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UR SUMMER 2019 ISSUE explores a dozen of shifts and mutations that are reshaping the foodservice industry, from the exponential growth of third-party delivery to the upcoming legalization of cannabis edibles; from the rise of non-alcoholic beverages and conscientious eating to the soaring of technology and its impact on our marketing strategies.

These trends represent as many growth opportunities, and operators will assess and consider those that fit their concepts. Delivery may not fit your business model, and that's ok as long as you remain aware of how important convenience as a whole has become.

Let's keep a finger on the pulse of what motivates the clientele that we aim at attracting, how to reach and meet their expectations. Is there anything that we can do to better serve them? Surely we should be prepared to disrupt our way of doing things and innovate a little in order to increase our customer base and frequency of visit, right?

In this issue, we offer insights and advice for navigating the values and consumption habits of consumers of all generations. There is a lot to be inspired, chew over and possibly trigger action that will yield some dividends. The one thing that is critical is understanding your customers. Prioritize your strategy, stay true to your brand, and provide the best customer experience, one customer at a time.

Thank you for reading and contributing to MENU's stories. Enjoy a safe, happy and profitable summer season!



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Chair of the Board



Shanna Munro
President & CEO

"It is not the strongest of the species that survives, nor the most intelligent but the one most responsive to change."

Charles Darwin, 1809



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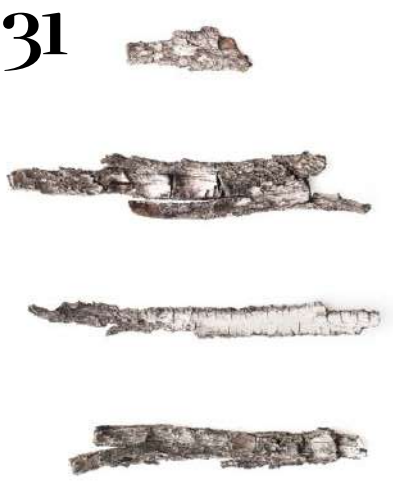
[1] Direct Link, 52 w/e December 31, 2018 *Excludes operators with more than 5 locations nationally

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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.



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Images provided by Uber Eats

Experimenting with drone delivery

"The future of delivery will not only be a gateway to growth for many restaurateurs, but it is also lined with exhilarating innovation that Uber is uniquely positioned to lead. In June, Uber Eats formally announced a collaborative project with San Diego State University to test drone food delivery with the tap of a button. The power of our platform will allow food delivery to operate more efficiently with delivery partners being able to safely conduct more deliveries in the same time period."
- Faye Pang



Photo by Stacey Newman

Erica Campbell of the Society of Beer Drinking Ladies (centre) with the Beer Sisters Tara and Crystal Luxmore at the 2019 Wild Things Festival

EVENTS

JUL 26 -28	Foodtruck Wars Street Festival Saskatoon, SK
AUG 3	Food Day Canada Nationwide
AUG 18	Femmes du Vin: Empowering and Inspiring Women of Wine Toronto, ON
AUG 23-24	Toronto Cider Festival Toronto, ON
SEPT 22-23	The Canadian Coffee & Tea Show Toronto, ON
SEPTH 19-22	PEI Shellfish Festival Charlottetown, PEI
OCT 4-5	Toronto Food Film Fest Toronto, ON
OCT 18-22	HostMilano Milan, Italy

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FRIENDSHIP HAS FOSTERED ONE OF CANADA'S FAVOURITE AND FASTEST-GROWING FRANCHISES

BY GALEN NAIDOO-HARRIS

Opa!

In 1998, Niko Tiginagas opened the first OPA! of Greece in Calgary's Market Mall. Tiginagas had come to Canada from Greece with mere dollars in his pocket and got his start as a cook, but with passion, hard work, and dedication, was able to fulfill his dream of owning and operating a restaurant and quickly built that restaurant into the number one operator in the busy Market Mall food court.

Now, 20 years later, OPA! has 96 locations across Canada and remains one of the fastest growing franchises in the country. Theodore "Dorrie" Karras, another Greek immigrant who came from relatively humble beginnings and also built his own success, is now at the helm as OPA!'s CEO. Karras and I had a chance to speak recently about his background, the challenges and future of the foodservice industry, and OPA!'s direction as it celebrates its 20th anniversary.

Familiar with a little of Tiginagas' backstory before I got to know Karras, one of the first things that stood out to me was how similar their paths were and how much of their stories they shared. Not only did both Tiginagas'

and Karras' stories begin in Greece and include a rise from storeowner to the forefront of OPA!, but they saw significant overlap in their personal lives as well. Karras got his start with OPA! when he bought Tiginagas' first location in Market Mall. And as an eventual owner of multiple locations, Karras also shared a couple with Tiginagas as co-franchisee. I'm sure few share a connection as deep or overlap as significantly as these two, and OPA! benefits from a culture and framework that attracts motivated, like-minded individuals to come on board.

Many of those franchisees, like Tiginagas and Karras, are immigrants. While Karras did point out that OPA! hasn't "structured [its] business around immigrants alone," he says that he and Tiginagas agree that immigrants are a bit of a natural fit. From the food itself—which has taste profiles and delivery methods familiar to many of the immigrant populations in Canada—to the franchise model, which offers "instant accessibility to a business [that has its] infrastructure already in place," says Karras. OPA! is a logical and comfortable fit for many new Canadians who wish to contribute to a dedicated, motivated team that is ready and willing to meet the challenges of today's landscape.

That landscape is far different from when Tiginagas founded OPA! and even from when Karras joined the company. Doing business today means navigating tighter margins in an industry that is rapidly changing and chock-full of competition. As far as Karras is concerned, there's no one secret to the success OPA! has seen, but he did offer me a few nuggets of useful wisdom gleaned from his years with the company. Firstly, OPA! endeavours to build and sustain relationships with its partners, working with suppliers and landlords to come up with systems and methods to better maintain costs. "Doing so is so important," he adds.

He also sees communication and expectation management as key to reducing tension and building a strong foundation through the franchisor-franchisee relationship. He argues that there's a genuine benefit to both sides when OPA! remains "very objective and very sincere in what it sells to the franchisee" and keeps the lines open throughout the relationship so the franchisee can express their concerns and have questions answered. Having once been a franchisee who spent many years on the opposite side of that relationship, he would know.

Not only does Karras convincingly demonstrate his ability to help an already promising franchise maintain its success and continue to build its brand, but he also shares some advice he would have liked to have heard in his early days, aimed at those looking to find a foothold in the industry today. It's simple: put in the work. "Do your homework," he says, "get advice from the professionals," referring to accountants, lawyers, and others who understand the business side and ask questions of franchisees and restaurateurs who understand the human side. "At the end of the day, you're going to be marrying this business. You're going to be locked into this business. You're going to make a significant investment into this business," he explains. The moral of the story: you'll want to put in the work to make sure you're successful. And if there is anyone who would know about how to achieve success in this business, it's Karras.

As for some challenges he sees on the horizon: the continually escalating costs of doing business, the successful integration of third-party online ordering platforms, and the increase of automation which threatens to take opportunities away from deserving workers. But on balance Karras is optimistic.

When I asked Karras about his ambition for OPA!'s future and where he sees the franchise another 20 years down the line, he said he sees OPA! "from coast to coast to coast, [...] all the way down to the U.S., from the Atlantic to the Pacific and all the way up to the Arctic." I have no reason to doubt him. Sure, if current trends persist, it will not be any easier to find success in the foodservice business in the years to come, but if our conversation is any indication, I have the utmost faith that OPA! will continue to overcome its challenges and that Karras is the person to set them on the right path and lead by example.

Opa! ■





Συγχαρητήρια!

In May of this year, OPA! of Greece opened their 100th restaurant location and invited the local community to join them in celebrating this important milestone. A homegrown Calgary business, OPA! was excited to be opening their 100th location in the same city where it all started 20 years ago. In another happy coincidence, CEO and multi-franchise unit owner Dorrie Karras is also part owner of the 100th franchise—bringing OPA!'s success story full circle.

Opening day kicked off a with a ribbon-cutting ceremony and continued with OPA!'s long-standing tradition of inviting the community to share in the celebration and enjoy a free meal, with gift card giveaways and other prizes awarded throughout the day. Congratulations, OPA!



LA TABLÉE DES CHEFS:

changing lives, eliminating hunger + educating the next generation

BY STACEY NEWMAN

Jean-François Archambault is a chef for the good of the people. In February, the 2019 RC Leadership Award was awarded to Archambault, the managing director and founder of La Tablée des Chefs. Soon after his studies in Hotel Management, Archambault became a manager in the hospitality industry for Fairmont and Marriott, where he worked for 10 years. But his main passion is around the mission of his social business, La Tablée des Chefs, created in 2002. Through the initiative, Archambault socially mobilizes chefs and cooks. He believes chefs and cooks have an inherent responsibility to intervene on the issue of hunger and to address its many challenges.

Grande Tablée Montréal. The event will take place November 4, 2019, at the Espace Paddocks at Parc Jean-Drapeau

Grande Tablée Québec. The event will take place November 18, 2019, at the Fairmont Château Frontenac

Every year, La Tablée des Chefs feeds over 600,000 Canadians in need through food recovery and educates over 3,000 youths to develop their culinary education. The organization now involves over 400 chefs and cooks.

Latest news: La Tablée des Chefs is extending its Kitchen Brigades program, offered in high schools, to the rest of Canada.

Accomplishments: In 2015, Archambault received the Meritorious Service Cross from the Governor General of Canada. In 2018, he received the Quebec Lieutenant Governor's Medal for Exceptional Merit and the Tribute Award from the Foundation of the Association Restauration Québec (ARQ).

The mission of la Tablée des Chefs is to feed people in need and develop culinary education for young people. Since 2002, more than 30,000 young people have received culinary training in high schools and youth centres; more than 3,000,000 portions have been distributed to people in need.

↣ CONTINUED ON PAGE 14

Grande Tablée Toronto. A first in Toronto this fall! October 7, 2019 at Arcadian Court

"Bring people together around the mission and shared values, communicate often on your vision, so people that are around and supporting you are able to see where you are going and help you get there. I don't set myself any limits, I try to follow the needs of the people we are trying to help and support in the most positive way."
Jean-François Archambault



THE GOALS OF TABLÉE DES CHEFS

feed.

FOOD RECOVERY PROGRAM

Even today in Canada, food insecurity remains a major social problem. Despite this reality, healthy and nutritious food surpluses intended for human consumption still too often end up in the garbage, even though they are still edible. In order to fight this phenomenon, La Tablée des Chefs set up an innovative food recovery program in 2003 with the mission of feeding people in need, while ensuring compliance with hygiene, safety and food security rules.

Through this program, La Tablée des Chefs acts as a liaison between donors of food surpluses and the various organizations that will ensure the recovery of the donation and its distribution to beneficiaries in need. “We are thus mobilizing chefs, cooks and pastry chefs in the hotel, restaurant and institutional sectors to manage their food surpluses while respecting the culinary vocation, and promoting social inclusion and respect for human dignity.

“In 2018, in Canada, more than 670,000 servings of food were redistributed to food insecure individuals and families through our food recovery program.”



educate.

KITCHEN BRIGADES

The goal of the Kitchen Brigades program is to place young people from Quebec high schools (12-17 years old) at the centre of the action, making them aware of the joy of cooking and creating a certain excitement in the school environment around food and healthy lifestyles. Through 24 theoretical and practical culinary workshops, including various food preparation and challenge activities (20 workshops, 3 challenges, a battle of the Brigades, quarter-finals, semi-finals and a provincial culinary competition grand final), the students develop their food knowledge and learn the various basic cooking techniques to help them increase their food autonomy.

For the 2018-2019 school year, the Kitchen Brigades program is offered in 125 high schools to nearly 3,000 young people, mainly as extracurricular activities, in all 17 administrative regions of Quebec. “Our ultimate goal is to offer the culinary training program in 200 Quebec secondary schools by the end of 2021.

“Kitchen Brigades in other provinces: this year, we also worked on the adaptation and translation into English of the Kitchen Brigades program, in order to offer this program in the rest of Canada. We recruited 21 high schools from seven other Canadian provinces: British Columbia (3), Alberta (2), Manitoba (3), Ontario (3), Nova Scotia (7), New Brunswick (2) and Newfoundland and Labrador (1). As of January 2019, the Kitchen Brigades program was offered in after-school programs in 17 English-language schools, and in 4 French-language schools that offered the original program in French!”

CULINARY À LA CARTE WORKSHOPS

This program is offered in high schools and in various community settings throughout Quebec. For young people who want to learn and develop their cooking skills, but do not want to be part of the competitive spirit of the Kitchen Brigades program, this alternative is ideal!

