he was convinced by friends to meet up with them in Aruba. He found a quiet Airbnb rental, where he would play with some recipes, cooking for pleasure. He wanted to lose some weight so he planned an exercise regime. For the first few days he established a routine of going for a good run, and then a dip in the ocean. He wanted to come home restored, and with a second location in mind for Smoque N' Bones. He was ready for the next step in the evolution of his business.

"I remember the first three nights. It was beautiful…I wanted to be in a happy state of mind, relaxed. I would do the same jog, drive to the tourist area, run to the beach." Something went wrong the fourth day when he dove into the ocean. Rad says that he remembers the dive, because he has flashbacks. "The chance of a sandbank being in that depth…" Rad's voice trails off and his voice wavers. He apologizes for becoming emotional. He tells me that he was an experienced, strong swimmer. He did a shallow dive in the area he had dived previously. "I hit and something went [cracking sound] and it echoed in my head. It was hard to come out of the water but I rose up, I realized I can't reach the ground. I swam out of the water."

The doctors told Rad they can't understand how he managed to swim out of the water; saying that he should have drowned. Rad had dived headfirst into a sandbank, in water that was otherwise well over his head. He had broken his arm and shoulder, dislocated his other shoulder. He broke his C3, C4 and C7 vertebrae. His thoracic vertebrae—shattered.

"In Farsi there is an expression, 'you give yourself rosy cheeks by slapping yourself.'" Rad did everything he needed to do to make the restaurant work.



For whatever reason, fight or flight said the doctors, Rad managed to swim out of the water. But when he stood up to walk, he felt like he was swaying. He felt nauseous and then he collapsed on the beach surrounded by his friends who had planned to meet him there after his run, and strangers. Rad was in and out of consciousness. He was transported to a local hospital. Then he was flown to Martinique for emergency treatment. From there he was transported to Mount Sinai Hospital in Toronto. The memories he has, of being treated

↣ CONTINUED ON PAGE 16



in various hospitals and being transported by helicopter between nations, are intermittent and unclear. Rad's brother went to stay in Toronto. Rad finally regained consciousness. He was told that he had been in an accident, he had broken his neck and he was paralyzed. "I couldn't stop crying." His brother gave up six months of his own life to care for Rad. Rad saw his mother after the accident. "My accident brought the family together."

He spent months in acute rehabilitation. He credits the staff at Mount Sinai for saving his life. "What they did for me, especially my nurses...some of them are going to be my friends for life. I couldn't talk, um, I had no vocal cords. What my ICU did for me...is beyond reason. And uh, I owe my life to them." Rad once again apologizes for his tears. He names some of his primary ICU team members, Jody, Sonya, Matt. He also talks about how differently he has been treated as a person with physical challenges. Rad says that many people saw the wheelchair first, and then him. He intimately understands what it means to be looked at as "disabled." The irony: those with physical challenges endure and overcome much more in their daily lives than people without physical challenges. Rad says that rehab is more than a full-time job, on top of his work and his everyday life. He falls asleep so early some nights from sheer exhaustion.

Rad was on life support for almost 40 days and he developed pneumonia. He coded more than once, and was brought back. He was told how damaged he was. But like all the times in his life when he had been faced with adversity, Rad refused to accept the limitations placed upon him. He had to relearn how to live, he says he was "like a little baby learning to do everything all over again." He entered acute care in April and he met each milestone in rehabilitation earlier than expected. But he also talks about his time in rehab as a difficult time; that he was overwhelmed with getting back to normal while life continued to happen all around him. How does a person return to normal life and his business after such calamity? Rad credits his brother, his key staff and a very local clientele with keeping his business going while he healed. And he is still healing.

"You get to meet good people and some people who take advantage of you. I have learned that in my recovery."

Rad describes being angry with himself for taking the trip to Aruba. But then he shows me a photo of himself from the hospital that he keeps on his phone as a reminder of just how far he has come. He talks about the lessons he has learned through this experience—that adversity has a way of reordering our priorities. "As a young person I wanted to get married and have a family, and it never came my way. But through all of this, I met someone...I ended up meeting this girl, and it's like she didn't see the wheelchair. It didn't matter to her." Rad refers to her as an angel, his angel. She brings out the best in him, giving him a reason to battle through the challenges that await.

Rad's father always taught him to treat people "how you like to be treated: I truly believe that, I live by it. Unfortunately, I haven't always gotten that in return. You get to meet good people and some people who take advantage of you. I have learned that in my recovery."

He is no longer in a wheelchair; Rad uses a walker to move. He is climbing stairs and has returned to being in the restaurant when he can be. "The restaurant means a lot to me; my brand needs my attention." Rehab is expensive and a full-time job. Accepting and adapting to this new normal, he wakes up each morning and tells himself that "it's going to be okay." He puts on his game face and he does it again.

Chef Alex Rad is putting a new team together and back to business at Smoque N' Bones.

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VERY VERY LEMON LEMON

SPARKLING LEMONADE, SIP AWAY





Brad Long

THE UNAPOLOGIST ON BUTTER, & OTHER TOPICS

Meet Brad Long at RC Show 2018 and hear about his journey "greening" his restaurants in the GOING GREEN panel discussion!

Who is Brad Long? Guitarist, executive chef and owner of Café Belong and Belong Catering at the Evergreen Brick Works in Toronto, television star on The Food Network's *Restaurant Makeover*, and now the author of *Brad Long on Butter (it's good for you)*. That's the official version, but in his words, Long's just a guy who tries to make connections with people who grow and love food; and with people who care about taking care of animals, the land and our survival as a species. Turning these values into the fuel that becomes delicious food and entertainment—this is what the restaurant business is, according to Long.

Long was "floatin' around" as a musician for a decade when he crossed over into the foodservice industry. As a guitar player, he naturally swirls food, dining and family with entertainment. Long is meticulous and he doesn't apologize for wanting the world to be better and saying so out loud, no matter what he is working on.

***ON BUTTER*, the book**

Someone once asked Long if he had his own book. He didn't. He wanted an editor that would let his voice be heard. That editor was Tracy Bordian, and The Harvest Commission publishing house was established in 2017 by Bordian and Long.

So. Why butter? Long laughs, and says his grandmother ate margarine. She was a tiny little force, but old school and margarine was all the rage. His mother, on the other hand, was a quixotic foodie who bought into ideas, like sprouted alfalfa and greens, before they were cool. His mother underscored the importance of following your own path. She would say, "butter's good for you, don't worry about that stuff. Eat good, old, natural foods."

On Butter is about food, from dirt to dish. "It's about life, not about lifestyle. Food connects everything. We have taken food for granted, it's daft and sad to think we can eat out of a tube or take an injection, there's no fucking life after that," says Long (he admits he's a potty mouth but he is unapologetic). Long writes in plain language, using humour and real life. For him, it's simple. It's a return to food. Indeed the tone and the recipes are easy to read, but with a strong philosophical undertone. Long is his own worst critic. He always wants to be better. "I can be arrogant, shrill. I watch others." Long's mentors are those who, instead of wagging their fingers, they teach. He admires this ability and strives for it in his own life. "People don't want to be told what to do, they want to be guided." *On Butter* isn't an indictment of anyone's lifestyle. It's an introduction to the idea of a better way, with ideas and recipes that celebrate a simple, old, versatile ingredient.

What is Long's ultimate advice? Spend time in the kitchen with friends, family and community; learning about and sharing food. Says Long, "I'm pretty sure that's the best way to live." M



Dispensing with the notion of us vs them

We're all in the same industry boat. Influencers like Trevor Lui show us how to help one another stay afloat—together—in turbulent waters.

BY STACEY NEWMAN

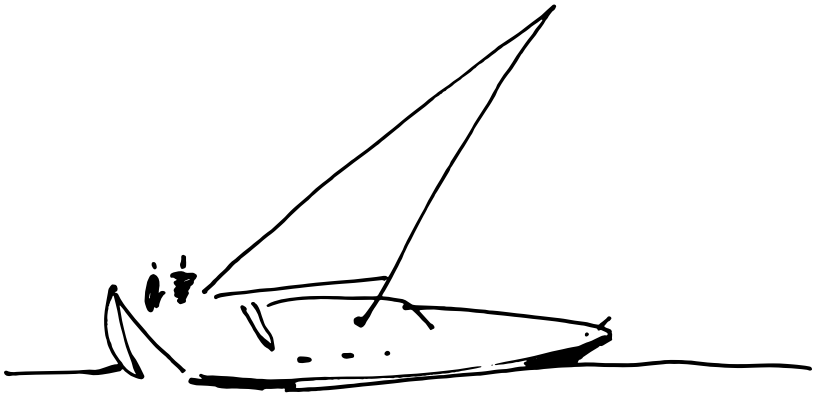
If there is a person who embodies the title of positive disruptor in foodservice, it's Trevor Lui. Lui has spent his career over the last 20 years (and counting) in hospitality. He has worked in every part of the house: for hotels, casinos, restaurants, in catering and convention centres. He is a consultant to major brands.

Trevor Lui knows his stuff. More than that, Lui is referred to by his peers as an all-around nice guy, and a staunch advocate for restaurateurs in Canada. He's worn just about every hat in hospitality, from dishwashing to cook to building business strategies. Lui believes in building bridges within the industry. He has consulted in governmental affairs projects regarding the legislation that surrounds restaurants and foodservice operations in Canada. Influencers like him are arguably our industry's greatest-but-underutilized resources.

Lui especially wants independent owners to understand that legislation is paramount in this business. Mismanaging or ignoring legislation will hurt your business—this is an inevitability. Yet too many owner/operators seem to be heedless or outright unaware when it comes to the laws surrounding operations. "There is an overwhelming myth out there that restaurant owners are rolling in dough. Most independent owners would scoff at this notion. It's a wonder—with the long hours and the slim margins—that anyone chooses to operate an independent restaurant at all. Independents need help."

Lui also takes on the media for conflating issues around legislation—such as Bill 12, or minimum wage—and industry discussions. There are operators that have engaged in bad practices and Lui has no problem with them being called out. Operators must take responsibility for their operations, for what they do and how they treat their employees, and this starts with education. Mishandling operations hurts not only staff who are directly affected but also the industry as a whole. Lui makes no bones about this. He also makes a point of calling out the treatment of restaurateurs in the media. Take the minimum wage discussion. Too often portrayals of restaurateurs being "opposed" to a living

Photo by Stacey Newman Photography



wage for staff are supremely unfair and inaccurate, when it is, in fact, the pace of implementation—what was promised by the provincial government versus the reality of how the new minimum wage rates have been rolled out—that will devastate restaurateurs.

How do we respond? By sharing information, by educating one another, by advocating as a collective and by dispensing of any notions of us versus them between types of operations, between FOH and BOH and between owners and staff. We really are in the same boat, and together we can survive turbulent seas.

Lui is worried for Canadian restaurant employees. When it comes to Canadian restauranteurs, he says every owner should take it upon themselves to fully understand their rights and responsibilities. There are those who are indeed doing things wrong. Then there are those who mismanage their operations because of a lack of knowledge. "What many restaurant owners may not understand is the economic impact our businesses have in Canada. As job creators and tax payers, we also provide areas of social gathering. Restaurants are our society's economic and social hubs. Whenever our industry gets bad press, it hurts us all. The message is easy, educate yourself and be a good employer."

