

# food in canada

CANADA'S FOOD & BEVERAGE PROCESSING MAGAZINE



## GOING WHOLE HOG

THE NOSE-TO-TAIL  
MOVEMENT PG.30

## 2015 PwC ROUNDTABLE



PG. 33

## The MEAT report

AFTER A TURBULENT FEW YEARS,  
THE MEAT AND POULTRY SECTOR  
IS POISED TO CAPTURE NEW GROWTH  
OPPORTUNITIES

PG.22



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CANADA'S FOOD & BEVERAGE PROCESSING MAGAZINE



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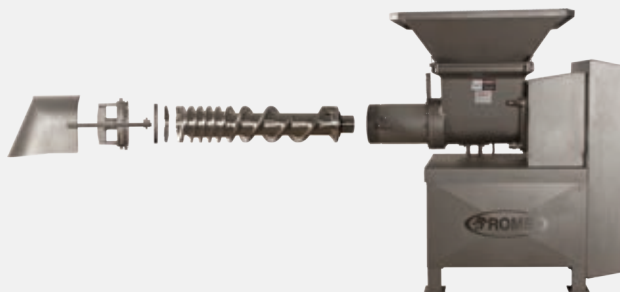
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# contents



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## departments

- 5** Editorial
- 7** News File
- 16** Market Trends  
Market outlook and highlights from Dr. Larry Martin and Associates.
- 18** Focus on Food Safety  
Safe Food Canada — The Learning Partnership.
- 20** Food Law  
Regulatory Myths — Part II.
- 21** Regulatory Affairs  
Soya say it's healthy, eh?
- 25** Ingredient Spotlight  
The fifth taste, umami.
- 29** Sensory Trends  
Hot diggity dog!
- 39** Rethinking Innovation  
Three keys to unlocking sustainable business growth.
- 40** Packaging  
A lasting legacy of New York's famous garbage barge.
- 48** Product Showcase  
Coverage of IPPE 2015.
- 50** Industry Insider  
Sangudo, Alta.-based Sangudo Custom Meat Packers.

## features

- 22** **Meat makes a comeback**  
After a turbulent few years, the meat and poultry sector is poised to capture new growth opportunities.
- 26** **Are you halal ready?**  
Understanding the Canadian halal grocery shopper.
- 30** **Going whole hog**  
Meat producers take note: Canada's culinary world is witnessing a rising trend toward nose-to-tail eating.
- 33** **PwC 2015 Roundtable**  
Presented in partnership with PwC, food leaders discuss "Challenges and issues in the food and beverage industry: From farm gate to dinner plate or from fork to farm?"



## in this issue

### Accent Alimentaire sur le Québec

- 41** Nouvelles
- 44** Profil d'entreprise: Serres Sagami

**48** AD INDEX







## A meal by any other name

There's a good chance that as you're reading this you're also snacking. How do I know? Because in a recent global survey of eating habits more than three-quarters of the population admitted to often or sometimes eating between meals. Almost half of those surveyed even say they snack as a meal alternative.

Snacks, in all their forms, now account for US\$374 billion annually, a two-per-cent increase in spending between 2013 and 2014, according to the 2014 Nielsen Global Survey of Snacking. The majority of snack sales are in North America and Europe, although spending in regions such as Asia-Pacific, Latin America and the Middle East/Africa are growing at much faster rates, increasing by four, nine and five per cent respectively. By polling 30,000 people in 60 countries, Nielsen aimed to uncover the types of mini meal preferences around the world.

While the survey revealed the similarities in our snack preferences — over a month 64 per cent of respondents worldwide said they ate chocolate, while 62 per cent ate fresh fruit — there are vast differences in snack preferences around the world. In North America, for instance, salty snacks account for the largest snack category. Confectionery is number-1 in Europe and the Middle East/Africa. And in the Asia-Pacific region refrigerated snacks rule, while in Latin America cookies and cakes edge out confectionery for the top spot.

A new online video currently going viral reveals just how wide ranging consumer

perceptions of packaged snack foods can be, especially when the products are unfamiliar. The video, filmed in January, shows a group of young Korean women sampling “typical” American snacks, with mixed results. The women have no problem digging into more familiar fare like chocolate rice crispy squares and savoury cheese crackers. But other products, like Pop-Tarts and Twizzlers, leave them puzzling over how to eat them and what they should taste like, leading to comments like “Ah...the smell of artificiality,” and “It tastes like a mix of rubber and strawberry.” Not surprising considering typical Korean snacks tend to favour umami or savoury tastes (for more on umami see Ingredient Spotlight on page 25).