CUISINER POUR MANGER MIEUX (COOKING FOR HEALTHIER EATING)

Since 2013, the Cuisiner pour Manger Mieux program has been part of the school curriculum for students aged 13 to 16 years in the Preparation for the Job Market Program (FPT) in 10 high schools in the Marguerite-Bourgeoys, Montreal, Pointe-de-l’Île and English-Montreal school boards.

CUISINE TON AVENIR (COOK UP YOUR FUTURE)

The culinary training program offered to young people in Youth Centres, Cuisine ton avenir (Cook Up your Future), developed by La Tablée des Chefs.



February 2019, Toronto - Jean-François Archambault accepts the 2019 RC Leadership Award.

> *In 2019, with all the social and environmental challenges we are facing, community involvement and volunteerism is not a nice to have; it's a must-have. Future employees will seek to know what you are doing as a business to help your community and reduce your environmental footprint. Organizations won't survive if they don't communicate a clear, inclusive, sincere and measurable plan to support their communities and get involved on the World's most pressing issues!"*
>
> Jean-François Archambault

impact.

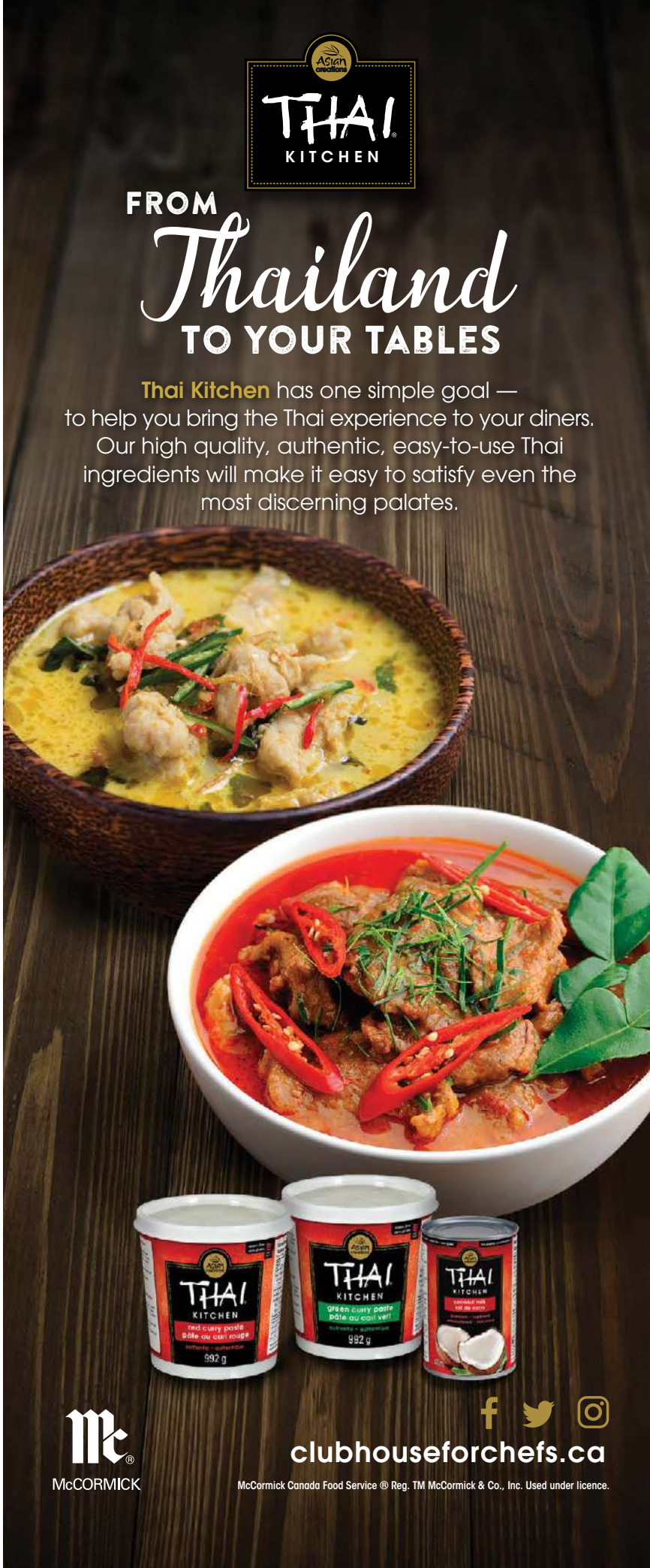
SOCIALLY CONSCIOUS COOKING SCHOOLS–LONGUEUIL AND MONTREAL

In 2018, La Tablée des Chefs opened its socially conscious cooking schools to more than 120 companies and foodie groups. "These companies and people have gotten together to participate in culinary workshops, to organize community kitchens or to use our spaces for their events or culinary projects. Their commitment has enabled us to pursue our mission of feeding people in need and developing culinary education for young people."

Recent Endeavours:

- 75 companies/foodie groups, i.e., 1,600 people, who took part in a tailor-made culinary workshop for a team-building experience or to share time with friends who are passionate about good food
- 13 companies, more than 300 people, who have made a concrete gesture of sharing by organizing community kitchens that provided more than 9,700 portions of food for people in need
- 33 companies that have opted for an event, a project that is socially committed by renting our spaces.

Interested in learning more and/or attending a Grande Tablée? Please visit tableedeschefs.org.





PRIMO'S MEXICAN GRILL

60 Years in Canadian Foodservice

BY ARDEN JOBLING-HEY

Pride reverberates through the phone as Joel, owner of Primo's Mexican Grill, recalls the story of his grandfather's legacy as the first Mexican to open shop in BC.

His grandfather, Primo Villanueva, was a member of the UCLA football team originally from Calexico, California. Primo was drafted by the BC Lions where he became the first Mexican to join the CFL. Following his retirement from football, Primo opened up Primo's Mexican Grill in South Granville, launching British Columbia's first Mexican restaurant.

"He had to cater to all sorts of people," says Joel "so he had chicken sandwiches and spaghetti and steak and pizza bread, all sorts of stuff because people weren't too sure about Mexican food at the time."

Primo ran the restaurant for over 25 years, during which time he also opened Primo's Factory, introducing chips and salsa delivery to Safeway grocery stores across BC. "My dad was the delivery driver for my grandfather's retail delivery truck, and my mother worked at the restaurant, and that's how they met," explains Joel.

Following his retirement from foodservice, the restaurant fell to Joel's parents who ran it for 25 years before selling it to their two sons, third-generation restaurateurs. After closing the restaurant temporarily to raise their kids outside the city, Joel took full ownership with his wife, Jaclynn, and together they decided to relocate the original Primo's Mexican Grill to a new location in White Rock, BC.



THE PRIMO'S OF TODAY

Today, the restaurant is gathering momentum as Joel and Jaclynn work hard to win over locals in a new part of town. And they're doing so by doing what they do best, serving up delicious, authentic Mexican cuisine.

The new Primo's may have shifted locations, but everything else has more or less been left unchanged. Loyal customers making the 45-minute drive from Vancouver will still find the food they've always loved including, the original enchilada sauce, what Jaclynn refers to as the heart and soul of the restaurant. Moreover, they'll feel right at home, surrounded by football trophies lining the bar, the original menu mounted on the wall next to black and white photos and an old bowling T-Shirt from days gone by.

New customers will be pleased to find the appeal of a family-owned business blended with on-trend additions, including gluten-free, vegetarian and vegan food options, refillable salsa growlers, 45 types of tequila and 15 mezcals which make up the restaurant's new craft margarita menu.

Needless to say, moving locations meant that Joel and his team have had to come up with a few ways to attract some attention. New clientele make up a large part of Primo's business, inspiring Joel to start what's now known as "Chef's Table."



The idea came to him when a customer gifted Joel and Jaclynn a hand-carved wooden table with the Primo's logo blazed into its core. Seating between 8-10 people, the Chef's Table can be reserved ahead of time. Customers essentially show up and enjoy what Chef decides is on the menu. "They don't get menus," says Joel. Jaclynn adds, "Joel basically asks if there are any allergies or dislikes and then serves it up family style!"

For Joel, this provides the opportunity to let people try menu items they might not otherwise order. "I find when people don't know what's on the menu, they stay away from it. My family's recipes are the best stuff on the menu and when they try it, they're blown away." For this reason, Joel will often circulate the restaurant offering customers new plates to try, free of charge. It's this desire to connect with customers that has kept Primo's in business for 60 years.

60 YEARS LATER AND BETTER THAN EVER

While gaining the trust of White Rock residents is high on the agenda, many of Primo's clientele are loyal customers who have been enjoying authentic Mexican cuisine since Joel was a small boy. Customers who used to dine at the original Primo's are now coming back with children and grandchildren of their own, celebrating milestones and continuing to play an important part in the Primo's legacy.

When it comes to offering up advice for other restaurant owners, Joel is quick to point out that success starts and ends with a passion for what you do, and the food you make. "I have so much passion for Primo's and the food we create. I love talking to every single table about the story and I think it's very important that people know about it."

Joel also points out the need for consistency. "Make good food and stick with it," he says, while Jaclynn adds that aspiring restaurateurs can't be afraid to take advice from other people.

When asked to what they attribute their own success as a long-standing family business, both Joel and Jaclynn pointed to the staff as invaluable members of the Primo's legacy. "If it wasn't for them, we wouldn't be here," says Jaclynn. "You have to surround yourself with the right people. Success is for everyone, together. We're all going for the same prize, you know? It's to make people happy," adds Joel. According to the couple, whether you're a staff member, a regular or a new customer, everyone at Primo's is considered family.

THE PRIMO'S OF TOMORROW

With 60 years under its belt, Primo's remains a symbol of Mexican influence in the Canadian foodservice industry. Staying true to their roots while embracing changes within the industry, Joel and Jaclynn insist that the Primo's experience speaks for itself and has been doing so since the 1950s, with no end in sight.

Rooted in authenticity, passion and a commitment to serving up the best food possible, Primo's now looks forward to the next 60 years of success. With two boys of their own, Joel and Jaclynn say that when the time comes, their kids will have the option to take over as fourth-generation restaurant owners, if that's the path they choose to follow. After all, 14-hour days are not for the faint of heart, but if passion is genetic, they'll have no problem at all filling some very big shoes. M



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DELIVERING THE GOODS?

AN OVERVIEW OF FOODSERVICE DELIVERY IN CANADA

BY CHRIS ELLIOTT
SENIOR ECONOMIST, RESTAURANTS CANADA

Technology has been a significant disruptor for a number of industries, including brick and mortar retail stores, the taxi industry and traditional accommodation. It was only a matter of time before technology would also shake up the foodservice industry. Enter third-party aggregators—such as Uber Eats, SkipTheDishes and DoorDash—that make it easier for guests to order food without the inconvenience and hassle of going out. It's all part of the new 'convenience economy.'

Yet, third-party aggregators have become an extremely polarizing issue in the foodservice industry. According to Restaurants Canada's most recent Restaurant Outlook Survey, a number of restaurants have embraced third-party delivery for boosting sales and expanding their reach to new customers. Other operators are more wary, describing third-party delivery services as "a necessary evil," "overrated" and "expensive."

There are, however, two things that all restaurant owners can agree on. First, third-party delivery is changing the entire business model of the foodservice industry as we know it. And second, third-party delivery is here to stay.

↣ CONTINUED ON PAGE 20

BY THE NUMBERS: FOODSERVICE DELIVERY IN CANADA

Foodservice delivery sales in Canada grew to $3.3 billion in the 12 months ending February 2019, according to The NPD Group. That represents 5.8 per cent of the $57 billion in total full- and quick-service restaurant sales in Canada.

Of the $3.3 billion spent on delivery, $1.9 billion is spent on digital delivery and $1.4 billion is spent on traditional telephone delivery orders. Looking specifically at digital delivery, an estimated $714 million is generated by delivery ordered from company-owned websites/apps, and the remaining $1.1 billion is through third-party aggregators. By way of comparison, third-party delivery sales in the United States are an estimated $10 billion (typically, the Canadian market is about 10 per cent the size of the American market).

While digital delivery remains small relative to the overall size of the market, digital delivery sales have soared by nearly 52 per cent on a year-over-year basis, compared to 4.7 per cent growth for the overall size of the foodservice industry.