Why is Lui an advocate? Because he's been in this industry his entire life. He grew up in the industry. "Even though I am largely on the hospitality side, we employ people, we employ kids from high school to college through to employing them as owners…Sometimes people think that business owners can't make mis-

↣ CONTINUED ON PAGE 22

MINIMUM WAGE

Plan for your labour costs with the Restaurants Canada Minimum Wage Outlook Bulletin

BRITISH COLUMBIA
General Minimum Wage $11.35
Tipped Employees $10.10

ALBERTA
General Minimum Wage $13.60
Planned increase to $15 as of Oct. 1/18

SASKATCHEWAN
General Minimum Wage $10.96

MANITOBA
General Minimum Wage $11.15

ONTARIO
General Minimum Wage $14
Planned increase to $15 on Jan. 1/19
Liquor Server Wage $12.20
Planned increase to $13.05 on Jan. 1/19
Student Server Wage $13.15
Planned increase to $14.10 on Jan. 1/19

QUEBEC
General Minimum Wage $11.25
Planned increase to $12.00 on May 1/18
Tipped Minimum Wage $9.45
Planned increase to $9.80 on May 1/18

NEW BRUNSWICK
General Minimum Wage $11

PRINCE EDWARD ISLAND
General Minimum Wage $11.25
Planned increase to $11.55 on Apr. 1/18

NOVA SCOTIA
General Minimum Wage $10.85
Inexperienced Workers (not working more than 3 months) $10.35

NEWFOUNDLAND AND LABRADOR
General Minimum Wage $11.00

YUKON
General Minimum Wage $11.32

NORTHWEST TERRITORIES
General Minimum Wage $12.50
Planned increase to $13.46 on Apr. 1/18

NUNAVUT
General Minimum Wage $13



Photo by Stacey Newman Photography

takes. We make mistakes. We're not perfect, we wish we could be perfect."

Lui wants to help his colleagues get ahead of legislation like Bill 12 and Bill 148 through education, by building bridges and a positive community. He wants to shift the industry culture in a direction where all types and sizes of operators understand that standing together is in everyone's best interest. "There are of course bad practices out there…However, I think, intrinsically, most business owners try harder to do right than not…Know the rules, know your legislation, know your rights as employees and employers, ask questions," says Lui.

Consumers are part of the equation, and the idea of us vs. them is just that—an idea. People go to places where the owners do business from their hearts, and not their wallets. Menus are driven by a sense of community, food and beverages that foster a sharing culture. "When you have a hub, good people will come to it, it becomes a destination. Restaurants do that. Put a flag in the ground and change the neighbourhood." Being good to one another in this industry starts with unpacking and dispensing with the notion of us versus them. To the media and the general public, Lui says to "look for humanity in restaurant owners and employees. What we lack today is open communication, face-to-face interaction about issues.... [Owners need to] find a mediator like Restaurants Canada to get everyone together to talk at the table. Advocacy is vital. Advocacy is especially important for smaller operators." M

What's on your radar?

BILL 12

Bill 12 has major implications for owner/operators. "I'm the director of operations of the largest independently-owned convention facility in Canada. We have produced 750 events. We have over 300 staff including the food and beverage department. So, getting ahead of Bill 12 was our intention well in advance of the legislation going through, simply because we're in the event business that sells a lot of catering." Why does Bill 12 have a specific impact in catering? Because in the catering world there is a service charge applied to the bill; owners/operators must manage the bills around service charges.

Lui not only understands the implications in regards to his own operations, he uses his knowledge and brings it to restaurateurs who don't have access to the same experience and resources. "We need to equip people with the right stuff. We were at the table with governing bodies, lobbying groups like Restaurants Canada, carving out tools so there would be less confusion when Bill 12 came out."

WHAT IS BILL 12?

Bill 12 is the Tips and Gratuities Bill. Though Bill 12 is Ontario-specific, similar legislation exists across the country in every province or territory. Workers in Canada are protected by the employment laws of their province or territory.

WHAT DOES THIS MEAN?

As of June 2016, reforms to the Employment Standards Act, 2000 (ESA) enacted by Bill 12, the Protecting Employees' Tips Act, 2015, prohibit employers from withholding, making deductions from or collecting tips or other gratuities from employees unless authorized to do so under the ESA or its regulations.

WHO DOES THIS BILL IMPACT?

Bill 12 covers all industries in which tips are given, but it is closely associated with restaurants, therefore restaurants seem to be the primary focus for media in discussions around Bill 12, for better or for worse.

JUST THE FAQs

Legislation is difficult to understand. When it comes to Bill 12, Lui credits industry leaders like Tony Elenis, president and CEO of the Ontario Restaurant Hotel and Motel Association (ORHMA), and other industry stakeholders who have engaged the ministry, working together to ensure that the legislation is fair to both employers and employees. One of the results of these work groups is a published FAQ resource on Bill 12 that Lui says should be read by every owner and operator. Read the FAQs here: www.labour.gov.on.ca/english/es/topics/tips.php

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the torchbearers

& FOUR PILLARS OF MODERN FOODSERVICE

BY CAELI MAZARA

The food industry is perpetually adapting to new and shifting expectations and needs. Big business, small business, customer base, supply and demand, menus, products, consumer expectations, challenges and achievements—nothing stays the same for long. The torchbearers are the individuals or companies that devote themselves to exploring the new and creative, raising up diverse voices and making connections where before there were barriers. Ilham Kadri, Jen Agg, Cheryl Radisa and Susan Senecal—these are the changemakers who are challenging old ideas and shaping four pillars of modern foodservice.

innovation



1. DR ILHAM KADRI
PRESIDENT AND CEO, DIVERSEY
CHAIRWOMAN AND FOUNDER, ISSA HYGIEIA NETWORK

Kadri truly brings international experience to her role as CEO of Diversey, a company specializing in cleaning and hygiene products for the food industry and beyond. Born in Morocco, Kadri was educated in France and Quebec and has worked in Europe, the Middle East and North America. She cites her grandmother as a driving force in her education. A Moroccan saying, repeated to Kadri as a girl, states that a woman has two exits in her life: One from her father's home to her husband's and another to the grave. Kadri sought more and found what she calls her "third exit" in the form of education.

Statistics suggest that female-led companies are more likely than their male-led counterparts to engage in innovative practices, such as leading-edge marketing strategies, delivery methods or technological development. Kadri showed that she embraces innovation when she came to Diversey tasked with bolstering profits and growing sustainable practices. There, she oversaw three successful mergers, launched the Internet of Clean (a platform that remotely monitors data to ensure cleaning equipment is functioning) and introduced the first line of commercial cleaning robots to Europe and the United States.

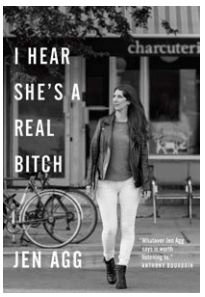
In 2014, Kadri created the ISSA Hygieia Network to connect women in the cleaning industry. Hygieia is "dedicated to the advancement and retention of women in all branches and at all levels of the global cleaning industry."



2 • accountability

JEN AGG
RESTAURATEUR
AUTHOR, *I HEAR SHE'S A REAL BITCH*

Agg is a food industry veteran, and is the owner-operator of Toronto gems The Black Hoof, Rhum Corner, Cocktail Bar (at 4.9 out of 5, the best-reviewed cocktail destination on BlogTO) and is co-owner of Grey Gardens and Montreal's Agrikol. She is a vocal champion of women in the food industry, calling out injustices and the double standards that exist within a male-dominated industry, where Statistics Canada says women are the sole owners of only about 15 per cent of small- and medium-sized enterprises. Agg's memoir, released in 2017, is the story of how she has made her way in an environment that has often been unwelcoming, and at times, outright hostile. She urges food industry magnates to recognize and engage against discrimination and harassment and to end the era of overarching male authority. Statistics out of the US Equal Employment Opportunity Commission report that the accommodation and foodservices industry sees more sexual harassment charges filed than any other industry. Agg sends a clear message: It is time for accountability. Women's presence in the industry is growing, and the culture is changing. Best get used to it.



↣ CONTINUED ON PAGE 26

INVESTING IN FEMALE CEOS PAYS OFF

Scandinavia's biggest bank, Nordea Bank AB, has studied almost 11,000 publicly traded companies across the globe and the results are crystal clear: firms with a woman running the show perform far better than the market. The results of the study showed that 'on average' companies with a female chief executive officer or a female head of the board of directors had a 25 per cent annualized return since 2009, more than double the 11 per cent delivered by the MSCI World Index.

"If you invested in a company with a woman at the helm, you would have outperformed the market," says Robert Næss, the portfolio manager at Nordea who designed the study.

"Other studies have also shown that diversity is a positive factor, but not that many have also looked at CEOs or such a large number of companies," says Næss. He notes that most previous studies have looked at the board of directors as it is easier to collect data on this.

The Nordea team studied companies across industries and geographies in both developed and emerging markets with good liquidity—a trading volume of at least USD 2 million a day. Of the nearly 11,000 companies, only close to 400 had either a female CEO or a female chairperson at year-end during the period 2006-16.

The performance of the stock of these companies was calculated for the following year based on an equal weighting for the year, which gives the same weight, or importance, to each stock instead of stocks being weighted based on their market capitalizations.

Næss also noted that they found a higher number of companies with female CEOs in the United States, China and India. "This had a positive effect on the overall numbers," says Næss, adding: "When you're testing a trading strategy on historical data to ensure its viability, there is always the possibility that the strong results could be a coincidence."

leadership



3.

CHERYL RADISA
VP OF MARKETING, MCCORMICK CANADA

Forty-eight per cent of the McCormick global leadership team is made up of women. McCormick states that its corporate culture is built on respect, diversity, inclusion and accountability, which the company believes are the driving forces of innovation and the keys to its success. The pursuit of what's next in flavour has always been a part of McCormick's business, with flavour and ingredient trendspotting being critical to product development and customer-first innovations.

As Vice President of Marketing for McCormick Canada, Cheryl Radisa is passionate about helping Canadians discover the joy of flavour and create memorable food experiences—from the kitchen at home to retail outlets, food manufacturers and foodservice businesses. "The annual Flavour Forecast report is one way we share our passion for flavour, expertise and discoveries with Canada." Radisa explains that McCormick's broad mix of flavour experts—from consumer products to foodservice to manufacturing—gives it a truly unique vantage point from which to view and synthesize trends from around the world.

The 2018 Flavour Forecast explores global cultures through bold flavours and communal eating experiences. Hot Pot, for example, is an East Asian favourite making its way around the world as consumers are enticed by this causal, DIY experience. It can be easily changed up with Mexican or Caribbean ingredients. Canadians can also look to Ethiopia's Berbere Spice Blend in this year's report.

"I think people will always be drawn to new global experiences and one of the best ways we experience a culture is through food and unique flavours." Inclusion is top of mind for McCormick, highlighted as a core value and strategic business priority in our 2017 Purpose-Led Performance Report.

diversity

4.

SUSAN SENECAL
CEO, A&W CANADA

In February 2018, Susan Senecal will become the first woman in A&W's 62 years to hold the position of CEO. Senecal, who has been a part of the company for over 25 years, has been integral in shaping A&W's direction towards sustainability and ethical practices, including transitions to hormone-free meats, organic free-trade coffee and natural sugars in their famous root beer. "This work is part of a journey to get better, and will continue well into the future," says Senecal. A&W is proudly Canadian-owned, headquartered in North Vancouver. Senecal herself visits offices and franchises across the country. "One of the things that makes working at A&W so special is the close partnership we enjoy with our franchisees in hundreds of Canadian communities, big and small, from coast to coast," says Senecal. "I get to see every single franchisee—either at meetings or at their restaurants, and we learn so much from their knowledge and experience. I think our rich connection with Canada and Canadians is at the core of A&W's success." A&W uses a code of ethics they call "Climate Goals" that help shape the company's diverse culture. "I believe that A&W's unique work climate is the reason we have such a diverse workforce and so many successful women and men throughout the organization," says Senecal. "A&W's Climate is at the heart of why I love my work."

For other women working in the industry, Senecal offers this advice: "Be curious and get involved. Keep asking questions, and keep discovering. And don't be afraid to share your ideas, even—or especially—when they are different."