Meanwhile, our tastes are changing. Sales of savoury snacks are on the rise, as are sales of meat snacks, including jerky and dried meat (for more on trends in meat see The Meat Report starting on page 22). All-natural ingredients are also now prized by 45 per cent of worldwide snackers, as are healthy attributes such as fibre (37 per cent), protein (31 per cent) and whole grains (29 per cent).

But perhaps most telling was the fact that just 27 per cent of survey respondents said portion control was important to them. Happy snacking! 🍓

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## Baked, fried, boiled — and mailed?

Would you pay US\$10 for one uncooked potato? How about if you could mail that potato — as is, no box, stamps and address right on the potato — to a friend or parent or valentine or your dentist? If you live in the U.S. and have access to a computer, you can do just that by visiting the Massachusetts-based website SendaPotato.com. The cost is US\$10 but US\$3 goes to the World Food Program USA, an agency that works to fight hunger worldwide. There's just one caveat: this is one potato you're going to want to peel before you eat.



## News > file



### Canadian Meat Council puts out urgent call for skilled labour

A shortage of butchers, meat cutters and labourers is curtailing the prospects of the livestock and meat sector and is restricting the economies of rural municipalities, says the Canadian Meat Council (CMC).

The CMC says the issue is urgent and adds that Canada's immigration program fails to address the need for special or semi-skilled workers. In a statement issued in January, the CMC said Canada requires an immigration program that permits access to foreign workers who have specialized knowledge and skills. The CMC adds that the meat industry has asked the government that butchers and meat cutters be eligible immediately for inclusion in Canada's new Express Entry program.

In recent years, says the CMC, the industry has witnessed a marked decline in the proportion of Canadians

willing to work in the industry, as well as a decision by the federal government to select higher-skilled immigrants. The government's policy decision has severely restricted access not only to candidates for starting positions as labourers, but also to new immigrants who might possess high-demand special skills such as those of butchers and meat-cutters. On top of that, there's an aging workforce in Canada. All these factors have led to a decrease in the availability of both Canadians and new immigrants who are able and willing to work in the industry.

And it's not a bad industry to work in. In Canada the food industry is highly unionized. Rates of pay have been increasing faster than inflation, and the jobs often come with employer-sponsored employee benefits. The CMC says the meat industry alone is advertising for 1,000 permanent workers. But considering the shortage of applicants and the few immigrants there are with butcher and meat-cutter knowledge

and skills, the meat industry has had to supplement their domestic recruitment initiatives with workers accessed through the Temporary Foreign Worker Program (TFWP). ➔

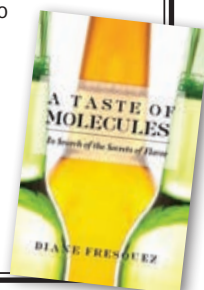
### FROM OUR LIBRARY

It's fascinating how the flavour of a certain dish can bring back a flood of memories.

Diane Fresquez was so intrigued by this shared human experience that she decided to delve a little deeper into the mystery of flavour and memory. In her book, *A Taste of Molecules: In Search of the Secrets of Flavour*, Fresquez explores the secret lives of food scientists in her home of Belgium and beyond — from one of Belgium's few female brewers, to a food and mood expert at the international food research centre, The Restaurant of the Future at Wageningen University in The Netherlands.

In her introduction, Fresquez says she decided her approach to understanding the secrets of flavour would also be to "learn by doing, tasting and being surrounded by good company."

Her journey is divided into chapters such as Taste Uncorked, Hiding and Seeking Flavor, The Taste Buds in your Brain, and Scents and Sensibility. Fresquez also includes several hearty recipes.



Restrictions on access to labour are having a toll on employers. The meat industry has experienced:

- » an inability to staff workstations that are currently empty;
- » an inability to back-fill positions that become vacant as work permits for temporary foreign workers expire;
- » an inability to recruit sufficient workers to fill vacancies that arise as the result of natural worker turnover; and
- » an inability to envisage additional shifts, new value-added products, or enhanced export opportunities.