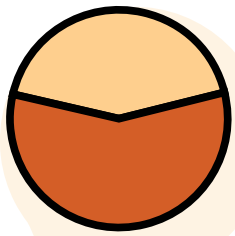


$3.3 billion

Foodservice delivery sales in Canada in the 12 months ending February 2019

$1.4 BILLION

spent on traditional phone delivery

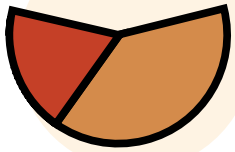


$1.9 BILLION

spent on digital delivery

$714 million

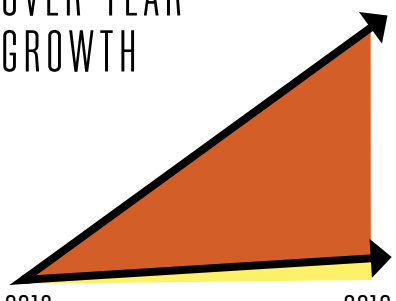
generated by delivery ordered from company-owned websites/apps



$1.1 billion

generated through third-party aggregators

YEAR-OVER-YEAR GROWTH



52%
digital delivery

4.7%
foodservice industry



THE CONSUMER PERSPECTIVE

With smartphone penetration in Canada expected to exceed 70 per cent this year, it's only natural that apps and foodservice now go hand-in-hand. With their busy schedules and more people working at home, many have less time to go grocery shopping and prepare meals. Delivery is clearly filling a consumer need for speed and convenience, especially for younger generations that want instant gratification.

In fact, 44 per cent of Canadians between the ages of 18 and 34 used an app or a smartphone or tablet to order items for delivery in the last year. This compares to 28 per cent of 35 to 49 year olds and just 12 per cent of those 50 years of age or older.

When it comes to ordering from third-party delivery, 23 per cent of 18 to 34 year olds order in at least once a month or more. This compares to 17 per cent of 35 to 49 year olds and only 8 per cent of those 50 years and older.

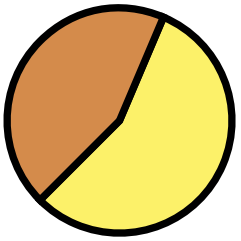
In total, The NPD Group estimates that third-party aggregators made more than 132 million deliveries in the past 12 months.

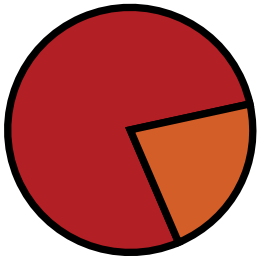
Beyond the statistics, third-party delivery is also changing how customers view and interact with restaurants. If a household wants delivery, rather than say, "let's order from restaurant x or y tonight," now the customer journey begins with "let's order Skip."

↣ CONTINUED ON PAGE 22

44%

of Canadians ages 18-34 used an app, smartphone or tablet to order food delivery in the last year





22%

of full-service restaurants said that third-party delivery has a positive impact on their on premise lunch sales

It will all come down to this: how does a restaurant keep a profitable regularly visiting guest from become a less profitable delivery customer?

THE RESTAURANT OPERATOR PERSPECTIVE

Despite the growth in third-party aggregators, the share of operators that use these delivery services varies by segment. From Restaurants Canada's Restaurant Outlook Survey, 62 per cent of quick-service restaurant operators use one or more third-party delivery services compared to 34 per cent of full-service restaurants. For full-service restaurant operators, some have an interest in using third-party aggregators, but the service isn't currently available in their city. For others where it is available, many owners cited the high commission cost as to why they don't use it.

Overall, delivery share of total foodservice sales have increased from 4.5 per cent for the 12 months ending February 2016 to 5.8 per cent for the same period ending 2019. One of the big shifts for restaurant operators is that digital delivery now accounts for more than half of all delivery orders (57 per cent) compared to 43 per cent for traditional telephone delivery sales.

Both quick- and full-service restaurants are experiencing a steady increase in digital delivery sales, largely driven by third-party aggregators.

So what makes third-party delivery successful for some restaurants and a challenge for others?

For those that use third party-aggregators, a majority of restaurant owners highlighted that they benefitted from expanding customer reach. They also felt the apps make it much easier for their guests to use, as well as making the ordering process easier for their business.

In contrast, 74 per cent of operators rated third-party delivery "poor" or "very poor" for high commission fees. More than half (54 per cent) of full-service restaurants said they are struggling to convert third-party delivery to in-restaurant visits. And there is the issue of quality/service control.

Given the above, 55 per cent of operators felt that third-party delivery was only "slightly profitable" for their business and another "21 per cent" said that it was "not at all profitable." Those that say it was "very profitable" found a way to make third-party delivery work for their business, or were early adopters and pay lower commission fees.

The biggest challenge comes from converting delivery into on-premise sales. Quick-service restaurants were more successful as a greater share of respondents said that third-party delivery had a positive impact on their on-premise lunch and dinner sales. This could be due to offering a promotion with their delivery that included a discount for an on-premise visit. For new restaurants, guests would try their restaurant by ordering delivery first, and if they enjoyed the food, they would make an on-premise visit.

As stated earlier, full-service restaurants have struggled with converting third-party delivery sales to on-premise sales. While 22 per cent of full-service restaurants said that third-party delivery had a positive impact on their on-premise lunch sales, 28 per cent were negatively impacted. For dinner, an equal share of 40 per cent were positively and negatively impacted by third-party delivery.



DELIVERING THE FUTURE

In a survey of restaurant operators, 73 per cent of respondents agreed that over the next five years, third-party delivery will continue to grow at double-digit rates. But it doesn't mean the demise of on-premise dining. In fact, an even greater share—88 per cent—agree that Canadians will continue to place an importance on social dining experiences at restaurants over the next five years.

Delivery is a huge opportunity but also has its challenges. The consumer has changed, and operators need to capitalize on the 'convenience economy.' It will all come down to this: how does a restaurant keep a profitable regularly visiting guest from become a less profitable delivery customer? The restaurants that can successfully navigate this challenge will have the best chance of not only surviving but thriving in the convenience economy over the coming years. M

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For more menu inspiration, visit **www.clubhouseforchefs.ca**

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THE VOICE OF RESTAURANTS ON THIRD-PARTY DELIVERY

The Uber Eats platform allows restaurant owners to reach existing customers on more occasions, and acquire new customers as they search through the many options available on the app. Uber Eats can even help restaurants uncover new revenue streams by leveraging existing resources to create their own 'virtual restaurant'. This model leverages a restaurant's existing kitchen, providing a low-risk way to test out new food concepts, or menus without a major capital outlay.

Uber Eats is helping restaurant partners of all sizes and cuisine types extend their reach and grow their bottom line through third-party delivery. Here are some of the exciting partner stories.



SCHMAKES BY SCHMALTZ

Chef Nicole Bilyea

Anthony Rose partnered with chef Nicole Bilyea, and together they invented the "Schmake," a playful cake sandwich, topped with icing and stuffed with all of your favourite made-in-house treats. This virtual restaurant is currently sold out of Schmaltz Appetizing on Ossington in Toronto! "Schmakes by Schmaltz are the only Schmakes on Uber Eats and in the world! We love Uber Eats' scheduled delivery feature so that we can prepare customized 8" big Schmakes for birthdays and mitzvahs, and customers can have them delivered right to the party."

THE GOODS

Lisa Labute

The Goods is a plant-based restaurant that was created after Lisa Labute had a transformative experience with delicious raw food—it changed everything and she decided to help others experience its power. "Uber Eats has been integral to our growth. As an independent business owner, having access to their analytics, network of driver partners and technology has been invaluable. Their reach far exceeds what we would have been able to achieve on our own; and the fact is, on-demand delivery is what our customers are looking for. Having Uber Eats as a partner makes communication between the customer, our kitchen and the network of driver partners seamless and it takes the guesswork out of delivery. Thankfully one more piece to the puzzle is easily solved in our ever-growing business."





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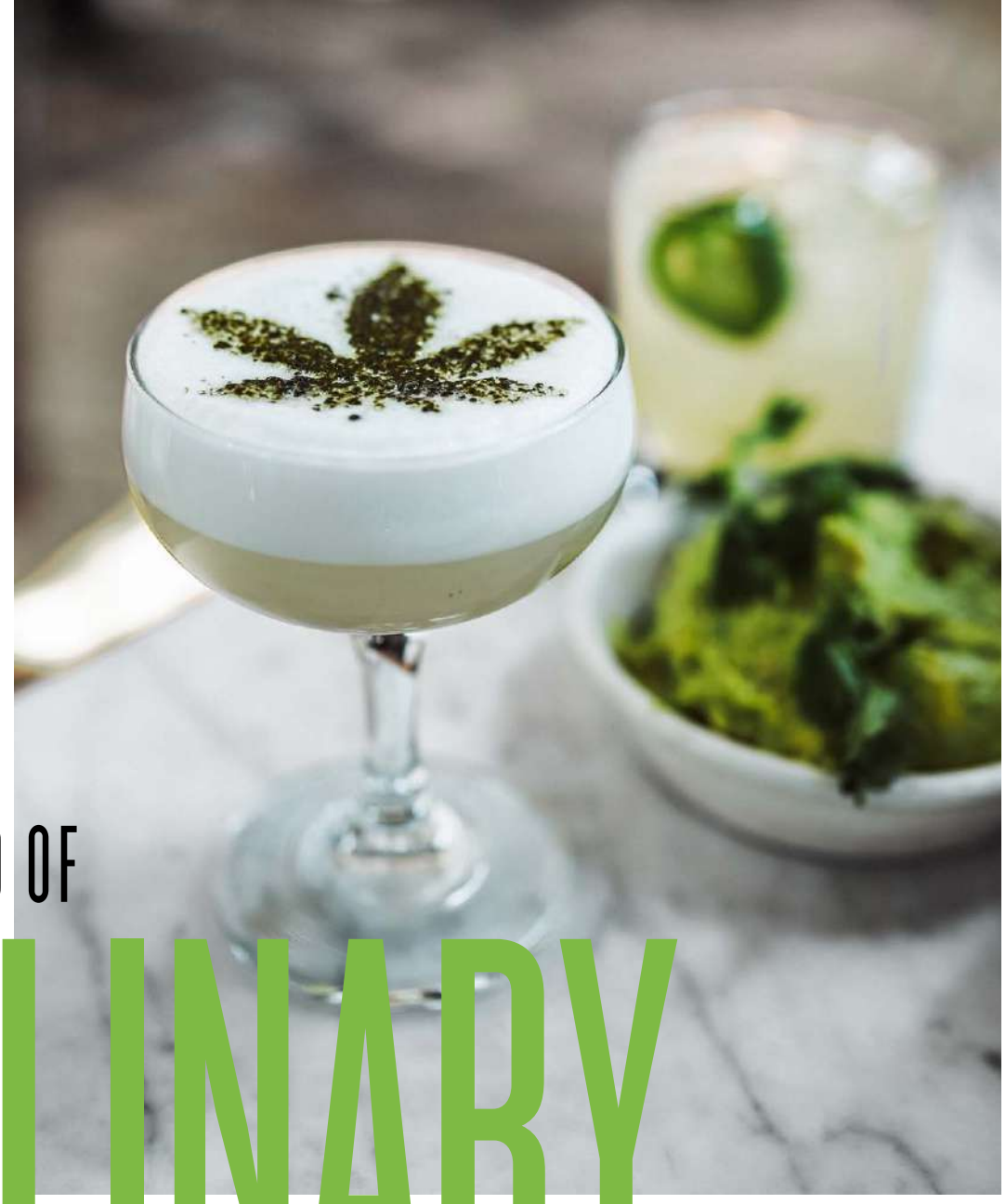
Marc Askenasi and Sam Hazan

Childhood foodie friends Marc Askenasi and Sam Hazan spent a year training with renowned chefs—honing, researching, travelling, and eating more pizza than anyone should ever willingly admit to—all to serve up the best and fastest Neapolitan pizza. Uber Eats has been part of their story since the beginning. "Working with Uber Eats has been a great experience for both our restaurants and our guests. They offer a fantastic turnkey solution with a built-in customer base enabling restaurants to gain new business from day one."

Uber Eats creates the opportunity not only to meet the needs of existing food occasions, but also to create new ones by giving customers access to food during new moments and in new environments that people might not normally associate with delivery. Here are some examples of deliveries to non-traditional locations: **Cherry Beach** (TORONTO), **Place des arts** (MONTREAL), **Stanley Park** (VANCOUVER), **Parliament** (OTTAWA), and **the Famous Five Statue** (CALGARY) are all examples of how Canadians are beginning to use Uber Eats to meet all types of food occasions outside of the home, when delivery has not always been top of mind.

Eaters are ordering for outdoor picnics, for office parties, to theatre ticket booths, and for grabbing a quick bite with friends before seeing a concert. Tell us where you would like to get your next meal delivered!

UBEREATS.COM



THE WORLD OF CULINARY CANNABIS

HOW LEGALIZATION IS IMPACTING THE FOOD AND BEVERAGE INDUSTRY AND HOW BRANDS ARE RESPONDING.

BY ELLEN SMITH AND MISHAL OMAR



CBD PROVIDES SIMILAR BENEFITS FOR THOSE IN THE RECOVERY STATE OF A WORKOUT

The continued legalization of recreational cannabis across North America has created ample opportunity for brands to connect with consumers creatively. While regulations are still rolling out, Canadians are counting on the food and beverage industry to rapidly adapt as the benefits of marijuana and CBD-infused products become more widely accepted. At Trend Hunter, we're looking at how it's helping to enhance the daily health and wellness routines of consumers more seamlessly, how brands outside of the marijuana industry are aligning themselves with the celebration of legalization and how brands are integrating cannabis into everyday food and beverage items.