More industry professionals than ever before—especially women in foodservice—are leading the charge with new ideas and best practices. Together we're building a more inclusive industry, a more socially- and environmentally-conscious one, and an industry in which well-being for all is paramount. M



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VIRTUAL REAL FOR REAL RESTAURATEURS

By Jill Holroyd





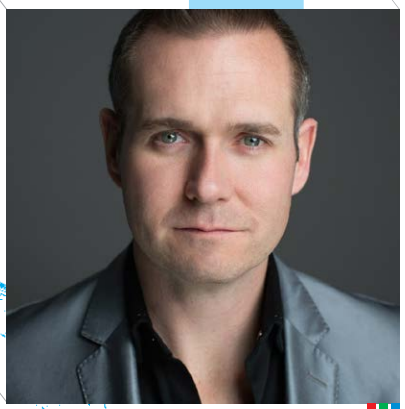
THERE ARE arguably only three activities that engage all five of our senses, and cooking and eating are two of them. Restaurants provide a feast for the senses. From a steaming bowl of noodles to an ice-cold milkshake, it's the sight, sound, smell, taste and texture of a menu item that add up to "delicious." And then there's that x-factor; the personality of your restaurant and the environment created for your guests.

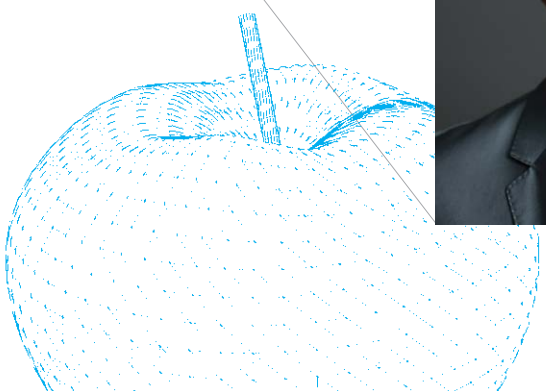
Can technology replicate the intricacies of a satisfying dining experience? The world of virtual reality, or VR, is getting close. Most people associate virtual and augmented reality (AR) with flight simulators and video gaming, but they're moving mainstream, and quickly.

In simple terms, virtual reality manipulates your senses to take you to an entirely different, computer-generated world, while augmented reality layers computer graphics on top of the world you're in (think Pokémon GO).

Alan Smithson is CEO of MetaVRse, a collective of virtual and augmented reality experts that develops business applications and experiences for companies in a wide variety of industries. He predicts that VR and AR will be as revolutionary as the printing press was in its day. "We're not just changing from a 1080 screen to a 4K screen. With VR we're changing fundamentally how humans communicate," he says.

Think about it this way: the internet, social media and mobile phones have dramatically changed the way you do business—from marketing to operations to menu development. VR and AR will change things again, in ways we can't even imagine. The movement has already started.





Honeygrow, a Philadelphia-based chain of casual restaurants, recently launched an employee orientation program in VR. New hires don a VR headset and enter a virtual Honeygrow restaurant where the company founder welcomes them before they begin their interactive training. The fact that Honeygrow customers can watch as employees complete their VR training makes this about marketing, as much as employee recruitment and retention. What better way to send a message that your restaurant is a cool place to be, for employees as well as for customers?

KFC recently launched a VR escape room where employees must perfect the iconic Original Recipe fried chicken before they can exit. Colonel Sanders makes an appearance, providing hints and clues along the way.

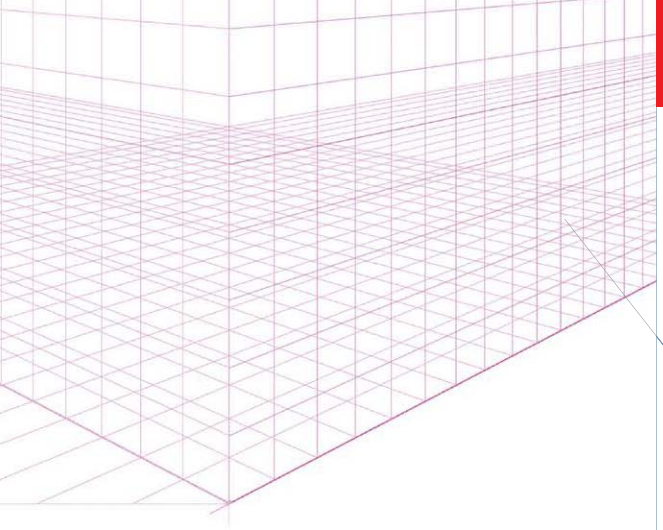
It's early going, but the value proposition of VR training is compelling. "When you're in VR you can't be on your phone. There are zero distractions," Smithson says. "With the headset, you can track where (trainees) are looking, so you can have metrics on were they looking in the right spot or were they even paying attention. This takes things to a whole new level for trainers."

And when you're competing for talent, the "cool factor" doesn't hurt either. Which brings us to Sublimotion (www.sublimotionibiza.com), a "gastronomic performance experience" based in the Hard Rock Hotel Ibiza that operates under the leadership of Michelin chef Paco Roncero. Sublimotion blends augmented and virtual reality with gastronomy, the arts, technology and illusion, and transports diners into scenes ranging from an early 20th-century cabaret, to an avant-garde future, to the heart of south-east Asia.

Most restaurants won't go this far down the path of VR and AR—not yet, at least—but they will likely be drawn to the operational efficiencies: Product experts located hundreds of kilometres away who can see what you're seeing and talk you through an equipment repair in real time; screens that suggest how best to reconfigure your restaurant to accommodate customers during peak times or special events.

For now, most AR and VR is marketing-driven. "Because it's such a nascent early time, marketing departments are the only ones that

↣ CONTINUED ON PAGE 30



[redacted]

then you can show that in VR right away," says Alan Smithson. "Don't move the camera, because the second you start moving the camera you're going to make people sick."

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$20,000-$25,000. You can also book a two-day workshop with MetaVRse that costs around $25,000. You get to try all the latest VR and AR technology; learn about the state of VR and use cases in foodservice; imagine how this technology could work for you, and then narrow down the list to one project.

are saying 'yeah, we'll try it! It's cool, let's go!'" says Smithson.

AR menus are a case in point. A platform called Kabaq (kabaq.io) allows diners to preview menu items in 3D, via their AR-enabled smart phones. Restaurants scan the food items ahead of time using a special type of photography.

MetaVRse has created a proof-of-concept AR menu for Boston Pizza (to see it, search "Boston Pizza augmented reality" on YouTube). The AR is triggered when guests open the proof-of-concept Boston Pizza app on their AR-enabled phone, and hover the camera over a real-life Boston Pizza menu. Menu items pop up in 3D, complete with ingredient and nutrition information, along with other interactive features.

Now that cellphones like the iPhone 8, Samsung Galaxy s8 and Google Pixel have the camera quality and processing power to enable VR and AR, the momentum toward mass adoption is growing.

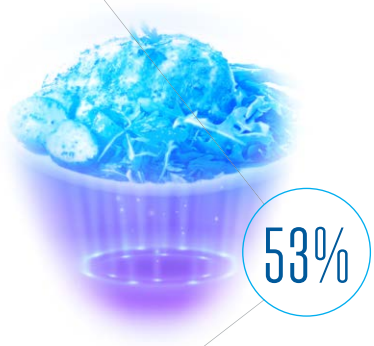
"The industry has gone from literally zero two years ago to $6.5 billion last year to $14 billion this year," says Smithson. "By Q2 next year there will be 1.5 billion smart phones enabled with very high quality augmented reality. Five years from now we'll go from mobile phones to just having a pair of glasses on our face, and those glasses will augment the world we're in, all the time."

Smithson foresees a day coming soon when glasses will give us super-human vision. If you squint, they give you super-powered zoom. Blink twice and they take a photo. Blink three times, they record video. Plus, they'll track where you're looking and render things into your world.

"So imagine walking down the street and you see a restaurant, and outside of the restaurant floating in mid air is the menu," he says. "And you can see what the plates are like, and there may be a little animation, a little hologram, welcoming you to the restaurant."

And you'll likely be able to smell that delicious daily special with the advent of digital scent machines like Cyrano, launched recently by Vapor Communications.

There are some practical advantages to VR and AR in a country as culturally and ethnically diverse as Canada, says Rad Dockery, Chief Innovation Officer at Unifai Solutions, a company that helps businesses transform through the successful adoption of disruptive artificial intelligence (AI) solutions. "It's very



2025

SURVEY SAYS

Fifty-three per cent of restaurant operators say restaurant design/flow optimization via virtual reality will be mainstream or in mass adoption by 2025.

OPERATORS' OTHER TOP USES FOR VR:

- Staff training
- Kitchen design
- Guest entertainment
- Enhancing guest experience

Source: Restaurant 2025 Report by Oracle Hospitality

FOOD, ART AND MOTION

With Project Nourished, the creative minds at Kokiri Lab have perfected the recipe for a multi-sensory, virtual-reality dining experience. But that's just the beginning, according to founder Jinsoo An. In 2018, his team will unveil practical solutions for restaurant owners and chefs who want to incorporate augmented and virtual reality in ways that are "tasteful, elegant and easy to use," he says.

"We will provide a full suite of what we call mixed-reality tableware for both chefs and content creators alike. It's going to be really exciting to see chefs and artists collaborating together to create something breathtaking and never done before."

Mixed reality is similar to augmented reality, but the computer graphics interact with the real world. These dining experiences "will not only enhance and beautify the eating experience, but will allow chefs to tell a deeper story with art and motion," says An. His research shows that customers are demanding "more visceral experiences" when it comes to eating. "They are getting more used to looking at food porn and re-imagining food through Instagram and YouTube. We describe this phenomenon or desire to eat things that are not quite real as hyper-normalization of food."

In a study of 20 randomly selected participants in the Los Angeles area, Kokiri Lab found that participants who dined with the lab's augmented reality technology were significantly more satisfied during and after the dining experience than those who dined normally.

important to look at shifting demographics and who you're interacting with," he notes. "Can your new AR/VR experience support other languages? Can you take your menu and roam your camera over it and have it translated into multiple languages? We have record numbers of visitors coming from China right now. If they see someone in AR talking in Mandarin about one of your dishes, it's a thing that says we appreciate you."

Social impact is another potential feature of VR and AR that shouldn't be overlooked, says Dockery. Issues like food waste, food banks and income disparity matter more and more to guests and employees, particularly millennials. "Through your VR app, guests can click to see what you're doing to help people who are hungry. That's one example. I'm not saying you should become a social agency, but if you can tap into partnerships and use technology to work with a local charity, that's something to think about."

The question is, what will be the "killer app" that propels VR and AR technology from the margins to the mainstream? If the killer app for your phone is your email, Facebook, Instagram, Snapchat or another social media platform, what will it be for VR/AR glasses?

"Whoever figures out how to draw up a hologram of your spouse or children next to you so you can have a conversation with them, they're going to win," says Smithson. That day may be closer than you think. Microsoft's Holoportation platform transmits 3D models of real people into real spaces in real time. You can see how this virtual teleportation works by searching "holoportation" on YouTube.

Even with these jaw-dropping advances in technology, success still comes down to people. "There are going to be shifts in every industry. However, the number one skill that's still going to be required is that people skill, more than ever before," says Dockery. "The restaurants, employees and supply chains that best understand people will implement the right technology that will help their business flourish."

Your VR/AR strategy should begin with your employees. Start by asking them what tools they need to be more passionate and productive, says Dockery. "Focus on the experience you want your customers and your partners to have, and the tools you want to give your employees to deliver that. Deal with step one. As you go along the technology path you've got to have very open communication with your team, your partners and your investors."

Smithson's advice is to get in early, start with small pilots and work your way up to something that revolutionizes your industry. "Partner with start-ups. They're doing a lot of cool things, partner with them."