The results? Canadian meat packers and processors are reducing or curtailing the production of value-added items; diverting specialty meats to lower-value rendering rather than harvesting them for export; forfeiting existing and new export opportunities; decreasing profitability, competitiveness and business sustainability; and increasing the number of Canadian jobs that are being placed at risk.



## Seeing red

Mondelez International Inc. has broke with tradition — again — this time launching a red velvet Oreo in the U.S. in February (the company launched a vanilla-favoured golden Oreo in 2004). The red cookies with cream cheese-flavoured filling are an attempt to attract more foodies and cupcake lovers.



## Friendly packaging

A recent survey has found that more than three-quarters of Canadians say there needs to be more environmentally friendly or “green” packaging when it comes to food products.

The survey was conducted by Opinion Research Corporation International with Asia Pulp & Paper Canada, one of the world’s largest paper companies. About 1,000 Canadian and 1,000 American consumers were interviewed for the survey. Of the three-quarters of Canadians who want more green packaging, baby boomers (age 55+) felt the most strongly about the issue (82 per cent).

In general, Canadians felt more strongly about the issue than Americans.

The survey also found that 58 per cent of Canadians say they seek out food that is packaged in containers that can be recycled or reused, and more than half (or 53 per cent) of millennials (ages 18 to 34) say they are proactive about greener food packaging.

## HALF YOUR PLATE

The Canadian Produce Marketing Association and its partners have launched Half Your Plate, a new healthy eating initiative across Canada that aims to get Canadians eating more fruits and vegetables. The program launched on social media last summer, but the campaign only made its way onto produce packaging and into retail stores early this year.



## Hang onto your soup cans!

In January Campbell Canada launched its Campbell’s Under the Lid campaign, giving consumers a chance to win more than 180,000 prizes. Consumers can check for winning messages and PINs under the lids of four specially marked 540-mL Campbell’s Ready to Serve soups: Classic Chicken Noodle, Creamy Tomato, Italian Wedding and Cream of Mushroom. Consumers who receive a winning message are asked to visit [CampbellsUnderTheLid.ca](http://CampbellsUnderTheLid.ca) to enter their PIN to claim their prize.

The contest is being promoted on-pack, in-store through Display Ready Pallets, store flyers, and through Facebook advertising at [facebook.com/CampbellCanada](http://facebook.com/CampbellCanada). Prizes include family vacations for four to Florida, cash prizes of \$10,000 and \$5,000, and full-valued coupons for select Campbell’s soups and Pepperidge Farm products. The contest will close Sept. 30, 2015.





## Let us eat this lettuce

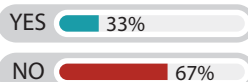
Rutgers University plant biologists wanted to know if they could make red leaf lettuce more nutritious. They did. The team says it's the first lettuce super food because it is high in polyphenols, the nutrients that are believed to protect against diabetes, cardiovascular



disease, memory loss, inflammation and cancer. In fact, the lettuce, dubbed Rutgers Scarlet Lettuce, has polyphenol levels two to three times higher than blueberries, and can be grown year round. The lettuce is being introduced to the U.S. market by Coastline Family Farms under the brand NutraLeaf.

### ONLINE POLL

We asked you...  
In our latest online poll, we asked readers if their companies rely on temporary foreign workers.  
Here's what you said:



### So is it healthy?

From the garlic capital of Japan comes garlic-flavoured cola. According to RocketNews24.com, Jats Takkola — a drink featuring cola mixed with finely ground garlic — comes from the garlic centre of the garlic capital of Japan, Sannohe Districts' Takko Town. The website says the cola is just as bubbly and tasty as regular cola, but with a garlic aftertaste.

## WORLD WINE CONSUMPTION ON THE RISE

Wine consumption globally is on the rise. That's according to VINEXPO's 12th study of the World Wine and Spirits Market with an Outlook to 2018. The study found that global consumption of still and sparkling wines rose by 2.7 per cent between 2009 and 2013 to reach 2.648 billion nine-litre cases — the equivalent of more than 31.7 billion bottles.

The study says Canada, which ranked seventh, has a market valued at US\$6.1 billion, which should grow by 10.4 per cent by 2018.

But in B.C. specifically, the British Columbia Liquor Distribution Branch (BCLDB), which recently released its statistics, reports that B.C.'s wine industry sales just topped \$1 billion for the first time.



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## Antimicrobial paper based on fenugreek

FreshPaper is a concept of Fenugreen, a company founded by Kavita Shukla while she was still a teen working on a school science project.