PERFORMANCE-BASED CANNABIS

The changing perception of cannabis within North America is perhaps best reflected in its incorporation into fitness-focused products—countering long-standing stereotypes of cannabis negatively impacting energy levels. We've observed that there are growing segments of consumers who are using products containing the cannabinoid CBD—as a means to either enhance their performance as they exercise or to help speed up their recovery process post-workout. These products use the established "wellness" movement's health-conscious preferences in a way that's still relatively novel to consumers.

The anti-inflammatory properties of CBD are helping consumers streamline their workouts by providing wellness-enhanced drinking alternatives that can do more than just offer hydration. A perfect example of this is Flow Alkaline Spring Water, which enables consumers to receive the health benefits of CBD in a more functional manner. Using water sourced from South Bruce County in Ontario, this hydrating beverage claims to nourish the cells and relax the body, while providing the vitamins and minerals the body needs for a successful workout.

CBD provides similar benefits for those in the recovery state of a workout, and ingesting the health benefits of the cannabidiol has never been easier. Products like Brio's CBD Bites are infused with CBD oil to help relieve stress, anxiety and pain following a workout. The conveniently packed snacks offer the user a simplified post-workout recovery experience that aims to replenish the body with nutrients while helping to relax the mind and muscles.

↣ CONTINUED ON PAGE 28



PROMOTIONAL CANNABIS CULTURE



Leaning into some of the inconsequential stereotypes associated with cannabis consumption, some food brands are offering snacks that are directly targeted to consumers experiencing the “munchies.” These tongue-in-cheek promotions appeal with humour, while also catering to consumers who are drawn to products and experiences that are specially curated for their personal interests—a shift that can be seen in industries across the board. In the case of branded munchies, the companies in question show their willingness to adapt for seemingly niche subcultures, despite being large corporations.

Foodora leveraged the legalization of recreational cannabis use in Canada by partnering with select restaurants to offer hungry consumers a munchies kit. These 4/20-themed kits were equipped with a Foodora-branded lighter, mints and sunglasses that were neatly packed into an insulated ‘Hot Box’ that kept the accompanying 4/20-themed order warm.

On a similar note, Oh Henry! celebrated legalization in Canada with a limited-edition 4:25 bar that playfully referenced 4/20-related slang that’s prevalent in the cannabis community. The bar was launched as a solution to the munchies, which the brand jokingly expects consumers to experience 5 minutes after 4/20. Both topical and limited-edition, these campaigns demonstrate how the legalization of marijuana is creating opportunities for industries that fall outside of the scope of cannabis production.





THESE TONGUE-IN-CHEEK PROMOTIONS APPEAL WITH HUMOUR, WHILE ALSO CATERING TO CONSUMERS WHO ARE DRAWN TO PRODUCTS AND EXPERIENCES THAT ARE SPECIALLY CURATED FOR THEIR PERSONAL INTERESTS.

BEING LESS INTIMIDATING THAN CONSUMING THE PLANT OUTRIGHT, THESE ITEMS REFLECT THE CONTINUED "NORMALIZATION" OF CANNABIS IN A WAY THAT APPEALS TO CONSUMERS WHO MAY HAVE PREVIOUSLY BEEN RELUCTANT TO ENJOY ITS BENEFITS.

FLAVOURFULLY INTEGRATED CANNABIS

One of the more sophisticated ways in which cannabis is being incorporated in the food space is in the form of condiments. The use of CBD-infused condiments comes as the emerging cannabis industry's influence takes hold in even the unlikeliest of areas. Being less intimidating than consuming the plant outright, these items reflect the continued "normalization" of cannabis in a way that appeals to consumers who may have previously been reluctant to enjoy its benefits. This shift reflects how products can be adapted in ways that remove some psychological barriers in order for brands to reach previously untapped demographics.

Beekeeper's Naturals' B. Chill Honey offers a flavourful and subtle alternative to CBD sprays or drops. A spoonful of this honey helps to relieve stress and anxiety to offer a better night's rest or enhanced relaxation throughout the day. Both sustainably harvested and locally sourced, this hemp oil honey appeals to the conscious consumer and represents how brands are responding to the growing demographic of wellness-focused marijuana users.

Consumers are familiar with marijuana edibles in the form of chocolate or gummies. However, the legalization of cannabis is widening the scope of edibles. A perfect example of this is Sweet Jane's Mild Salsa, which boasts 400 mg of CBD in each jar. The homemade salsa features a diverse flavour profile that consists of mild to spicy ingredients, providing the perfect vessel to integrate CBD into one's diet seamlessly. Both flavourful and beneficial to the user, this method of CBD consumption offers a unique culinary experience for seasoned users and an unintimidating introduction into the world of edibles for those who are just beginning to experiment. M




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NON-ALCOHOLIC BEVERAGES ARE ON THE RISE:

bars & restaurants expand drink offerings with booze-free beverages

BY ANDREA YU



At the opening reception of the Terroir Symposium, an annual conference for food industry professionals, guests mingled among stations of sustainable seafood bites and beverage booths serving up cocktails crafted with local spirits, beers and wines. Attendees and exhibitors gathered at the LookOut Level at the CN Tower to mingle, meet and talk shop at the reception.

One of the longest lines at Terroir could be seen at the Seedlip booth, where a bartender was carefully assembling cocktails in wide-bowled wine glasses, garnished with sprigs of thyme and wheels of citrus. Yet, there was one thing absent from the flavourful concoctions: alcohol.

With many of the participants gearing up for an early morning start to the conference the next day, the only booze-free option of the evening proved to be the most popular. Seedlip, the world's first non-alcoholic distilled spirit, debuted in the UK in 2015 and arrived in Canada shortly after. Ben Branson is the company's founder and vividly recalls the occasion which inspired him.

↣ CONTINUED ON PAGE 32





"I was in a restaurant in London," Branson recalls. "It's a Monday night and I wasn't drinking. I had an early start the next day. And the waitress brought me this absolutely disgusting pink, fruity, sweet, childish drink. I felt like an idiot."

In contrast, Seedlip cocktails can be, like what was served at Terroir, crafted works of art. Each flavouring and botanical that goes into Seedlip, be it allspice berries from Jamaica, grapefruit peel or oak bark, is individually macerated, distilled in a copper pot still and filtered before being blended with other distillates. "It takes us six weeks to make a bottle of Seedlip with ingredients that we source from our farmers all over the world," Branson says.

Seedlip's launch has since spawned a new category of refined non-alcoholic spirits in Europe. Ceder's, bottled in Sweden, markets itself as a distilled non-alcoholic gin, made with classic gin botanicals. The UK-based Three Spirit is made with cacao and yerba mate for a craft cola or amaro-like taste. And thanks to these new products, refined zero-proof cocktails are slowly making their way onto beverage menus.

For restaurants that meet diners' dietary needs with meat-free options and gluten-free substitutions, Branson sees non-alcoholic cocktails as being part of this equation. "If somebody comes in and they've got an allergy to nuts, I can cater for them. If they want no meat, I can cater for them," he says. "And if somebody, for whatever reason, doesn't want to drink alcohol, traditionally, they haven't been able to really, hand-on-heart cater for them or create something that they were proud of serving."

Offering crafted booze-free cocktails is not only welcoming non-drinkers, but it can also be a smart business move to offer better zero-proof options beyond water, soda and juice. "I think it's a good way of restaurants and bars being able to make money from people that are not drinking," Branson says.

Customers may be reluctant to spend top dollar on orange juice or a can of soda. But options that are assembled together like a crafted cocktail, using quality ingredients and presented with garnishes, attain a higher perceived



BOOZE-FREE BASICS

Ready to level-up your bar's non-alcoholic cocktail game? Here are a few basic ingredients to help create flavourful zero-proof beverages.

Verjus

A tart juice made from pressing unripened grapes. Since the juice is not fermented, verjus is not alcoholic. Featherstone Estate Winery in Vineland makes a great verjus out of Cabernet Franc grapes.

Shrub

Also known as drinking vinegar, the shrub is made by simmering sugar, fruit and vinegar. It's usually sold as a concentrated syrup that is topped up with soda water to create a beverage. Try the Toronto-based False Ox Shrubs, or make your own.

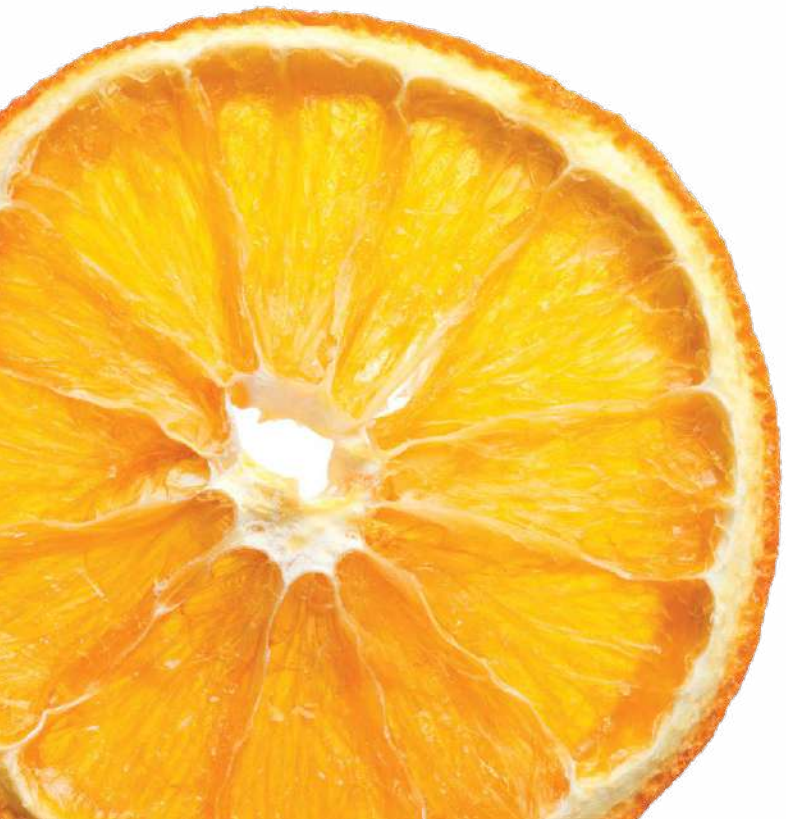
Kombucha

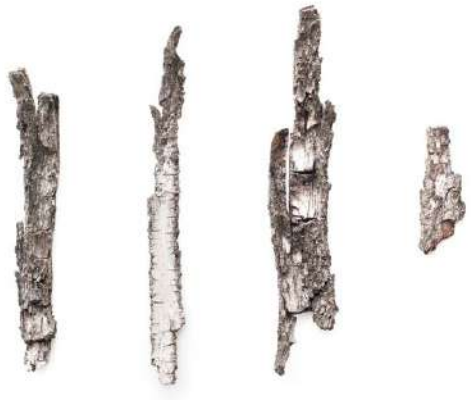
This lightly carbonated beverage is made by fermenting sweetened tea with a live bacterial culture called SCOBY. Kombucha is perishable once bottled and can also be sold by the keg. Montreal's RISE is one of the first Kombucha makers in the country.

value to the customer. Restaurants and bars should list non-alcoholic cocktails at about two-thirds the cost of a traditional cocktail. "We've seen that when you price these cocktails at a decent price, people are willing to try them," says Branson.

Since alcohol is a potent ingredient for flavouring beverages, developing creative zero-percent cocktails can be a challenge for even the most skilled bartenders.

"If you want to make an alcoholic cocktail, you've got a hundred years of classic cocktail recipes, books, websites, thousands upon thousands of products to choose from to make a drink," says Branson. "In the non-alcoholic space, you don't have that. It requires a bit more imagination, a bit more creativity."





Branson is helping to make the zero-proof journey a little easier. Last year, he released a cocktail book of 100 recipes, ranging from simple to complex, to help inspire bartenders. This spring he also launched Ækorn Aperitifs—bitter, non-alcoholic wines infused with botanicals, creating more ingredient options for flavourful zero-percent cocktails.

There are some unconventional additions that can be helpful for adding flavour to beverages without alcohol. "Kombucha has become a really great mixer for us because it delivers some of that complexity and acidity without the sweetness," Branson says. Verjus, a tart and fermented grape juice which actually makes up the base of Ækorn Aperitifs, is a great ingredient to have on hand. Shrub, a fruity vinegar-like beverage, is another useful addition. The same garnishes used in alcoholic cocktails—peels, herbs and dried citrus slices—along with syrups and infusions that some bartenders may already be incorporating into their regular cocktail menu, can crossover into its zero-proof offerings. "It doesn't double up on having to do more work," says Branson. "You just have to make more volume."