One notable example is Project Nourished by think tank Kokiri Lab in Los Angeles. This virtual reality gastronomic experience has an intriguing promise: "What if you can eat anything you want without regret." By replicating the sounds, sights, smells, textures and tastes of various meals, it allows diners to enjoy the experience of eating any food, regardless of food intolerances or allergies. It may seem counter-intuitive, but Project Nourished has applications for foodservice providers. The developers see potential for instilling healthy eating habits, elder care, allergy management and more. You can see how it works at projectnourished.com.

The revolution in VR and AR is underway. Stay connected, imagine the possibilities for your business and make sure you have partners and suppliers who are equally immersed in your world.

DIG IN

You can learn more about augmented reality, virtual reality and other cutting-edge technologies at RC Show 2018: Innovation Unleashed, Feb 25 – 27, 2018 in Toronto. Alan Smithson of MetaVRse is speaking, and there will be plenty of exhibitors with the latest technology for your restaurant.

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The Grocerant

THE CONVENIENCE FOOD BATTLE IS ALIVE AND WELL

BY SYLVAIN CHARLESBOIS

Be sure to hear experts on the GROCERY PANEL—Longo's, Farm Boy and Pusateri's—at RC Show 2018. Also listen to Chef Mark McEwan on taking your operations from restaurant to retail.

Food trends are difficult to follow these days. Just like hip sectors like tech, the food industry is coming up with its own peculiar lingo when describing market shifts.

One of the latest examples is "grocerant," a word combining "grocer" and "restaurant." The term has been around for a few years, but it seems to have gone mainstream in recent months. Or at least it's a term most of us will be hearing more often.

But as trendy as it is, the term "grocerant" is also in fact quite relevant and accurately captures what is happening in the food industry these days. In short, a grocerant is a grocery store that sells prepared meals, to either eat on site or take home.

The numbers are staggering. According to NPD Group, a research outfit in the [U.S. and Canada], grocerants generated 2.4 billion new visits and over US$10 billion in sales in 2016—a massive shift.

Efforts to offer more convenience are resulting in numbers not seen since the drive-through phenomenon several decades ago.

In Canada, while the numbers are a little more obscure, we are seeing similar trends. Many retailers are on the move.

Given that convenience seems to have more currency than ever before, two worlds are currently colliding in the ready-to-eat space at grocery stores, which caters to people seeking portable solutions to accommodate their hectic daily lives.

Grocerants offer a one-stop-shopping solution for consumers driven by either curiosity or a lack of time. An increasing number of grocery stores now allow customers to buy and eat on the spot. Some stores in Canada and the U.S., including several independents such as Longo's and even larger outfits like Loblaw, Sobeys and Metro, deftly merge both food retailing and foodservice under one roof.

GROCERY STORES CHALLENGING RESTAURANTS

Research suggests many consumers generally perceive grab-and-go food products to be healthier than meals you can get at a restaurant. This works well for grocers.

Price wars constitute the other driving issue for grocers. Over the last 15 months in Canada, food retail prices have barely moved. But the price of food purchased at restaurants has increased significantly, more than double the general inflation rate.

Given that convenience seems to have more currency than ever before, two worlds are currently colliding in the ready-to-eat space at grocery stores

This would suggest that menu prices are much more immune to market cycles than retail food prices. Demand in foodservice is inherently more inelastic, so margins can be kept up and defended in most cases, no matter what the economy is doing.

But restaurants aren't staying quiet in the face of this new trend. Restaurant operators are fighting back by using technology to their advantage. Many are responding by using UberEats and other food delivery services, even expanding their market by offering meal kits and developing new ways to reach consumers.

In other words, they are trying to go where the money is instead of just waiting for the consumers to come to them.

Some say it's all about millennials. It is indeed about offering fresh, healthy, reasonably priced products for the largest generation that is slowly taking over the economy.

↣ CONTINUED ON PAGE 34



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AGING BABY BOOMERS HAVE AN IMPACT TOO

But the changes are more deep-rooted, beyond just millennials. Millennials certainly have the economic influence to trigger the changes we're seeing, but many demographics are behaving differently around food.

Families with older children like the enhanced grocerant experience, while aging baby boomers need the convenience. The appeal is across the board. Millennials were the first generation not willing to settle for what was being offered to them by grocery stores. The rise of the grocerant represents the awakening of an industry that's been complacent for quite some time.

In the realm of the convenience factor that's a critical part of the grocerant movement, the ready-to-cook market is also emerging as an interesting opportunity, but not without some headaches.

In the U.S., Blue Apron, the largest and best-known meal-kit provider in the world, is waging an uphill battle. The company has just laid off six per cent of its staff and its stock has gone nowhere since going public in June.

On the other hand, we're seeing evidence that grocers like what they see from meal-kit outlets. Plated, the five-year-old American meal-kit company, was acquired by the grocery giant Albertsons, for approximately US$200 million.

Grocers do have the capacity to cover a broader market with their product offerings, but have not yet made much of a play on meal delivery and quality.

Grocery chains, in fact, are often not hardwired to successfully meet new challenges. But that's slowly changing. Metro made a significant move this year by acquiring Miss Fresh, and many expect other grocers to follow suit.

In processing as well, Campbell's Soup, Unilever and many others are investing in meal kits to explore what could become a US$10 billion industry by the end of next year.

It's all a growth opportunity that cannot be overlooked by grocers. They'll need to hire the right people, with the right mindset, in order to capitalize on these new opportunities. And because of changing consumer expectations and behaviours, survival seems unlikely for stand-alone meal-kit outlets.

So the convenience food battle is alive and well. Grocers were losing for a while, but the emergence of grocerants across the country is a sign that the industry is listening to what the modern consumer is telling them. M

Source: This article was originally published on The Conversation, theconversation.com.





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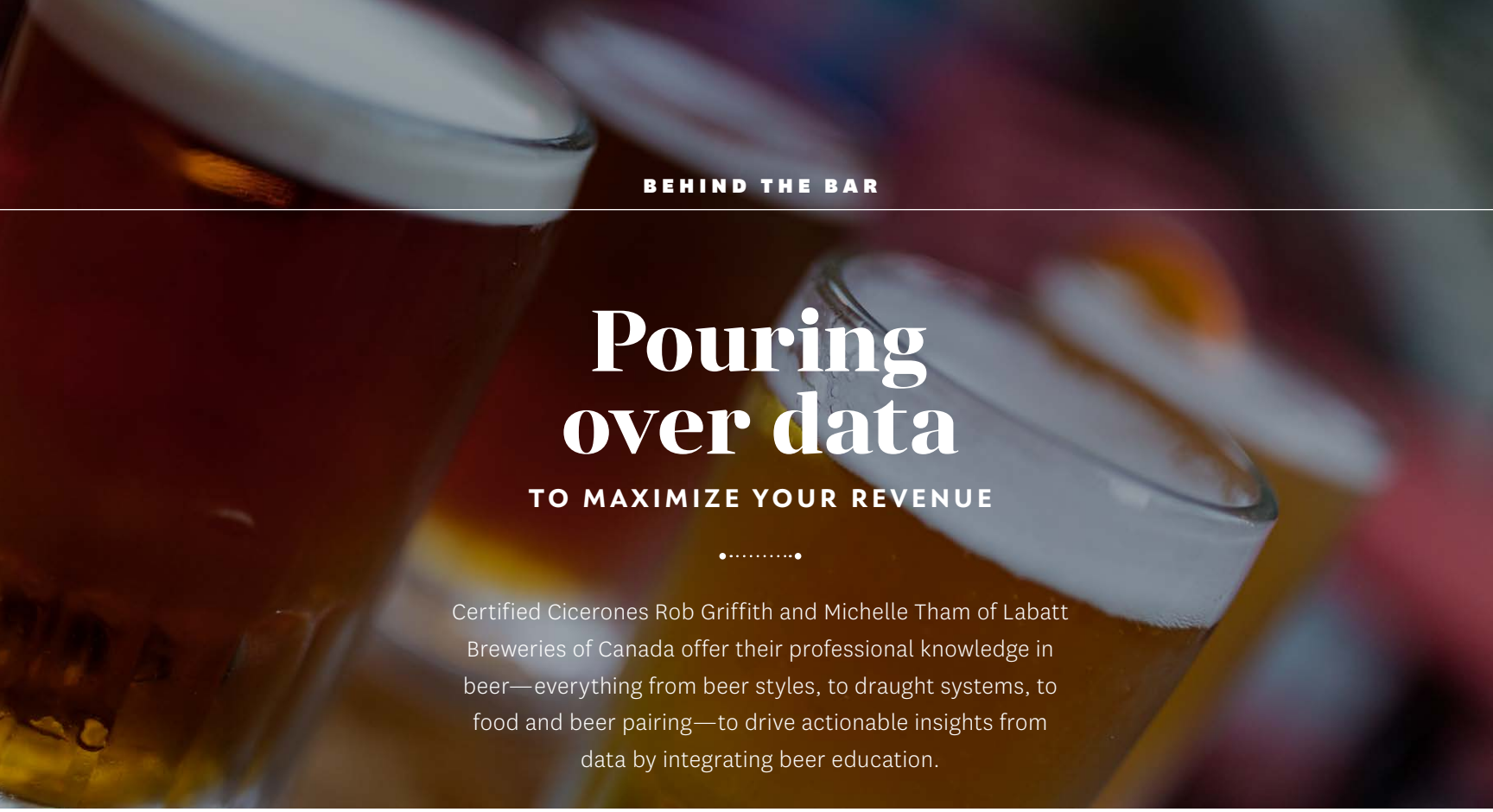
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Pouring over data

TO MAXIMIZE YOUR REVENUE

Certified Cicerones Rob Griffith and Michelle Tham of Labatt Breweries of Canada offer their professional knowledge in beer—everything from beer styles, to draught systems, to food and beer pairing—to drive actionable insights from data by integrating beer education.

Data is shifting the way we make decisions in managing beer and draught programs. Leveraging information from POS reports or management observation to make smart decisions isn't new; however, when insights from data are applied with beer knowledge, operators can make powerful and competitive decisions to reduce costs and increase revenue.

FIND YOUR GAPS

POS systems are loaded with data, allowing you to break down sales by time of day, group size, menu items or even beer style. The possibilities are endless. For example, leveraging POS system data can allow the savvy restaurant owner to understand what the optimal draught lineup is based on top-selling styles, and where certain style gaps may exist. Are you over-indexed in hop-forward beers like IPA's, and missing the diversity of approachable styles of light lagers (like Michelob Ultra) a traditional stout (like Mill Street Cobblestone Stout), or a best bitter that pairs well with food (like Goose Island Honkers Ale)? Understanding your style gaps will help put forward the most complementary draught selection that will maximize your sales.

WASTE NOT, WANT NOT

Wastage is also an issue facing owners. Data are disrupting this by providing owners actionable insights into what causes wastage. Whether it's a specific draught line that is foaming, a server that is improperly pouring draught beer or potential theft, understanding the data and employing proper keeping and beer-serving principles will allow for a quick fix. If data indicates that wastage is isolated to one draught line, investigating and employing draught knowledge to troubleshoot the source—whether it be associated with gas blend, gas pressure, fridge temperature, line cleaning or hardware components. If data insights lead to finding the issue with specific bar shifts—tailor bartender training to include draught pouring techniques, clean glassware practices and proper inventory storage and rotation.

GOOD THINGS COME IN PAIRS

Lastly, analyzing data in bars and restaurants can provide insights into potential promotions that are already naturally occurring. Learning that a certain beer and food item are frequently purchased together is an insight that can be leveraged to run specials that help drive rate of sale, excite the customer and maximize revenue. Ensure that the pairing is complementary with knowledge of food and beer-pairing principles; look for an alignment of intensities, bridging of common flavours and cutting of tastes and textures between the beer and the dish. The Budweiser and Burger program is a great example of this—building around a complementary pairing of flavours and textures, while also being an order combination that inherently resonates with guests. Maximize the impact of the feature by being able to train servers to speak to the elements of the pairing and upsell the food and beer combination. Implementing knowledge of food and beer pairing, alongside sales trend insights, to make pricing and promotional decisions can help build your business.

Look to your POS to provide cost-saving insights, maximize revenue and lean into trends; this will help ensure you can make smart decisions in your beer and beverage operation for the long haul. Be prepared to make the most of the information gained from data by continuous beer education with your staff and management team. Knowledge of such beer foundations as draught systems, beer styles and food pairing drives action to the insights, leading to intelligent and impactful decision making.

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Is 2018 the year of rum?

BY LEN FRAGOMENI



SpiritHouse has created a house cocktail flight—half-sized samplers of its four house cocktails: Netflix and Chill, Macadamia Mai Tai, Cucumber Basil Smash and the Harvest Daiquiri!

Every year people say that "this is the year of rum." If this is indeed the year of rum, it bears noting that we'll be talking specifically about regional rums. Molasses grown in different areas deliver distinct tastes and aromas, which translates into individual flavour profiles. And refashioned classic rum cocktails—Tiki drinks like the Mai Tai—are poised to drive this category.

INSPIRATION FROM THE ISLANDS

Who, in the dead of winter, doesn't hark back to lazy days spent sipping island concoctions on the beach? The Tiki cocktail is a reminder of winter escapes. Take glassware carved into Tiki figures, kindly lent to revelers the world over from the islands of Polynesia, decorate them with leaves and bamboo and fill with rum, bitters and aromatic complementary flavours and textures. These cocktails are striking, complex, great-tasting and very popular.

Rum is a humble spirit, a team player. Rum is just as happy as the centre of a complex cocktail as it is being paired with a simple squeeze of fresh lime over ice. Try this with a 7-year Havana Club dark rum, also referred to as Anejo.

At SpiritHouse, we do twists on two of the most popular rum cocktails—the Daiquiri and the Mai Tai. These are classic rum cocktails, but don't be afraid to change them up with seasonal elements. For example, we use a macadamia nut orgeat in our Mai Tai instead of the traditional almond syrup. The syrup is a textural sweetener. We serve our seasonal Mai Tai wrapped in a banana leaf with a flaming sugar cube. We infuse the dark rum with banana, and this cocktail is like a vacation in the islands in the middle of February.

BE BOLD AND ORIGINAL WITH YOUR MENU

Our Harvest Daiquiri is made with Havana Club 7-year-old, apple foam and fresh grapefruit, with an apple chip on top. Canadian winter is all about spice, warmth and the fruits of the harvest.

Why do your patrons keep coming back? Loyalty, curiosity, because they like your offerings and your

↣ CONTINUED ON PAGE 40



atmosphere. They want to try more of your menu. What if they want to try all the cocktails in one seating? At SpiritHouse we have created our house cocktail flight—sipping-sized samplers of our four house cocktails: Netflix and Chill, Macadamia Mai Tai, Cucumber Basil Smash and our Harvest Daiquiri. Guests have responded with great enthusiasm. Be confident in your offerings and unleash your creativity with your menu. The divide between kitchen and bar shrinks every year. There is so much more of the culinary and visual behind today's bar. Packaging is presentation. Your visual presentation is your package. There has to be synergy between the chefs and the kitchen.

Len Fragomeni is a hospitality consultant who 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.

the health-conscious cocktail

Kombucha, activated charcoal—these ingredients and recipes have been around in ice cream and juices, so it's a natural progression to see a demand for health-conscious cocktails. Watch for vegetable-based drinks, and bold, flavourful ingredients like carrot juice.

HOUSE VERMOUTHS

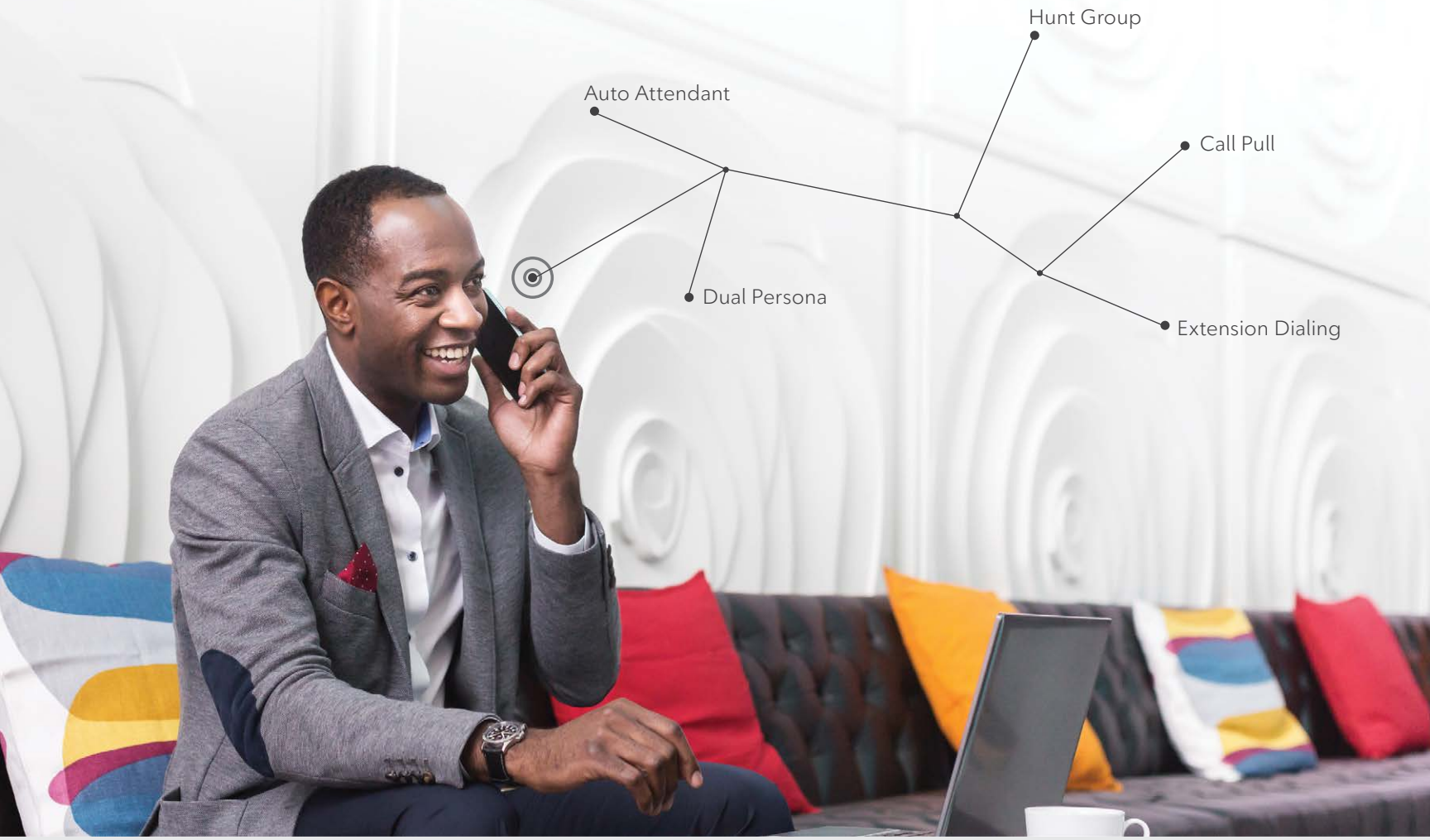
House-made vermouths and bitters have also come into fashion. Vermouths are made the same way as bitters. Bitters are non-potable as is; vermouth is a type of bitter that is potable. We're seeing bars in North America making their own vermouth. There isn't a big selection yet in Canada, so there is a lot of room for experimenting.



great glassware

Bartenders everywhere know that it's hard to find three dozen of the same vintage glassware. They might find two or three here and there scouring through the flea market. At high volume bars, bartenders or mixologists want the style of glass to be uniform. Libbey produces glass tableware in five countries and sells their products in over 100 countries. The company has seized the opportunity to innovate with its new 1924 Libbey Vintage stemware range, which fuses jazz-age flair with exciting new cocktail trends.

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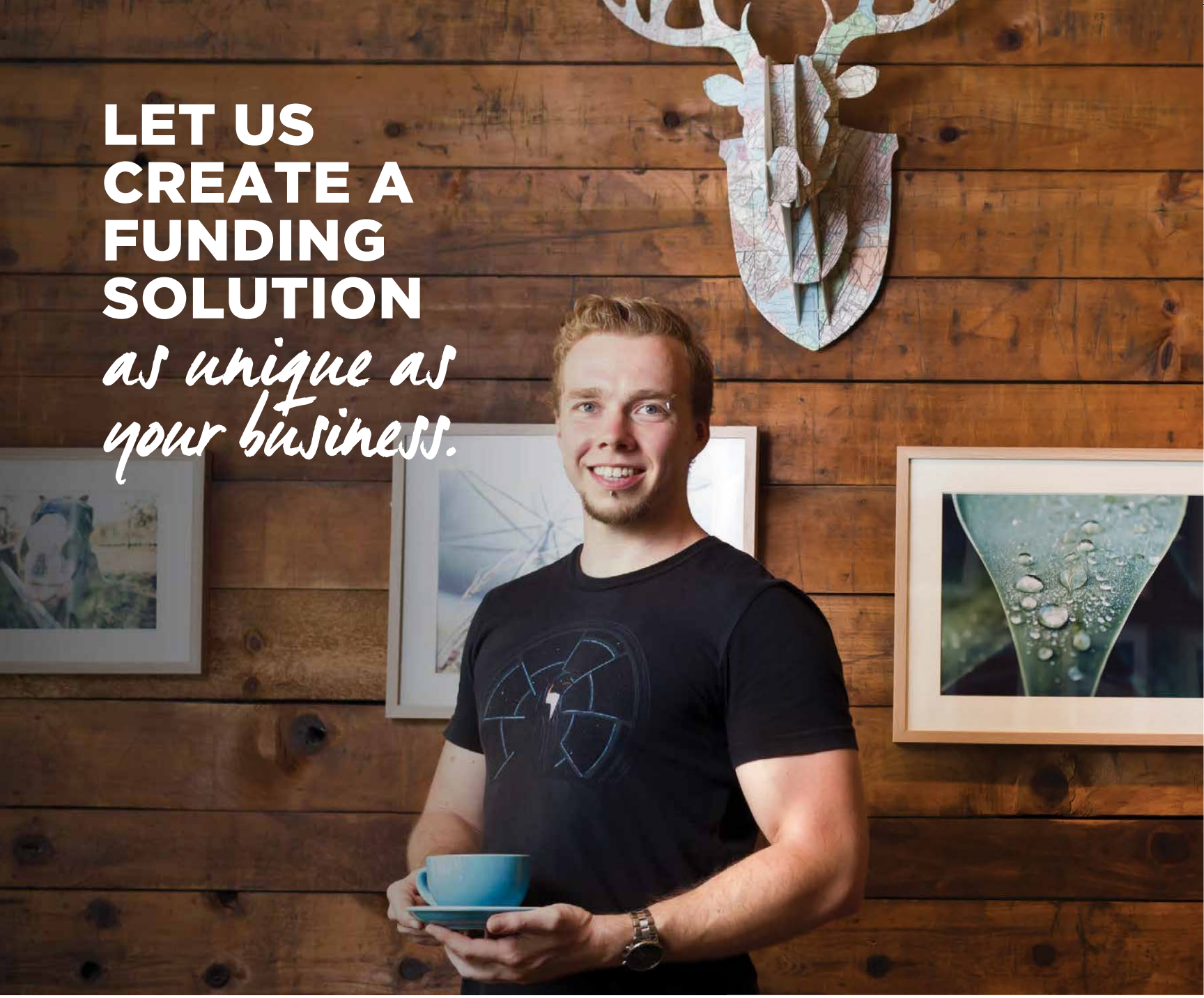
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INNOVATION


Alan Smithson of MetaVRse


Dr. Irwin Adam of Future Food Studio

THE 'SPACE TO SPOON' EXHIBITION

Space technology might seem far out, but in reality, space technology plays a significant role in foodservice. The Space to Spoon exhibition was developed by the Canada Agriculture and Food Museum (CAFM) and the Canadian Space Agency (CSA). Space innovations are increasingly present in our everyday lives as well as in agricultural practices.