After all the work that goes into a non-alcoholic beverage, the last step is educating the customer that may have never heard of ingredients like verjus and shrub. That may look like an extra line on the menu or a well-trained server or bartender that can communicate the message in person. There's an element of education to keep in mind too, since the dreaded 'M' word (mocktail, that is) has that pink, sugary, childlike association in most customers' minds. "I always treat Seedlip like nobody knows about it and it's a new weird thing," says Branson. But as the product's popularity grows—it's now sold in over 300 Michelin-starred restaurants in 25 different countries—that phenomenon may be short-lived. M

booze-free beverages

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beautiful cocktails— sans alcohol

From BOTANIST RESTAURANT
VANCOUVER, BC

No Bad Days

Grapefruit / Rose / Lemon / Soda

Designed by Head Bartender, Jeff Savage

Ingredients:

1.5oz Grapefruit and Rose Oleo Saccharum*

1.5oz Lemon Juice

Garnish: Grapefruit zest

Method:

Combine ingredients together and shake with ice.

Double strain into a chilled cocktail glass and top with 2 ounces of soda water.

Garnish with a grapefruit zest.

Grapefruit and Rose Oleo Saccharum

150g Grapefruit zest, no pith

454g Sugar

8oz Grapefruit Juice

10g Rose Petals

Method:

Combine all ingredients and vacuum seal over night at room temperature.

Strain through fine strainer.

Heartwood

Cedar / Smoked Alder / Birch Sap

Designed by Head Bartender, Jeff Savage

Ingredients:

3oz Birch Sap Water

1oz Smoked Alder and Cedar Tea*

Garnish: Rosemary sprig

Method:

Combine ingredients together with ice and stir until diluted.

Strain into a chilled rocks glass over a large cube.

Garnish with a rosemary sprig.

*Smoked Alder and Cedar Tea

700z Water
100g Cedar (broken into pieces)
40g BC Forestea (smoked alderwood)
~2000g Sugar (superfine)
3oz Citric Acid

Method:

Heat water to a boil.

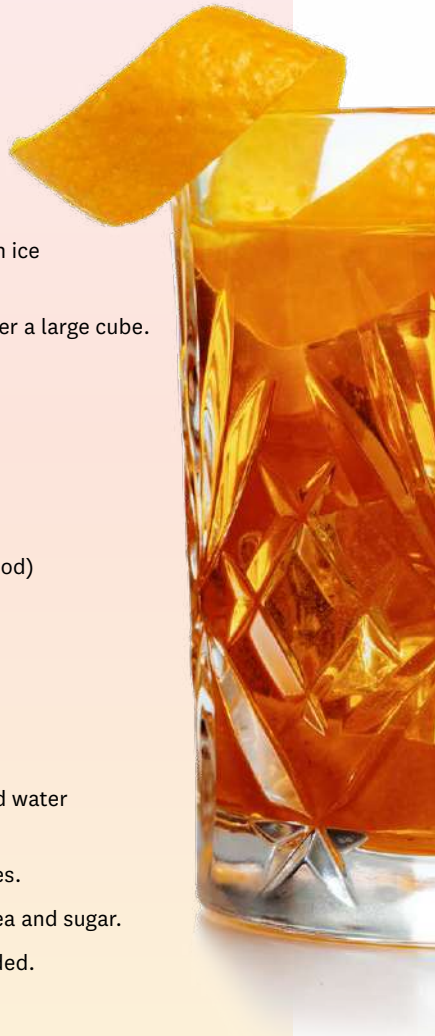
Add cedar and tea leaves to boiled water and cover. Steep 20 minutes.

Pick out cedar, strain out tea leaves.

Weigh tea, combine equal parts tea and sugar.

Stir to combine, heat softly if needed.

Add citric acid and stir.



When the beer leaves the brewery



Perfecting beer service is both an art and a science

BY CRYSTAL LUXMORE—ONE HALF OF THE BEER SISTERS

Ray Daniels made it his business to know about perfect beer service. The beer author, professionally-trained brewer, and former director of the Craft Beer Marketing Program for the U.S. Brewers Association spotted gaps between the beer leaving the brewery and the end product in the customer's glass. So, 11 years ago, he launched the Cicerone Certification Program in Chicago and began building an army of beer professionals around the world.

The mission? To give the consumer the best beer experience possible. Today there are over 100,000 professionals who have achieved one of the four levels of certification worldwide.

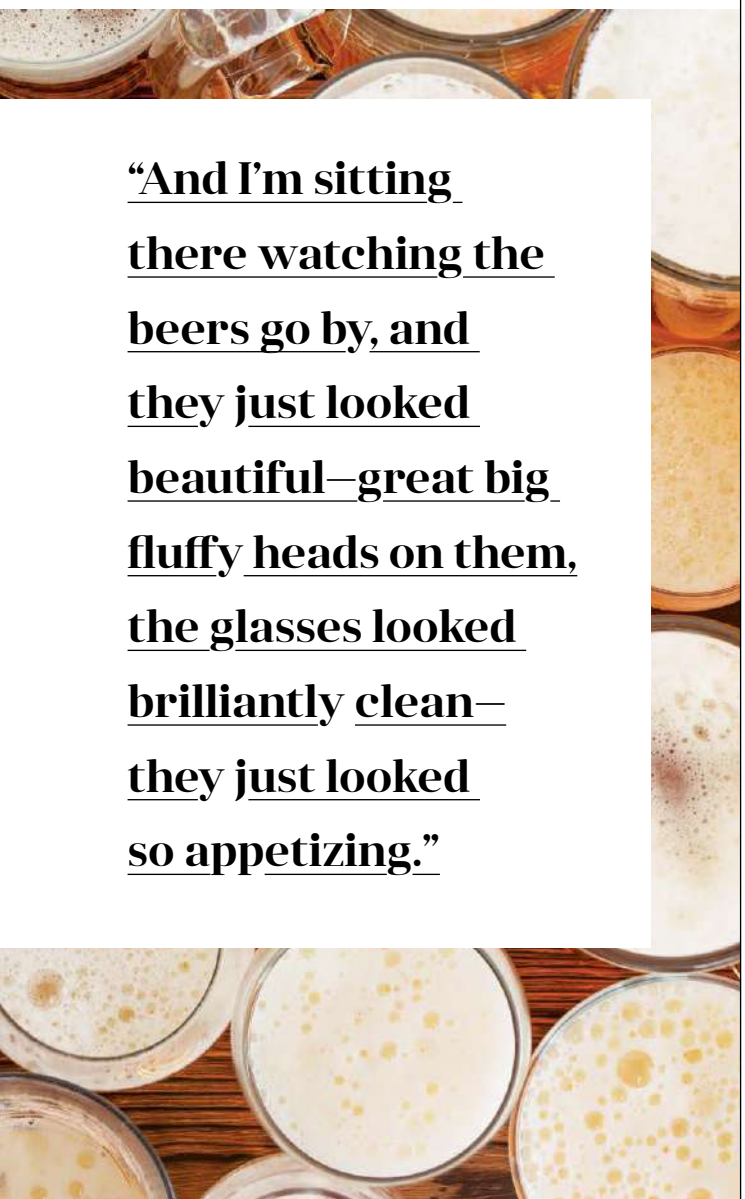
Daniels was in Canada this spring to speak at the Canadian Brewing Awards. We asked him to settle a few debates: like how many tap lines are best? Are bottle lists still relevant? And what is "essential" information on any beer menu?



What is the right number of taps for a bar?

My sort of fatuous, sort of serious rule of thumb is that you shouldn't have more taps than you have customers at 7 p.m. on a Tuesday night. There are a lot of places these days that seem to equate a number of draft selections with being a beer Mecca—like 100 taps should do the trick. But consumers have figured out that's not the way it works. The more taps you have, the more stale beer you have.

In Washington D.C. there's a great beer program at a joint bar and restaurant called ChurchKey (the bar) and Birch & Barley (the restaurant). They have 40 taps—which I think is about the right number. And the tap turnover is high, so the beers are fresh: they have a single draft system for both establishments, so they pull a lot of volume through one draft system.



"And I'm sitting there watching the beers go by, and they just looked beautiful—great big fluffy heads on them, the glasses looked brilliantly clean—they just looked so appetizing."

I've seen beer menus that read like encyclopedias, and others that are nearly barren. What's the key information that bars should put on their beer menu?

Alcohol content and the beer style should be the bare minimum. These days you can have beers ranging from 3 to 13 per cent ABV. So, if all that's written on the menu is "Bird's Nest ale," the customer can't order that beer confidently because they have no idea about the beer style or the alcohol content. Sure, not everyone will recognize the beer style, but if the server is busy, the customer can Google that information.

All of this is trying to get around that fairly lackadaisical beer service where the waiter isn't confident recommending a beer or answering questions. Instead, they say, "Well, let me ask the bartender," or "Let me get you a sample." Either way, you've got the server running to the bar and coming back in order to be able to close the sale. That delays the service and the turn of the table.

If you have bottles and cans on your menu, but everyone is ordering draft, how do you steer them to your packaged products?

A good example of this is The Publican in Chicago, a Paul Kahan restaurant and a nose-to-tail concept. They have a very impressive beer list, but they only have two draft beers. The way their list is presented—they don't put the draft beers up at the top. Instead, every beer has a description, style, alcohol content and some recommended pairings. So, you get this great list, and you don't notice that most are cans and bottles—you just think, "Wow, this a really great list." You choose a beer, and it happens to come in a bottle or a can—and as long as the beer is in good shape, you're good.

What do you mean by "in good shape?"

The most important thing with bottles and cans is that you have to have good turn over—because beer goes stale and flavours shift with time. You can't just buy a case of something, put it in the cellar and sell two cans a week of it because it'll be three months before you go through the last one. And that case may not have been fresh when you got it, especially with imports, those beers can easily be four or five months old and in pretty bad shape when you receive them.

So how can restaurants prevent this from happening? Is it partly by elevating that bottle or can list?

That's one way, having a menu that puts draft and cans together and doesn't differentiate them, or at least it's noted but not prominent. Another possibility is to promote that small packed product that isn't moving. To do it, the bar manager has to keep inventory, so they know what beers need to move. I don't see this done very often—mostly bar managers just wait until the last can is sold. Sure, they will sell all the beer eventually, but the customers who get the last few cans will have had a bad beer experience and might not return.

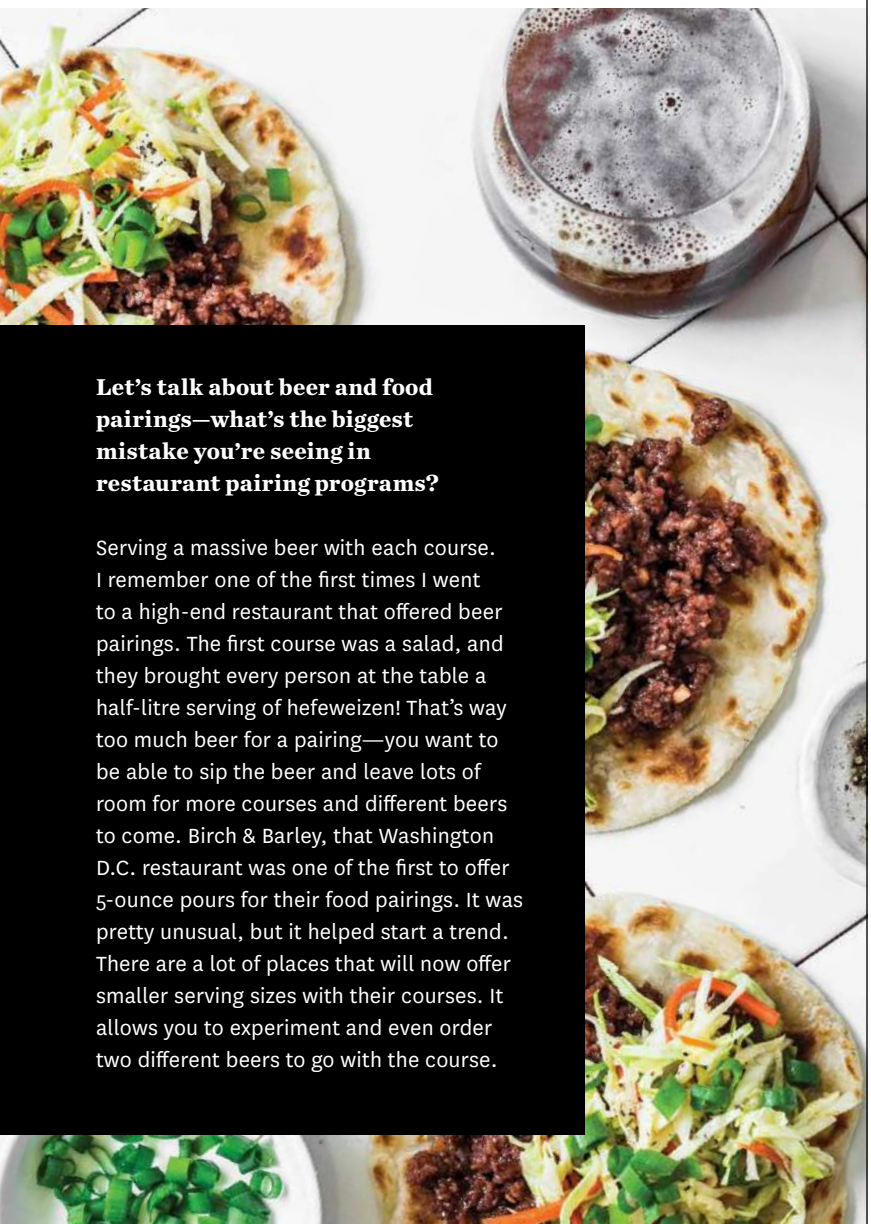
You can also have a strategy to use product that's getting close to its end by incorporating it into beer cocktails or cooking with those beers. Try to find other ways to use them so that you can enhance your beer culture in some way without necessarily having to present bad beer.

↣ CONTINUED ON PAGE 38

What is the best way to manage inventory and keep track of the dates of packaged beer? Is it as simple as just putting a sticker on the case or keg with the delivery date?

There's a bottle shop in Chicago called The Beer Temple, and it's got a beer bar now too. Every time they get a shipment, they have a price sticker maker, and they put a date code on every single can or bottle. If there's no information on the can or bottle, they sticker it with the date received. But sometimes there's a bottled on, or best buy code on the case box or six-pack carrier, so they'll put that information on the sticker instead to give the consumer the most accurate date.

This program does two things: it keeps the restaurant attentive and makes sure they won't accept product if it's past code. And it empowers customers to decide what level of freshness they'll accept.



Let's talk about beer and food pairings—what's the biggest mistake you're seeing in restaurant pairing programs?

Serving a massive beer with each course. I remember one of the first times I went to a high-end restaurant that offered beer pairings. The first course was a salad, and they brought every person at the table a half-litre serving of hefeweizen! That's way too much beer for a pairing—you want to be able to sip the beer and leave lots of room for more courses and different beers to come. Birch & Barley, that Washington D.C. restaurant was one of the first to offer 5-ounce pours for their food pairings. It was pretty unusual, but it helped start a trend. There are a lot of places that will now offer smaller serving sizes with their courses. It allows you to experiment and even order two different beers to go with the course.

"It's easy to underestimate the impact of a beer-clean glass."



I'm still seeing smudged or soapy beer glasses being brought to tables. Beverage directors know better, so why is this still happening?

There are two parts to making any of that stuff happen: step one is educating the staff about how to do it and why it's important, and then there's the supervisory part of making sure they're doing it and calling it out. Like, "Hey, I'm seeing glasses go to the table, and they're not clean. Change the wash water; let's get back on top and rewash the glasses."

It's easy to underestimate the impact of a beer-clean glass. Last year, we were having our staff holiday party, and we went to a bar that had a great beer and cocktail program. Everyone was sizing up the cocktails and thinking about which ones to order. And I'm sitting there watching the beers go by, and they just looked beautiful—great big fluffy heads on them, the glasses looked brilliantly clean—they just looked so appetizing. So, I ordered a beer; I had to, they looked so good. But if they're going by and they barely have any head at all, and they look dull and lifeless, nobody wants to have that glass. We drink with our eyes and if you're not presenting the beer, so it looks beautiful, why would anybody order it? It goes way beyond cosmetics—it's really important in terms of selling beer.

When I've seen dirty glasses or tasted beer, and I know the draft system hasn't been cleaned in way too long—some bartenders will tell me, "Thanks, but no one is complaining, so we don't see a problem."

Of course, they don't because people don't trust their sense of taste—and even if they do, they don't have the vocabulary to express why they're not excited to have another beer, they just know the beer tastes better at the place down the block. They don't complain—but they also don't come back. M

Want to learn more? Follow @cicerone on Instagram and Twitter.



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Restaurants Canada

The voice of foodservice | La voix des services alimentaires

#ImmigrationMatters

BY SOPHIE MENDES, FOUNDER OF THE NEW CANADIAN PROJECT

Having experienced how difficult life can be with limited access to fresh, nutritious food, she felt compelled to find ways to support the people who grow and produce it.



Photo by Murtaza Daud | @MurtazaDaud

Irene Matys and her family came to Canada as refugees in 1976. Only six years old at the time, she remembers feeling amazed by Toronto's green scenery during the summer—a big change compared to the arid landscape of her home country, Cyprus.

Her family first found refuge in her aunt's unfinished basement until her parents were able to earn enough to afford their own housing, thanks to various jobs, often in restaurant kitchens. With her parents working long hours, Irene would prepare family meals, remembering what she had learned by her grandmother's side back in Cyprus. At the time, legumes and vegetables made up the base of their diet, and more expensive items like meat would be kept for special occasions. This is still how she tends to eat today, although now by choice instead of necessity.

With time, Irene came to feel at home in Canada. She grew up, finished school and eventually became a manager at a call centre. After taking a break from work to raise her kids, she decided to follow her heart and pursue her lifelong passion for food.

She enrolled in a culinary program at Liaison College and started her own catering business right after graduation. While she was doing well with her new venture, the young chef still felt restless, longing for her work to feel even more fulfilling.

Speaking about this with her father, he said something that ignited a fire inside her: "My dad said we are very lucky, and it's time to give back to Canada."

Having experienced how difficult life can be with limited access to fresh, nutritious food, she felt compelled to find ways to support the people who grow and produce it. She soon began volunteering with Plan B Organic Farms in Hamilton, Ontario where she not only grew vegetables, but awareness of the amazing work that they do.

Instagram became her platform of choice to share her adventures on the farm and the dishes she would create with the fresh ingredients she helped produce. Her natural talent for food styling, as well as her aptitude for showcasing her culinary creations, didn't go unnoticed. Soon she was offered an opportunity to work for *Lady York magazine*.

Then other chefs, restaurants and food brands started reaching out through Instagram. That's how she ended up styling for *The Marilyn Denis Show* on CTV, and developing recipes for LCBO's *Food & Drink* magazine.

Today, she continues to fuel her passion promoting good food, cooking for the hungry, and helping farmers feed communities.

You can learn more about Irene and why #ImmigrationMatters to Canada's foodservice and hospitality industry at MENUmag.ca.

made in canada

Diversey has pioneered cleaning technologies for nearly a century, yet the company's goals remain relatively unchanged. That's because they've had it right—from the start.

Focusing on the future of cleaning technology and connectivity; developing hygiene solutions and democratizing the delivery of these technologies around the world has allowed Diversey to contribute measurably to a healthier, safer world. The company walks the talk and is an integral part of the success of Canadian foodservice operations.

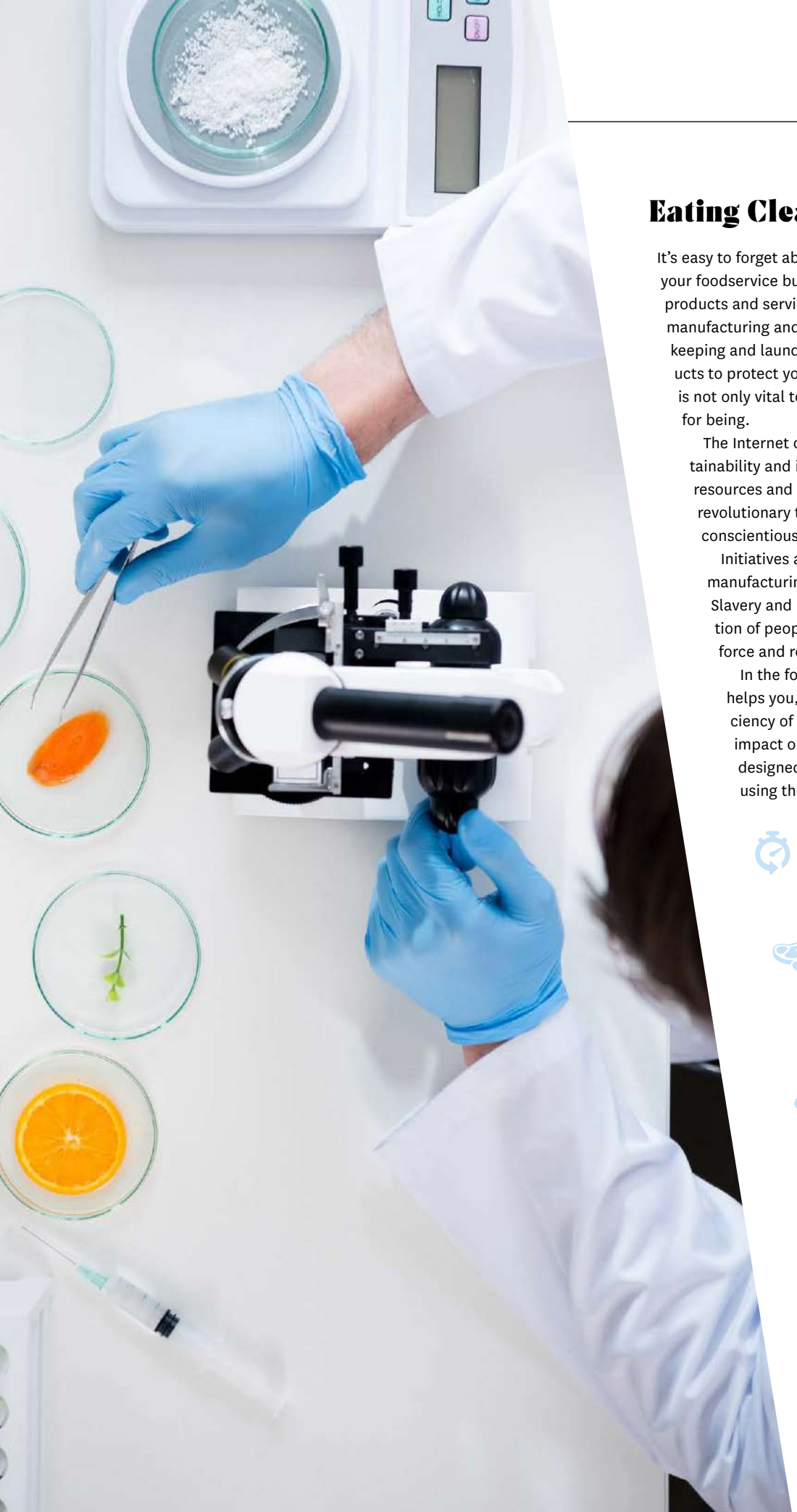
Canadian Manufacturing

Did you know that 80 per cent of all cases and/or pails of Diversey's cleaning chemical products that are currently used in the Canadian foodservice industry today are manufactured in London, Ontario? Canadian-made products are manufactured at the London site. In an uncertain time when it comes to international trade agreements, where manufacturing is largely outsourced overseas, Diversey continues to concentrate jobs and its manufacturing output within the boundaries of its global markets. In Canada, that's the London, Ontario, site.

The London, Ontario, plant: sustainability is in the numbers.

- Total amount of head count is 110 full-time employees (FTE).
- The finished goods warehouse is in London, Ontario.
- Within Diversey North America, London is physically the largest plant and produces the largest amount of volume.
- Safety/Quality/Cost/Service are paramount.
- Safety of our customers and employees is our most important job
- Quality: First Right Time of 100 per cent.
- Service rate of 99 per cent.
- There are 500+ active product formulations for the London site.
- Certifications:
  - » ISO 9001 & 14001
  - » SEDEX Audit
  - » Health Canada–Pharmaceuticals
  - » FDA
  - » Kosher certified products
  - » Halal certified products
  - » Global Hand Care line of products
  - » Intellicare Product Line





Eating Clean

It's easy to forget about how central cleanliness is to the success of your foodservice business. You're probably already using Diversey products and services designed for foodservice, food and beverage manufacturing and processing, floor care, restroom care, housekeeping and laundry. But knowing why and how to use these products to protect your customers, your staff and your business—this is not only vital to your success, but it's Diversey's entire reason for being.

The Internet of Clean is founded on the principles of sustainability and innovation—doing more with less, using fewer resources and generating less waste; and leading the market in revolutionary technology. Diversey adheres to these principles conscientiously, not only in words but in action.

Initiatives across the globe, throughout the company's 26 manufacturing facilities in 20 countries, include its Modern Slavery and Human Trafficking policy to prevent the exploitation of people and human trafficking, and protect its workforce and reputation as an organization.

In the food and beverage sector specifically, Diversey helps you, its customers, maximize the hygiene and efficiency of your production processes while minimizing your impact on the natural resources consumed. Solutions are designed to address your business goals and drive growth using the following essential touchpoints in foodservice:

Operational Efficiency
No matter the size of your facility, Diversey offers a range of tailored-fit solutions to help your business.