IMPACT ON FOODSERVICE & INFLUENCE ON GLOBAL FOOD PRICES

The Space to Spoon exhibition will be at RC Show 2018! At the very heart of INNOVATION UNLEASHED, the exhibition demonstrates how RADARSAT2 satellite data is collected, interpreted and used to impact the food on our plates. This exhibition feature hands-on models, videos, photos and satellite images, supported on the Speaker Stage with Dr. Irwin Adam's presentation on the Future of Food and Eating.

Innovation is powered by research. 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 Agriculture and Agri-Food Canada (AAFC) also works with other countries 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.



Tony Chapman, Host and Moderator


Aaron Allen, Global Restaurant Consultant


Doug Hall, CEO of Eureka! Ranch

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PROFIT FROM THE PROPHETS

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Be inspired and learn about the latest trends, insights, and leading innovations. RC Leadership Conference brings together the industry experts who can help you better compete in a highly competitive marketplace. Moderator Tony Chapman joins experts Jon Taffer (Bar Rescue), Tom Feltenstein (Power Marketing Academy), Aaron Allen (Global Restaurant Consultant), Alan Smithson (MetaVRse), Ilham Kadri (CEO Diversey) and more to bring valuable consulting intelligence in this half-day conference.

THE QUEEN OF CLEAN AT RC SHOW 2018

ILHAM KADRI,the president and CEO of Diversey, is known globally for her leadership in the not-for-profit sector, and as an advocate for women, literacy and the democratization of those things she believes should be basic human rights—access to water and sanitation.

The 'Queen of Clean' embraces this title with the pride she extols to cleaners everywhere. As a young girl in Morocco, her grandmother would tell her there were two exits for girls; the first is a husband, the second is the grave. Then her grandmother told her to find a third exit. "My third exit was and is education...My grandmother was a cleaner and illiterate...Cleaners are invisible heroes. Those people are not just cleaning your toilet, they are saving your life." Kadri honours cleaners and she works to instill a sense of pride in an industry that reports around a 70 per cent loss of personnel each year. Kadri credits cleaners with literally saving lives every day. She advocates for female literacy and gender diversity in the industry, which is still vastly female.

ON LEADERSHIP
Live the DNA of the company you want to create. "I like ownership mentality. I want people to drive to work and feel like they own the company." Kadri explains that customer centricity is Diversey's core value.

ON INNOVATION
"When you are born in the hospital we are there. In the first classroom we are there, at work we are there. Great vacation...we are there." – Ilham Kadri on Diversey's presence in the world.

SUSTAINABILITY, DOING MORE WITH LESS, FEWER RESOURCES, LESS WASTE
Diversey's line of Accelerated Hydrogen Peroxide (AHP) products are fast-acting, broad spectrum cleaner disinfectants that are kind to surfaces, users and the planet. This level of sanitation makes your establishment safer for both you and your guests. AHP kills Ebola in less than a minute in one wipe, yet is eco-friendly, and safe to handle, which is key in foodservice.

THE INTERNET OF THINGS.
Smart systems, remote monitoring and digitalization of operations—Kadri calls this the 'Internet of Clean.' From soap dispensers to ventilation, the technology proactively notifies you before a crisis. IntelliDish is a hybrid system (auto and manual) hand soap dispenser which is monitored automatically. "Food poisoning is really a lack of hand hygiene," Kadri says, adding that this happens not because restaurant staff are lazy, but because too often there is no soap in the dispenser.

CELEBRITY ROBOT! Be sure to meet SwingoBot, the automated floor scrubber at RC Show 2018!


Ilham Kadri



ANY INNOVATION HAS TO BE A GLOBAL INNOVATION CUSTOMIZED TO REGIONS AND CUSTOMERS, THE INTERNET OF THINGS IS HAPPENING ANYWHERE. CONNECTIVITY IS GLOBAL, TOUCHING THE LIVES OF PEOPLE ALL OVER THE WORLD.

Ilham Kadri

"IF BRANDS DON'T CAPTURE MILLENNIALS NOW, TEN YEARS FROM NOW WE'RE ALL OUT OF BUSINESS. THEY ARE NOT LOYAL TO BRANDS... THEY RESPOND TO VALUES."





LEADERSHIP BEHIND THE BAR

Jon Taffer wants you to get your act together. Best known as host of the reality series Bar Rescue, Taffer is quick with his wit and his opinions and he'll be offering both at RC Show 2018.

According to Taffer, what's trending today is product-based activity, which may not sound enthralling; but this is a huge shift in the way bar products and concepts are consumed and marketed. Says Taffer, in years past we've had traditional influencers like sports, music, social occasions. But products motivating trends in the beverage space...that's new and Taffer is really excited about it. Today it's all about product differentiation and core influences. You can "see a game in a thousand bars," says Taffer, "whereas the mixology excites me, the food excites me, and the product type. If I am excited, my peers are excited."

Why do chefs get all the glory? Taffer doesn't believe that's entirely true. He explains that the best operator—whether in a bar or in a kitchen—is a combination of three key personalities. There is the operator that is product-oriented (they love making their products, touching plates and glassware and expediting in the BOH), then there is the type who loves their customers (their priority is people and they live in the FOH all the time), the third type is the accountant type (running the business from the numbers). These three personality types combined, says Taffer, make the perfect operator.

"If brands don't capture millennials now, ten years from now we're all out of business. They don't do brand loyalty, they are not loyal to brands... they respond to values." – Jon Taffer on capturing the attention of today's consumers.

PAIRING

"Pairing is a word the industry has used for a long time and never done well." Until now, he concedes. Taffer offers the following examples of great pairings made by infusing beer, wine and spirits into food items. For example the Guinness burger infused with Guinness throughout, or chicken and waffles with a Crown Royal maple drip. "Don't just take a burger and beer and put them together, there needs to be a why!" Be creative, bring your beverage brands into your food offerings uniquely and authentically.

TRAINING

Train yourself and train your staff. Work ON your business, not only IN your business. Incentivize your staff to be well trained; especially for behind-the-bar staff. Then let your staff train your consumers. According to Taffer, knowledge is more important than anything else. He makes his case without pulling punches, "the arrogance of our industry speaks so loudly. We have a sommelier come in to teach staff all about wine and the manager doesn't go! So now the manager has less knowledge than the staff. Management should be in the room every single minute. Any manager who is above attending a training program is a manager whose arrogance will cause a limited performance in their operations." He goes on to say that this is a perfect

example of "working in the business instead of on it."

BAR DESIGN TODAY

Today cute doesn't work. Consumers expect us to be more sophisticated. The kinds of environments that work today circle back to relevancy. "We have to be everything to someone, not everything to everyone," says Taffer. Be careful with jumping on trends with too much enthusiasm. "Every trend ends. If you build to a trend you will have a day and a time that it is no longer cool...I'm the kind of guy who goes down the path of mass appeal and trends within it. Speaking as an investor, over embracing a trend puts a stopwatch on your future."

Taffer finishes with an anecdote about simply embracing what works. He was consulting on a Texas remodel, the kids were taking over. The operators repainted using an epoxy primer that went on pink and then they couldn't put the beige they'd selected overtop. Their revenue went up 300% while it was pink. "People walked in who had lived in this town and had never noticed the restaurant before." So the columns stayed pink.

INNOVATION MEANS SOLUTIONS TO PROBLEMS & DIRTY ICE IS ONE BIG PROBLEM! There is an episode of Bar Rescue where Taffer takes a white towel and wipes the evaporator unit. The towel comes out black. "Ice machines are a pet peeve of mine. Or the scoop is not washed in a month. Is the filtration system draining properly? Or is there stagnant water? Cold plates for soda guns...under those mold will develop. I'm guessing some bar operators have never opened and cleaned it themselves and it drives me nuts. Anytime I get really angry on BR, it's always over sanitation." Taffer goes on to say that serving food and beverages, we have a moral responsibility. We are putting food into peoples' bodies. "Understand your equipment. Cutting boards behind a bar never get cleaned. In a kitchen, they'd be run through the dishwasher...Treat the bar like the kitchen!"

TECHNOLOGY BY TAFFER

Technology means nothing if the operator doesn't take advantage of it. "Do you know how many operators use POS with report systems at the push of a button, and they never push that button!" Taffer has partnered with Harbortouch by Lighthouse Network to deliver the industry's first smart POS System. "It's a problem-solving, tactical revenue partner." The product tracks spends, customer counts and any time numbers drop, the system "lights up your phone with customized revenue-generating tactics...The future of technology in our business is audience acquisition. That to me is exciting, that's the future. As an industry, we need to focus on that, not simply putting tablets between you and your customers."

SEE JON TAFFER AT RC SHOW 2018

Reserve your seat! Register at **rcshow.com** today





FOOD INNOVATION

Chef and Culinary Curator Charlotte Langley returns to RC Show 2018 with not-to-be-missed culinary events and food features that will bring together ground-breaking chefs, products and services to positively impact bottom lines and keep customers coming back.

Look for these and many more food innovations at all of our events and on the show floor...

SESAME BEEF RIBS

Starring Canada Beef

	beef ribs
1 c.	of sake
3 c.	aka miso
½ c.	soy sauce
½ c.	rice vinegar
6	scallions, white parts only, finely chopped
¼ c.	firmly packed brown sugar
1/2	bulb garlic, grated
1	2-inch piece fresh ginger, grated
1½ tbsp.	toasted sesame oil

WHISK all ingredients, submerge beef for 24 hours

Remove Beef Ribs from Marinade and Pat Dry

Oven to 450 Degrees

Dry Roast for three hours

Reduce heat and finish roasting for 1 more hour

Warm up the marinade in a pot

In a high-powered blender, blend sauce and place in a small bowl for dipping

Slice Beef in very thin strips and garnish

DUCK CROQUETTES

Starring King Cole Ducks

2 c.	King Cole Duck confit meat picked
1 lb	Russet Style Potatoes, peeled and boiled till fork tender
1 tsp	Savoury
1 tsp	Fennel Seed Ground
1 tbsp.	Fresh Thyme leaves picked and chopped
to taste	salt and pepper
½ c.	Bread Crumbs
2	Whole Eggs
½ c.	Unbleached flour

MIX on low duck meat, cooked potatoes, savoury, Ground Fennel seed and thyme

Taste and adjust seasoning

Place small ovals on parchment paper and refrigerate

Mix breading ingredients

Dredge

Use high-sided frying pan and duck fat for frying

Drain on paper towel and gently season with salt and pepper

Serve immediately





Visit the Garland Culinary Stage for dynamic presentations, including Make Seafood Sizzle by High Liner Culinary, and Menu Ideation with Sunspun products from Wholesale Club. Learn the secret of success with Victorinox Knives, integrated into all culinary presentations.

AT RC SHOW 2018

THINK GREEN, BUY GREEN, GO GREEN

Learn how to access rebates and product incentives for greening your business. Discover the secrets to saving money, championing your brand, and saving the planet at the Eco Pavilion.

Building a business case for sustainability in foodservice operations means opportunities for cost savings, cultivating true brand loyalty, and harnessing exciting innovations in green technology and practices.