Food Safety
As the strength of your brand is built on the safety of your products, Diversey helps you produce the safest, highest-quality foods for today's equally conscientious consumers.

Brand Image
In a competitive marketplace, Diversey hygiene solutions and service offerings work together to help protect and build your brand reputation.

Sustainability
Businesses shouldn't have to choose between sustainability and profitability, which is why Diversey solutions are designed to increase productivity by being smarter AND more environmentally-friendly.

↣ CONTINUED ON PAGE 44







Sustainability is good for the planet, the people and the pocket.

In restaurants, staying on top of supplies and cleanliness is best for business—no matter how you look at it. Now supply monitoring can be achieved through remote monitoring and the digitalization of operations. In hygiene we are at the point where product technology allows constant connectivity between operations and people.

This technology ensures you will be notified before a crisis. Food poisoning is the result of a lack of hand hygiene. It happens; not because foodservice staff are lazy but because sometimes there is no soap in the dispenser. This is one of the root causes of food poisoning. Food safety and sanitation make restaurants safer and more profitable.

Diversey takes hygiene and cleaning as seriously as access to water. There is no sustainable life without hygiene and sanitation. Access to food, water, hygiene and the resources on our planet are driving forces in the Internet of Clean. Diversey then allows you to build trust in your brand.

Diversey's Kitchen Hygiene division integrates chemicals, floor care machines, tools and equipment, with a wide range of technology based value-added services, food safety services and water and energy management strategies. The hummingbird in Diversey's logo represents "a giver of life and protector of humankind." Diversey doesn't just make soap, it saves lives. It is a facilitator of life.













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ARE THEY MILLENNIALS 2.0 OR A WHOLE NEW BREED OF CONSUMER?

BY JO-ANN MCARTHUR

GEN Z IS HERE

So, you thought millennials were adept at shifting the focus squarely on their needs? You ain't seen nothing yet. The leading-edge young adults of Generation Z are graduating high school, and some are already into college and university. They are driven to achieve in education and careers, and because of their vast numbers, they're poised to shake the pillars of commerce right down to their foundations.

Who are these budding world-changers? What do they want and why do they want it? Let's dig in and discover Gen Z, and look at how they're going to change the way your foodservice business operates, and the way it's marketed.

FROM PRE-SCHOOL TO POST-SECONDARY



Those who decide these things haven't yet nailed down the exact chronological parameters of Generation Z. The best approximation right now spans about 20 years, placing them between the ages of 4 and 24, give or take. Though their spending power hasn't fully matured (for neither have most of them), Gen Zers comprise 25 per cent of the current population; that's more than both millennials and boomers. Before long, that figure will swell to 33 per cent. In Canada, where immigration patterns create slightly different data than our southern neighbours, Generation Z is about 9 million strong.

Looking at where their influences come from, we see that while millennials were the products of boomer parents, your typical Gen Z has Generation X parents, that small, practical group that exists relatively quietly between two generational titans. Those Gen X nurturers and role models have instilled in their kids the belief that there are winners and there are losers and not endless participation prizes to make everyone feel they've come out on top. Make no mistake, Generation Z is keeping score.

Switching from nature to nurture, Gen Z is the first generation in Canadian history you might call a "majority minority." They're growing up in an incredibly multicultural world; uniformity is the only "foreigner" in their lives. They are a group for whom skin colour and gender are fluid, and everyone is included. Therefore, diversity doesn't mean to them what it meant to previous generations; it simply is, and they expect to see it wherever they look. Don't expect a pat on the back for featuring it in your marketing, but do expect a cold shoulder for excluding it.

> "GEN ZERS COMPRISE 25 PER CENT OF THE CURRENT POPULATION"

How does that translate to food? There's no such thing as "ethnic cuisine" to Gen Z; it's just food people brought here from other countries. Going for Thai or sushi is as second nature to them as ordering pizza was for previous generations, and dishes their grandparents wouldn't recognize are part of their evoked set.

ALL TECH, ALL THE TIME

Maybe you can remember your first colour TV, or at least your first VCR? Gen Z cannot relate—they don't even remember the first cellphone they ever saw because they've been there their entire lives. They are true digital natives, the first in history. High-speed internet is seamlessly woven into their lives, they are totally connected to the sum of human knowledge and information, and they are exceptionally good at filtering through it to get what they want.

No surprise, then, that Gen Z expects to have what they want, when and where they want it. And not in a petulant way, either; they simply know no different. Just look at how they choose their music from streaming services or customize coffee orders that would baffle a seasoned Bay Street banker. And, since they've always had a screen right in front of them, they're visual communicators. Do you love emojis? Thank a Gen Zer for putting them everywhere. (You can "thank" them for *The Emoji Movie*, too.)

Since we know they're a visual generation, we also know they prefer to be shown, rather than told. (Reading is the last resort—such a slow way to give information!) Though they're reasonably practical, they'll also jump all over the latest, flashiest "unicorn" trends, especially the female portion of the demographic. If you can nail that, you'll reap the benefits of free advertising in the form of posts on social media, shared through their highly connected network.

↣ CONTINUED ON PAGE 48



"66 PER CENT OF 18 TO 23 YEAR OLDS PATRONIZE A FOODSERVICE OUTLET ONCE A WEEK OR MORE"

WHEN 'PHONING IT IN' IS A GOOD THING

Your phone has likely become an essential part of your daily routine. For Gen Zers, it's an extension of their bodies, a 24/7 connection to their social groups, commerce, and the rest of the world. If you haven't optimized your website for mobile, you're already missing out on their business. Now is the time to create your digital loyalty program, send out exclusive offers online and look for ways to ramp up interactivity with your mobile ordering platform. Why the rush? Generation Z has almost caught up to millennials for volume of foodservice deliveries!

Give yourself a self-diagnosis. Using only your cellphone, interact with your own business for an entire day. How was the experience? If you found it lacking, imagine what they think. (Consider asking a young family member to do the same, and prepare yourself for some brutally honest feedback.)

THEY ARE NO MORE THEIR PARENTS THAN YOU WERE YOURS

Part of establishing your unique identity is making sure you're not like your parents. It's totally natural, and every generation does it. An interesting upshot of this is the creation of what you might call the "anti-rebel"; Gen Z kids are drinking much less alcohol than their parents. They are also convinced they can do anything. That's a good thing since they'll be cleaning up the messes their predecessors have left behind. Oh, and they're savers, too, who understand the high costs of venturing out into the world. Hopefully, that bodes well for the future economy.

Intriguingly, despite being advanced technologically, they're more conservative, on average, than millennials or their parents. It's a sort of Benjamin Button effect; they're old people in young bodies. They've seen global financial crises and acts of terrorism play out live on never-off news feeds, and grew up in a world where mass shootings are a near daily occurrence. Small wonder, then, that they prize financial and personal safety to a degree way out of proportion for their years.

↣ CONTINUED ON PAGE 50



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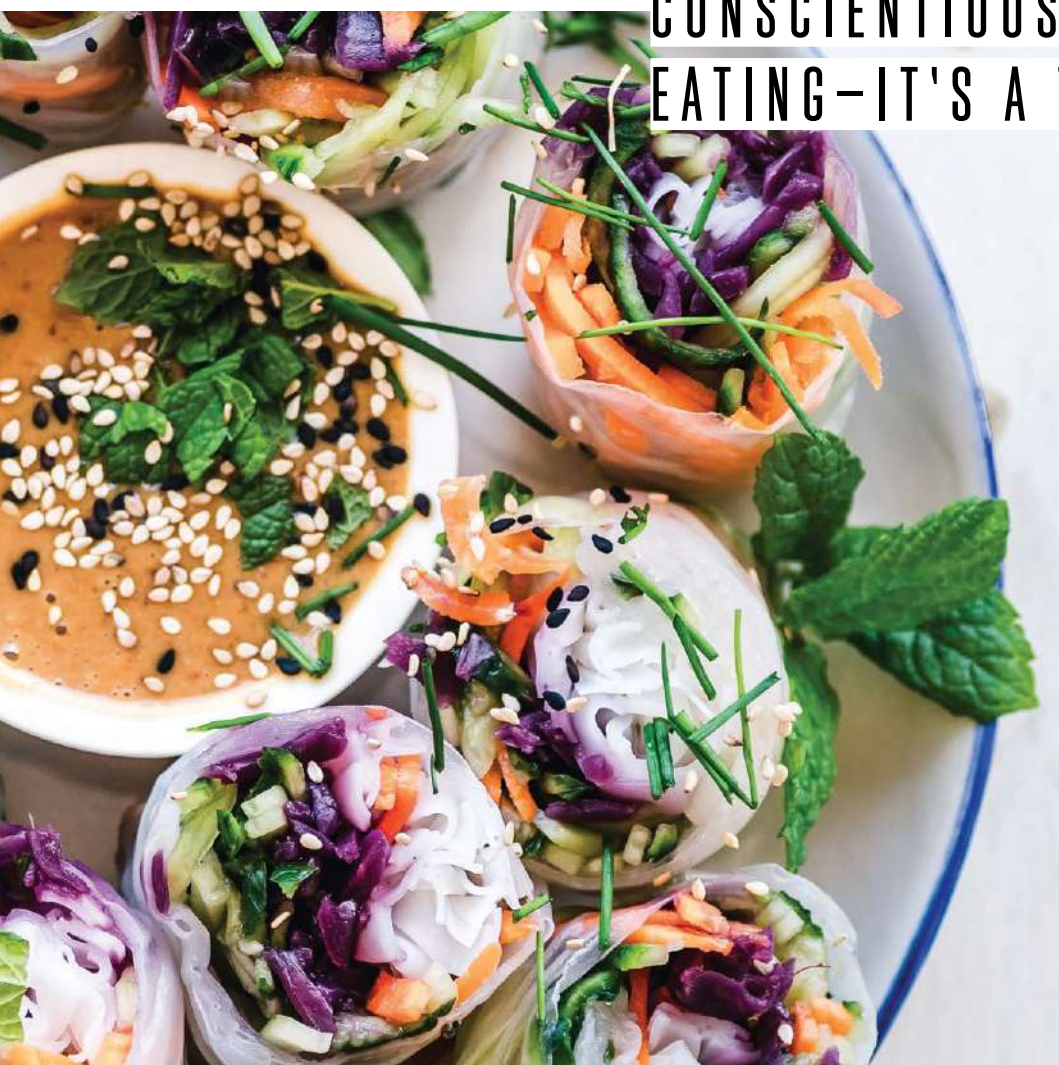
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SNACK TIME IS ANYTIME

We've been tracking the snackification trend for a while now, and Gen Z seems intent on keeping it going. According to survey data, 23 per cent of Gen Z consumers profess they'd rather make a meal of appetizers or snacks than traditional dishes served at the standard meal times. They're opportunistic eaters, not unlike raccoons. Can you coax them out to your restaurant (or onto your app) with dining deals for slower dayparts? They'll typically respond to anything that represents value to them, and it's a way to spread business out to off-peak times. In fact, they have little use for standard meal dayparts, anyway. Serve them bacon and eggs any time, and they're happy.

Fortunately, Gen Zers love dining out, choosing to eat away from home about four times per week. In Canada, 66 per cent of 18 to 23 year olds patronize a foodservice outlet once a week or more, 12 points higher than the total population. And, you'll be pleased to hear that Generation Z diners are spontaneous spenders, and despite their frugality, aren't shy to spend a little extra when they're out. Hit them with mobile push alerts for deals; you know they have their phones on them!

You'll want to change your messaging, though. Unlike millennials, Gen Zers don't dine out because their lives are too busy for groceries and cooking. They're there because there's something they're craving, or, as the saying has it, to "treat yo' self!"



CONSCIENTIOUS EATING—IT'S A THING

In last year's *Nourish Trend Report*, we brought attention to the rise of 'plant-based' eating. Canadians from all walks and stages of life are cutting back their meat consumption. Why? A study out of Dalhousie University turned up animal welfare, the environment and personal health as the top three reasons. It's a thoroughly modern trait, this reconsideration of how best to source your protein; the vanguard of vegetarians and vegans skews younger, with those aged 35 and under being three times more likely to self-identify as either category than those 49 or older.

Next on the chopping block for Gen Z: food waste. Leftovers go into reusable containers and then into lunch boxes instead of the garbage can. It's part of being financially safe and kind to the planet. Offer them "supersize" menu options so they can make two meals out of one. But watch your takeout containers; are they recyclable or compostable?

Though they weren't raised by millennials, they've grown up in the middle of their well-publicized obsession with foodie-ism and personal wellness. While they're far too young for health worries (remember, they don't drink much, and smoking is on the decline—time will tell if vaping is here to stay), they're still keen to hear your product's story and know where the ingredients came from. Still, taste and novelty are key factors for purchase decisions. Seize the opportunity to really sell your heritage and provenance, plus show them flavours and fusions they don't already know.