Visit the Eco Pavilion, shop eco products and services, gain expert advice and pledge to win.

Learn through the Sustainability in Restaurants Panel discussion from panelists who have made sustainability part of their business. Hear how they have benefitted from their eco-journey.

We're launching the ENERGY STAR pilot project at RC Show 2018. Sign up to qualify.

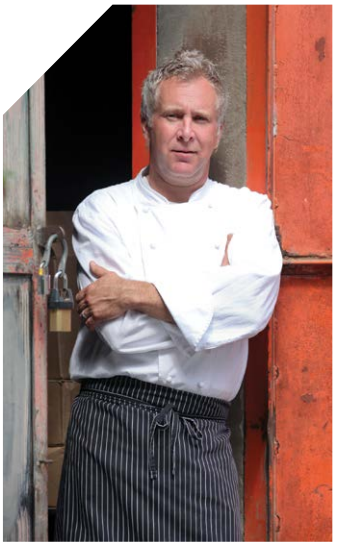
Take part in the Save on Energy Foodservice Forum at RC Show 2018
Tues, Feb. 27 7:45am-1:00pm

The Save on Energy Foodservice Forum is brought to you by IESO, Save on Energy, Restaurants Canada and ORHMA.

Save energy, manage your utility costs and help your business. Hear about the latest in energy efficiency programs and about available training and support. Learn from industry leaders and experts about the most innovative products, technologies, and ideas to propel you and your operations into a sustainable future.

Meet and network with other foodservice operators. Learn the how, the what and the why of 'greening' your business now and save money doing so.

The business case for energy efficiency is clear—it cuts costs. Investing in energy-efficient equipment upgrades and energy management practices can lead to many additional benefits like increasing sales, customer and employee comfort and contributing to corporate sustainability goals.







SUSTAINABILITY IN RESTAURANTS PANEL DISCUSSION
Sun, Feb 25 2-3pm

Bruce McAdams will share the business case for sustainability and moderate a panel representing restaurants that have made sustainability the core of their businesses. This panel of seasoned chefs, managers and directors will share their experiences of implementing sustainable practices in restaurants, cafés and catering companies. Distinguished panelists and guests:
Bruce McAdams - University of Guelph
Brad Long – Cafe Belong
Evelyne Gharibian – Hearty Catering
Elio Zannoni – Gusto 54
Ian Vickers – Diversity Food Services
Janine Windsor – LEAF
Eva Greff – NewSpring Energy

BE PART OF THE MOVEMENT!
"There are many changes an operator can make to create a more sustainable industry. Big and small, these changes drive profitability, customer experience, staff engagement, and public perception about your brand. If your aim is to be a profitable establishment where customers enjoy eating, and qualified staff want to stay, then the benefits are apparent. Add to this the knowledge that you have contributed to sustainability in a highly impactful industry, and you did it well. Sustainability is not just an environmental concept; it's a fundamental business concept."
Janine Windsor, LEAF

"Companies with a strong foothold in sustainable practices have realized substantial monetary savings, increased their public exposure, increased revenue and have a strong marketing advantage. This is not just a right thing to do for the environment and community, but also for your business's bottom line."
NewSpring Energy

For more detailed schedule information and registration, please visit rcshow.com today!

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ALL HAIL THE WHISKY CHEF

By Shawn Goldberg

MATT JONES' CAREER in whisky began at a tender age. "Teething," he says smiling from cheek to cheek. "My parents would put whisky on my gums to calm me down." The Tom Cruise 80s film "Cocktail" also played a role in the development of his ambition. While recovering from an injury one summer, Jones taught himself how to sling drinks and toss bottles like the oh-so-cool bartenders glamourized by the popular film. At 18, Jones moved to Belize where he lived for four years, while working at a beachside bar. Upon returning to Toronto, he opened up a bartending school that led to world travels while teaching the arts of tending bar and mixology to students across the globe.

Matt Jones is head spirit wrangler at RC Show 2018! Today, Matt Jones is known as The Whisky Chef. The brand ambassador for Beam Suntory Bourbon—Jones travels across Canada preaching the gospel of whisky. His enthusiasm around curating speakers and topics for the show was infectious. Tips, trends, sustainability and how to be more efficient behind the bar is what Matt refers to as "spirit-driven education."

WHAT DOES HE WANT YOU TO LEARN AT RC SHOW 2018?

Jones wants to help folks build a cocktail menu. He wants to take away the mystery surrounding spirits, and to help you work with spirits in ways that align with what's happening in the industry. Jones is all about exploring cocktail culture by focusing on trends that are happening in bigger cities; then bringing those trends to smaller towns and communities in Canada. "There has to be an understanding of technique, of recipe and of the execution," he explains. He uses a classic drink, the Old Fashioned, as an example. The Old Fashioned is arguably one of the most popular cocktails in the world (perhaps some thanks to Don Draper is in order).

An archetypal cocktail, the Old Fashioned is a deceptively simple cocktail, yet, perhaps the most complex to execute and create success with on a cocktail menu. "Making sure [you] have the proper tools, and to do it in a way that's profitable, that's consistent...my advice is to start small, with maybe four cocktails on the menu." From big city centres to the smaller markets, Jones finds himself in a different province every week. Talking about the cocktail cultures that exist in different regions, Jones gives an affectionate shoutout to St. John's, Newfoundland, where he's watched both the mixology and whisky culture blossom over the last five years. Where bourbon sales alone are growing at a rate of 40 per cent. Elsewhere, he has witnessed sustained growth in smaller markets like Winnipeg, Saskatoon, and Regina, all of which are experiencing a cocktail culture boom. Jones refers to folks in these places as seeing past typical drinks and looking for more sophisticated sipping experiences.

What does the future hold? Jones says that simpler is better; cocktails are getting back to basics with three or four ingredient recipes. "If you can nail those cocktails, then you're ready for more intricate drinks. But ultimately, simpler is always better."

All hail the Whisky Chef.



RC SHOW 2018 PROMISES TO ENLIGHTEN, EDUCATE AND ENTERTAIN YOU, AND THE SHOW COULD NOT HAPPEN WITHOUT OUR INFORMATION AND ENTERTAINMENT PARTNERS.

LEARN THE LATEST CONSUMER INSIGHTS. Consumers' constant demand for innovative restaurant concepts, menus and flavours means you need to stay ahead of the trends. Technomic's foodservice portfolio features a full line of services, including research tools, surveys, data and insights.

SOCAN BRINGS LIVE ENTERTAINMENT TO THE SHOW. Canadians have a passion and desire for live music at a local level...Many cities already know that live music supports the municipal economy by bringing tourists and attracting young people to settle and contribute to the local economy. We hope these recent findings will further encourage municipalities and citizens to come together, foster our unique Canadian music culture, and keep building vibrant Canadian neighbourhoods." - Eric Baptiste, CEO of SOCAN.

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BAR & BEVERAGE
Experience the latest innovations in beverage products and learn how to shake up a world-class beverage program through a series of interactive workshops, tastings and seminars led by industry experts. Watch for Restaurants Canada's Cocktail Competition and Speed Rack, the women's bartending competition, in support of Rethink Breast Cancer.

CANADA
Taste the diversity of Canadian cuisine and shop regional products. Offer your customers a menu they can feel proud to support, and contribute to Canada's network of producers, suppliers and artisans.

COFFEE, TEA & SWEETS
One of the fastest growing foodservice segments, cafe culture shows no signs of slowing down. See the latest brewing equipment, quality products and dessert pairings + the Latte Art and Good Spirits Competition.

ECO
Explore ways to "green" your foodservice business' operations to reduce costs, receive incentives, build consumer loyalty and keep our planet healthy.

ONTARIO
Presented by the Ontario Ministry of Agriculture, Food and Rural Affairs, and Foodland Ontario, taste and discover the best that Ontario has to offer at the Feast On tasting bar. Contribute to your local economy and offer a profitable, sustainable menu.

SPECIALTY
Expand your menu offerings with in-demand options such as gluten-free and halal, global flavours, and small-batch, artisanal products.

TECH
Discover new ways to enhance your dining experience while improving your bottom line with the latest tech innovations.

WORLD
Soak in the flavours of the Eastern, Western, Northern and Southern hemispheres, and walk away with a bounty of new ideas for your menus.

RC HOSPITALITY WEEK EVENT HIGHLIGHTS

Learn from the best, network and play hard.

› OPENING NIGHT RECEPTION
SUN, FEB 25 5-8 PM,
HERITAGE COURT AT ENERCARE CENTRE
Join us at Canada's largest hospitality networking event. Complimentary for all attendees, sponsors and exhibitors.

› RC LEADERSHIP CONFERENCE
MON, FEB 26 8:30 AM -1:00 PM, SALON 103, ENERCARE CENTRE
Be inspired and learn about the latest trends, insights and leading innovations. RC Leadership Conference brings together the industry experts who can help you better compete in a highly competitive marketplace. Media expert Tony Chapman will moderate this informative and engaging half-day session.

› TOP-TO-TOP RECEPTION
MON, FEB 26 6-9 PM, GREAT HALL,
1087 QUEEN STREET WEST, TORONTO
An exclusive invitation-only event where industry leaders gather to network and enjoy culinary experiences from top chefs.

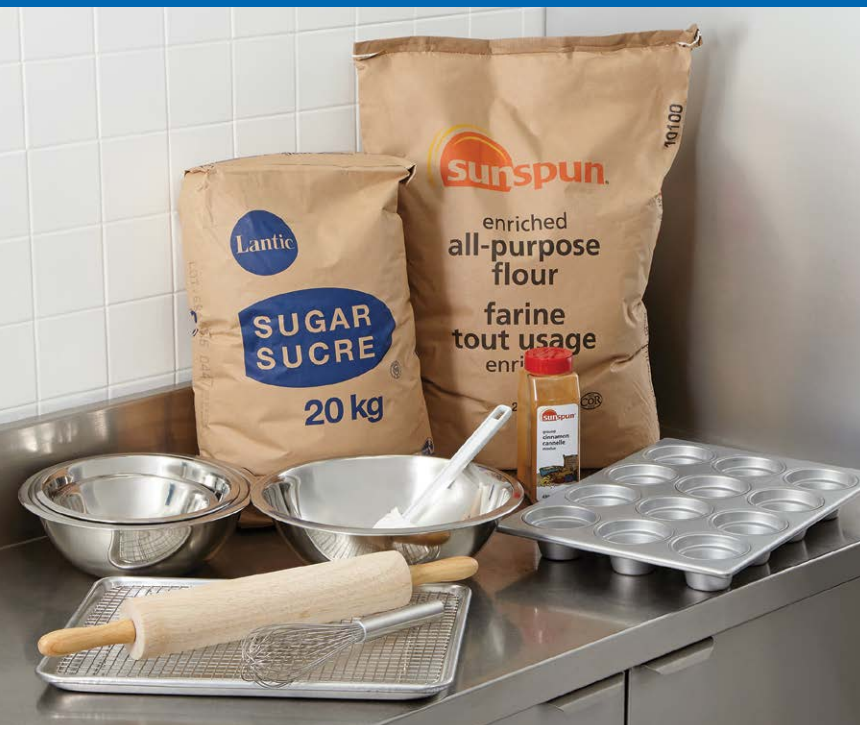
› RC SHOW AFTER-PARTY
MON, FEB 26 9PM - MIDNIGHT, GREAT HALL,
1087 QUEEN STREET WEST, TORONTO
Don't miss the official RC Show After-Party, showcasing the best of food, drink and entertainment under one roof!

› BREAKFAST WITH CHAMPIONS
TUES, FEB 27 7:00-10:00 AM
HERITAGE COURT AT ENERCARE CENTRE
Learn about key industry issues and the future of hospitality from high-profile keynote speaker, Doug Hall, the founder of Eureka! Ranch & Innovation Engineering, and other speakers, including a leadership panel.