We are just seeing the tip of this consumer iceberg, with adult-level freedoms, lifestyles and cash flows starting to breach the surface. I'm not telling you to forget about millennials entirely, but I am telling you the time to shift your marketing strategy is now. The rise of Generation Z has already begun. M

JO-ANN MCARTHUR IS THE PRESIDENT AND FOUNDING PARTNER OF NOURISH, A MARKETING AGENCY THAT SPECIALIZES IN FOOD AND BEVERAGE, WORKING ACROSS ALL ASPECTS OF THE FOOD ECOSYSTEM.



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Earthy Spices, Earthy Sources

HOW MCCORMICK IS SAVING OUR PALATES AND OUR PLANET

Whether making a dish or consuming it, there has been a heightened interest in the last decade about not only what's in our food but also where it's coming from. If you've ever finished a late night shift behind the line only to come home and binge-watch Gordon Ramsay's *Kitchen Nightmares*, you're well aware of the impact of proper (or lack of) care for cleanliness, sustainability, storage and, most of all, the ingredients involved. However, care for one's edible contents goes beyond how it's received, stored and cooked; and that's where the biggest companies of all come in, the foodservice retailers.

It's commonly easier for a small, local business to opt for the also-local suppliers: organic this, community-farmed that, no mass-produced, frozen-kept, outsider product allowed, etc. But how do national brands bring quality flavour to the table while also holding themselves accountable for what happens outside their brick and mortar operations?

When we think of flavour, we think of spices and seasonings. When one thinks of corporate responsibility, we can look right to the source of North America's leader in not only spices and seasonings but also sustainable, earth-friendly practices: McCormick.

THE SUSTAINABILITY CHECKLIST

Through their company releases, insightful websites and transparent social media presence via Club House for Chefs, McCormick has never shied away from informing the foodservice community what their products are, what their blends contain, how they taste and where they come from. From Southeast Asia-sourced cinnamon to Indian-farmed red pepper flakes, for this globetrotting tastemaker of a business, it's always been priority number one to not only provide quality flavour but to also protect its top executive, the planet.

Propelled by systematic, scientific approaches, McCormick has recently unleashed its latest long-term goals for their environmental operations and supply chain sustainability. With a deadline of 2025, the company seeks to reduce its greenhouse gas footprint by 20 per cent, water use by 20 per cent, solid waste quantities by 80 per cent and overall product packaging amounts by 25 per cent, while also converting the current plastic selection to a kind that's 100 per cent reused, repurposed or recycled.

But what about the resources?



Propelled by systematic, scientific approaches, McCormick has recently unleashed its latest long-term goals for their environmental operations and supply chain sustainability.

FARM LIFE MATTERS

While McCormick's spices and seasonings come from largely known-of places, it's important to recall where they come from on these countries' local scales: the family farms. By sourcing ingredients from these global farms through frequently audited supplier relationships, McCormick ensures not only the proper product but also farm community compliance in standards of transparency, traceability, food safety, habitat conservation, biodiversity and soil management.

From the ground up, this means a quantifiable reduction of soil loss, crop contamination, habitat degradation, water shortages and issues of water or air quality.

The spice company also works directly with its farmers and vendor alliance partners in a commitment to ensuring farm-based access to the latest education-based information, safety protocols and overall technology, ensuring the highest standards of training, execution and awareness, regardless of where on the globe these works are located and the extent of their own local precedents (or lack of).



RAISING THE STANDARDS

Some of McCormick's global standards, which can easily be adapted to procedures of companies here at home or abroad, include, but aren't limited to:

- Conducting business with integrity, honesty and transparency.
- 100 per cent prohibition of child labour, regardless of country.
- All facility workers are voluntarily employed.

Plus, vendors and employees throughout the supply chain and facilities receive:

- Reasonable schedules (daily, weekly) with proper time-off allowance.
- Fair wage compensation, adequate benefits, overtime pay.
- Safe, healthy workplace conditions with clean restrooms and water sources.
- Buildings of work with proper ventilation, valid safety equipment, emergency aid essentials and proper lighting.

FINAL THOUGHT

The important thing for one's team to remember is, you don't have to plan to save the planet in one day. Just like today's sprout won't be a full-grown tree tomorrow, change takes time, but even large companies implementing the most minimalist of changes can make mountainous differences for not only the business but also the environment in which it's based and in which it works.

Everything adds up, even with the smallest subtractions. So, what can your business do right now to help? M

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FRESHBLENDER

INTEGRATED BEVERAGE SYSTEMS

Fresh Blends is a turn key program that delivers fresh, delicious, made to order cold beverages through an intuitive, user-friendly system that is easy to install and easy to maintain. The program is supported by two industry leaders in their respective fields. Multiplex has designed and built a state of the art beverage platform supported by one of the industry's largest aftermarket service networks, Welbilt KitchenCare. Fresh Blends North America has created an incredible menu of products for operators to choose from as well as a personalized marketing campaign to promote the product to consumers.

GARLANDCANADA.CA

Citrus and floral notes come together

in Club House Ground Cardamom

A little goes a long way with this sweet, aromatic and exotic spice, made from only the inner core for excellent flavour. This spice is perfect in traditional Indian and Middle Eastern spice blends used for curry pastes, stews and rice dishes. Alternatively, add to a specialty cocktail or coffee for an unexpected flavour twist or to add dimension to desserts such as pastries and ice cream.

CLUBHOUSEFORCHEFS.CA





Canada's First Pet Nat in a Can

There has been a rising interest in organic and natural wines. Amongst the most popular with sommeliers is pétillant naturel, a style of sparkling wine invented before Champagne. The wines are made using the "méthode ancestrale," which means the wine completes its fermentation in the bottle (or in the case of Benjamin Bridge pet nat, in a can) allowing carbon dioxide to be naturally produced via fermentation of grape sugars. Like all pétillant naturel wines, pet nat is perceptibly cloudy or hazy when poured. This is because the wine finishes its primary fermentation in the 250-ml can itself with yeast sediment remaining. The cloudiness is a quality marker of this natural winemaking practice. The nose is elegant and inviting with floral aromas interlaced with hints of citrus. The palate is bright and lively with delicate suggestions of grapefruit rind.

BENJAMINBRIDGE.COM

HEY SIRI!

WHY ARE FOOD RETAILERS SO SLOW TO EMBRACE TECHNOLOGY?

BY SYLVAIN CHARLEBOIS

Director, Agri-Food Analytics Lab, Professor in Food Distribution and Policy, Dalhousie University



Your own voice will likely become the most significant focus for food retailers and restaurants over the next little while. Voice searches are increasingly becoming the norm. A recent study suggests that more than 50 per cent of all online searches will be voice-activated by 2020.

To a lesser extent, grocery shopping is also done through voice activation. Since Siri, Cortana, Alexa and Google Assistant have entered our world, voice searching has become a game-changer for the food industry.



The main reason is convenience. Short of having our own personal robot, this is the new frontier of affordable personalized assistance. These virtual assistants will offer us advice as well as perform tasks for consumers. They are, of course, the "voices" of Apple, Microsoft, Amazon and Google. These companies have been connecting with us for years through many devices, including phones, tablets and even video game consoles.

Consumers now use voice search as they conduct other activities, like driving. Search results generally result in purchases, so for businesses, coming up as a top result of a voice search can be highly profitable.

The same rule applies for the food industry. Voice search assistance will zero in on our awareness of brands, our perceptions, biases and many other things we are subconsciously influenced by. And so the food industry needs to start marketing through apps and websites that are easily readable by virtual assistants.

CUTTING THROUGH THE MARKETING NOISE

Voice recognition is really about data and algorithms. It is about connecting with the market in a way few grocers or restaurants have done. After all, we're still receiving grocery flyers every week to sell us food in our mailboxes or newspapers — that is if you still subscribe to one.

Voice assistance allows all of us to cut through all the marketing noise and find what we really want.

The average Canadian consumer is exposed to more than 5,000 advertisements per day, many of them food-related. Food service and retail options are often overlooked by consumers for a variety of biased reasons and perceived flaws.

CANADIANS ARE INUNDATED WITH FOOD ADVERTISING EVERY DAY

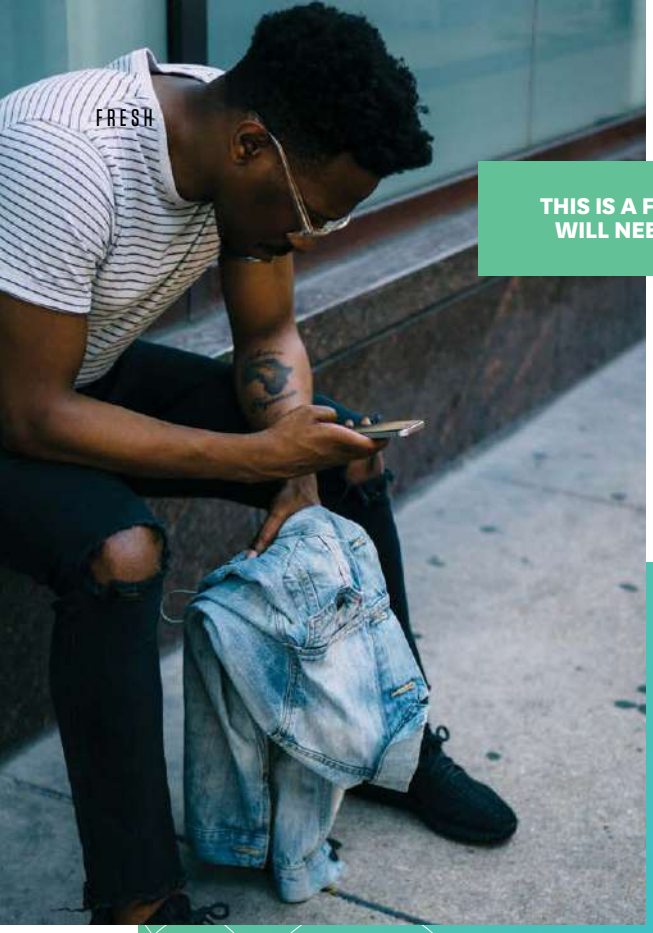
Algorithms and data will cut straight through preconceived notions about food choices and will open a world of possibilities for many companies. A recent survey shows that 68 per cent of consumers search by a cuisine or food item rather than by restaurant or franchise name. In other words, voice searches foster and enable curiosity.

What is making most players in the food industry lose sleep is the fact that Amazon, Google, Microsoft and Apple are tech-savvy and data-centric organizations, more so than companies in the agri-food sector.

Voice assistance is purely an extension of what these tech giants have been offering for years, just without the typing. In fact, research suggests that many consumers would rather talk than type. According to a U.S.-based survey, 30 per cent of web browsing sessions will be done without a screen by the year 2020. This trend can only add to the pressure on grocers and restaurants to comply with a changing marketplace.

Google has been investing heavily in voice-activated searches since 2016. Amazon, Microsoft and Apple are too.

↣ CONTINUED ON PAGE 58



THIS IS A FIELD THE FOOD INDUSTRY WILL NEED TO EMBRACE QUICKLY

FORGET THE FLYERS

With the rise of voice-enabled assistance, people don't need to view a screen to get an answer, as all the data is captured from websites and web-based data. Mobile-friendly, responsive websites are going to be key.

Since consumers rely on voice assistance and smartphones for most of their voice searches, a fully functional website for a food retailer will be more critical than most of the marketing dollars being spent on antiquated flyers, posters and ads.

Instead of thumbing through flyers, many of us could potentially browse through weekly bargains with the help of voice-activated searches.

It's so much more civilized. And even small, local businesses can generate more business if adapting these strategies.

In the end, these changes are all about data, and how we manage and exchange data. Embracing this new reality for the food industry won't be easy, but the cost of doing nothing will be significant.

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THE CONVERSATION

The Sure Tamp Platform





Consumption of espresso in Canada has increased by 10% in the past 5 years. [1]
Consumers age 14-49 account for 76% of all espresso consumption in Canada. [1]

A profitable espresso beverage program requires equipment that is embraced by staff, safe to use, intuitive, consistent and easily maintained.

Choose BUNN Sure Tamp for successful beverage innovation and execution.
Activate BUNNLink® Remote Equipment Monitoring to maximize uptime and profitability.

1 Coffee Association of Canada

BUNN®
bunn.com/bunn-sure-tamp



Diversey™

As a global leader in hygiene solutions with leading expertise in food service, Diversey enhances guest experiences for superior satisfaction and customer retention. Our smart solutions provide consistency across facilities and help address concerns that affect your bottom line including food waste, food safety, managing energy costs and applying sustainable solutions and practices that are safer for our environment.



Our automatic dosing systems, in combination with our extensive range of concentrated Suma® products, have been designed to provide the best solution for everyone, delivering:



Consistent, outstanding results
In a safe and simple way
With excellent cost-in-use
And minimal environmental impact

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