Please visit rcshow.com for a complete list and schedule of events!

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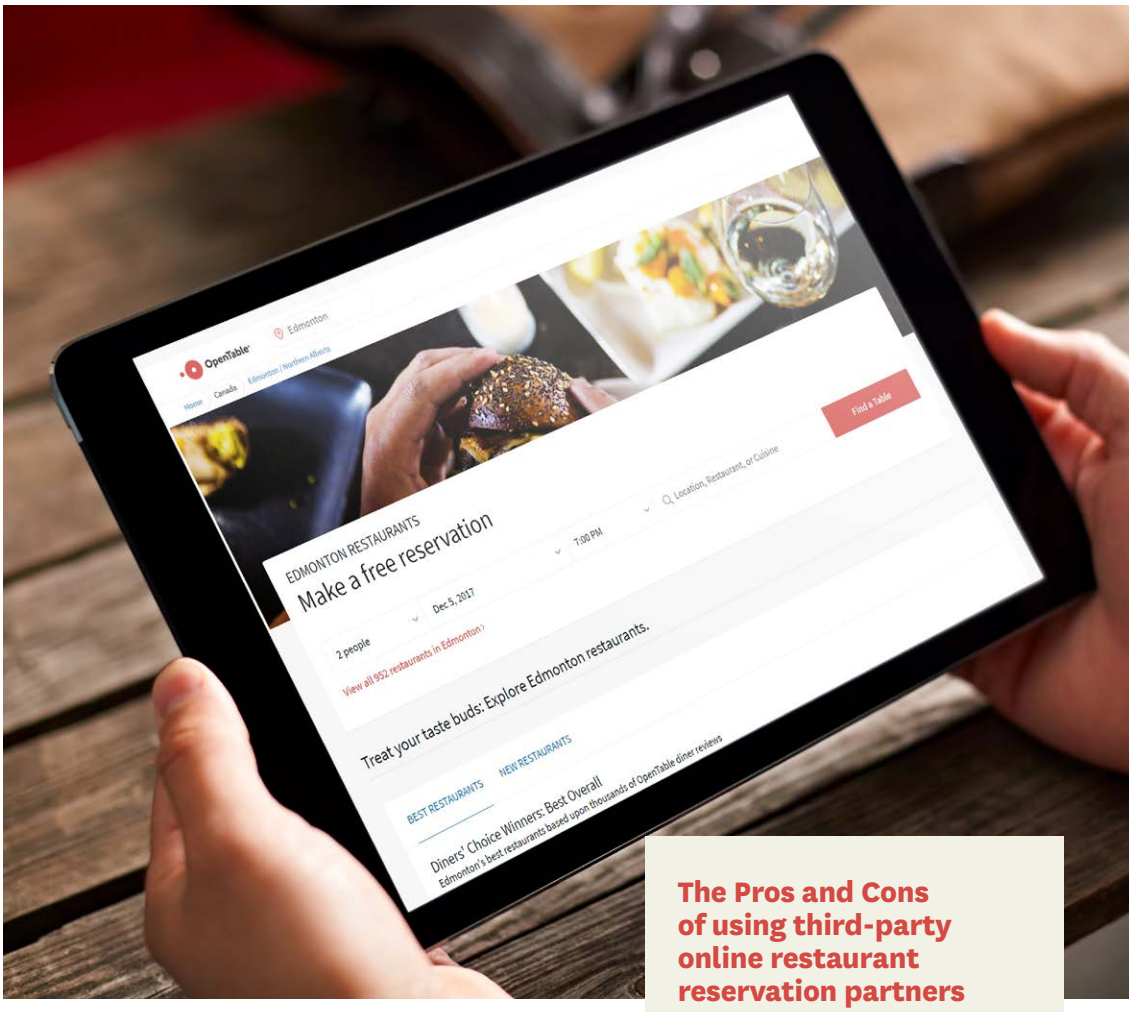
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Putting technology in the FOH

OPENTABLE

BY BETH POLLOCK



On July 2, 1998, OpenTable started operating in San Francisco, California. This marked the advent of the third-party online restaurant reservation system, and the foodservice industry has never looked back. OpenTable began operations in Canada in 2002: over the past fifteen years, their presence in the market has changed the way Canadian restaurants do business.

Restaurant operators and staff have mixed feelings about OpenTable and similar companies (sidebar, right). But there's no doubt they have altered the restaurant reservation model, and it's unlikely that model will change any time soon.

How OpenTable disrupted the industry

I spoke to Scott Jampol, OpenTable's SVP of Marketing, about the services they offer. "The biggest thing we did was put technology in the FOH, replacing pen and paper and what was stored in the maître d's head," he says. "It lets restaurants focus on the stuff they're good at—like hospitality—instead of answering the phone and keeping reservation information on paper."

One of the advantages OpenTable offers is showing potential diners table availability in real time. It can help fill empty seats that might not otherwise be filled, and gives you the freedom to focus on managing other aspects of your business. Moving away from a pen and paper reservation system also lets you run your business from any location, particularly given the flexibility of OpenTable's mobile app.

↣ CONTINUED ON PAGE 54

The Pros and Cons of using third-party online restaurant reservation partners

PROS

- Helps you fill restaurant tables, giving diners access to real-time availability.
- Offers access to data aggregation, to help you understand your business and how it compares to similar local businesses.
- Allows you to focus on food and hospitality, rather than on answering the phone.

CONS

- The cost. Monthly and signup fees can be expensive in a business with already thin margins.
- You'll be charged for customers who were already on your website, and would have booked anyhow.
- The fear that the relationship is now between the customer and OpenTable, rather than the customer and the restaurant.



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OpenTable's Three Pillars

Jampol says their business model supports restaurants in three functional areas:

1 OPERATIONS

Naturally, OpenTable helps you fill seats. But their operational support goes further: their Guest Center provides data (such as turn times) that can help you compare your business to the aggregate of similar businesses in your area, and also against your own historical performance. (See sidebar, below, for more examples of available data.)

2 HOSPITALITY

OpenTable helps you serve your guests by letting you access information on diner likes and dislikes, and any noted allergies. For restaurants with multiple locations, this information can be shared through the Guest Share feature.

3 MARKETING

You can use OpenTable and the data they provide to promote your restaurant by:

- Offering diners extra points for dining on certain days of the week, or at certain times of the day,
- Paying for a "promoted" tag to improve search status, or
- Notifying potential diners about specials or fixed price meals.

And you can improve your marketing as you learn more about your diners. Do they use mobile or desktop? Are they local or from out of town? Are they new customers or repeat visitors? The more you know about who eats with you, the better equipped you are to run an effective marketing campaign.

What's coming in 2018?

Going forward, Jampol says OpenTable will revitalize the Guest Center and provide more tools for restaurateurs to optimize business, focusing on seating more diners and getting more repeat customers. Special emphasis will be given to honing the traveller experience. And on the diner side, they will continue to work on matching them with the right restaurant, with the help of data scientists and artificial intelligence.

I asked Jampol if it's difficult to serve large chains and independent operators at the same time. "It's less about chain vs. independent than the type of restaurateur," he says. "For example, 'Seekers' focus on getting more new diners through the door, while for 'Hosters' it's all about hospitality. A third group looks to optimize efficiency." The secret to their success is finding a way to please all of those operators. M

Data aggregation services

What kind of information does OpenTable give their restaurant customers? Jampol provides a few examples. In Toronto between Dec. 1, 2016 and Nov. 30, 2017, the following held true:

- Seated diners booked via desktop 55% of the time, and by mobile 45% of the time.
- Of seated diners who booked by mobile, 42% booked same-day reservations, and 15% booked reservations less than 90 minutes before the meal.
- Of seated diners who booked by desktop, 25% booked same-day reservations, while 5% booked within 90 minutes of the meal.
- Travellers from outside metro Toronto represented 19% of total bookings. The top three cities of origin were New York, San Francisco and Chicago.



OpenTable unveils the Top 25 Restaurants for Solo Dining in Canada

An analysis by OpenTable reveals that reservations for parties of one have grown nationally by 85 per cent since 2015. OpenTable findings indicate the stigma around dining solo may be starting to lift and that consumers are eager to savour special culinary experiences alone. Data shows the majority of solo dining reservations are booked for dinner (43 per cent) followed by lunch (30 per cent). Canadian solo diners also book the majority of their tables Monday to Friday (78 per cent), saving the weekends for dining with others.

---

529 Wellington
WINNIPEG, MANITOBA

The Bison Restaurant
BANFF, ALBERTA

Bonaparte
MONTRÉAL, QUÉBEC

BOSK at Shangri-La Hotel
TORONTO, ONTARIO

Bow Valley Grill - Fairmont Banff Springs Hotel
BANFF, ALBERTA

Bruce Wine Bar
THORNBURY, ONTARIO

Byblos
TORONTO, ONTARIO

Damas
MONTRÉAL, QUÉBEC

Earth to Table: Bread Bar
GUELPH, ONTARIO

Gyoza Bar
VANCOUVER, BRITISH COLUMBIA

Jacobs & Co. Steakhouse
TORONTO, ONTARIO

LaVinia
TORONTO, ONTARIO

Le Filet
MONTRÉAL, QUÉBEC

Library Bar - Fairmont Royal York
TORONTO, ONTARIO

The Marc
EDMONTON, ALBERTA

The Merchant Tavern
ST. JOHN'S, NEWFOUNDLAND AND LABRADOR

Mettawas Station Mediterranean
KINGSVILLE, ONTARIO

Miijidaa Cafe + Bistro
GUELPH, ONTARIO

Miku Restaurant - Toronto
TORONTO, ONTARIO

Miku Restaurant - Vancouver
VANCOUVER, BRITISH COLUMBIA

ONE Restaurant
TORONTO, ONTARIO

Restaurant Le Continental
QUÉBEC CITY, QUÉBEC

Richmond Station
TORONTO, ONTARIO

Scaramouche Pasta Bar
TORONTO, ONTARIO

Trattoria Gusto
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Triple Layers Take the Cake!

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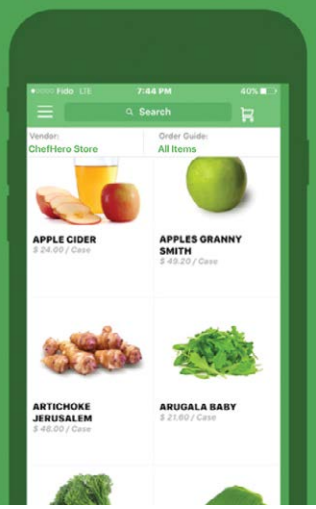
FLEXI HOB INDUCTION

Garland's Flexi Hob Induction is fitted with full coils and allows for several large or small pans to be placed in one surface at the same time. An ideal solution for the à la carte kitchen. Full coils are available as models with single, dual or quad cooking tops with optional ceran glass sizes, or look for round coil platforms known as Module Line which are more focused on single pots.

Module Line and Flexi Hob are perfect partners for large-scale fitted kitchen with the flexibility to accommodate your most demanding design concepts, also allowing you to place your electronics in a cooler remote location to ensure years and hassle free operation.

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7UP LEMON LEMON

The new sparkling lemonade from PepsiCo is a bright and bubbly addition to your beverage menu, whether your guests are imbibing under the sun, in the open air, or indoors celebrating an occasion. The Lemon Lemon moment is a escape, it's an everyday lunch at the park, happy hour on a rooftop or a spontaneous weekend getaway.

7UP Lemon Lemon has 70 calories per 355mL can, no artificial flavours and is sweetened with a blend of sugar and stevia leaf extract. Lemon Lemon is available in a variety of flavours including Lemon, White Peach, and Cucumber Mint.

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