At the heart of the product is Fenugreek,

an Indian herb, which can protect against bacteria. When Shukla accidentally drank some non-potable tap water while visiting her grandmother in India, her grandmother brewed her a drink with fenugreek in it. To her surprise, she didn't get sick, leading her to begin experimenting



Shukla

with the herb she credited her health to.

FreshPaper is the result of Shukla's research and a successful trial run of hand-made batches of the antibacterial paper at farmer's markets and street events in Cambridge, Mass. back in 2010. "People came back saying that it helped them afford to eat healthier because the produce they bought didn't go to waste, or that it allowed them to eat their entire CSA share," says Shukla, now 28.

FreshPaper is a compost-friendly, recyclable paper sheet that claims to keep food fresh two to four times longer than the usual shelf life of whatever produce it is placed underneath. A custom blend of paper infused with spices, the company says that one sheet will cover an entire fridge drawer and its contents. For produce in its own baskets such as berries, slide the sheet under the berries and you're covered.

Today FreshPaper sells across the U.S. in Whole Foods, Wegmans and Stop & Shop, and in independent grocers. Online it can be bought from shop.fenugreen.com for US\$9 in an eight-sheet trial pack, and up to US\$150 to supply a local farmer or food bank with 480 sheets. Fenugreen lists the potential savings of each sheet compared with the normal shelf life of the food it protects, for instance, the trial pack is said to save \$50 in food waste.

Food already beginning to rot will not be stopped by FreshPaper as it does not contain any artificial preservatives. With organic ingredients and spices, Fenugreen states that FreshPaper has no zeolite, sodium permanganate, charcoal or plastic. The one-use bags can also be discarded in environmentally friendly ways.

— Yvonne Dick



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## INBRIEF



> Technology and agri-food entrepreneurs in the Fraser Valley of B.C. will benefit from \$844,000 in provincial funding for a new agriculture- and technology-focused program. The new **BC Agri-food Venture Acceleration Program** will provide entrepreneurs and startups with training, coaching and the network to help them grow.

> **Leslie Huffman** was the 2014 recipient of the **Chemtura Golden Apple Award**. Huffman is the Apple Specialist with the Ontario Ministry of Agriculture, Food and Rural Affairs. The award was presented at the annual banquet of the Ontario Fruit and Vegetable Growers Association in Niagara Falls in January.



> The Alberta Pulse Growers chose its founding president, **Lud Prudek**, as the recipient of the first **Alberta Pulse Industry Innovator Award** in celebration of APG's 25 years as a crop commission.

> The Canadian Health Food Association has named **camelina oil** as one of the top 2015 Health Trends. Camelina oil is produced by Saskatoon, Sask.-based **Three Farmers Products**.

> The **Fogo Island Co-operative Society** is testing plant sanitation technology that is new to the seafood processing industry in Newfoundland and Labrador. The Ministry of Fisheries and Aquaculture is also helping the industry install and test the Icelandic system, which is more environmentally friendly.

> The **Egg Farmers of Newfoundland and Labrador** has received \$50,000 from the province. The funding will go toward a study exploring sector growth, with the ultimate goal of enhancing the competitive position of

the province's egg farmers.

> The Alberta government has cancelled the **Agriculture and Food Innovation Endowment**. The \$200-million endowment, which was announced last spring, was going to fund innovative agriculture research. The AlbertaFarmerExpress.ca reports that the endowment was scrapped due to falling

oil prices and the downturn in the province's economy.

> The **F.X. Aherne Prize** for Innovative Pork Production was shared this year, recognizing two hog innovations. Lyle and Maaik Campbell of **Birnam Pork** in Ontario won for an innovative piglet weigh scale, which boosted profitability in their operation.

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Greg Feenstra and Dave Uttecht of **Heartland Pork LLC** in South Dakota won for their EZ Tub hog handling innovation, which reduces stress on animals and people. The awards were given out at the Banff Pork Seminar in Banff, Alta. in January.

> Cambridge, Ont.-based **Nestlé Waters Canada** has donated \$10,000 to **Work For**

**A Cure**, a 10-year-old community-based volunteer cancer cure fundraising organization. Since Work For A Cure was founded in 2005 by former Nestlé Waters Canada employees Andy Incitti and the late Kevin Fanjoy, the company has donated \$100,000 in cash and more than 30,000 bottles of water to keep the organization's volunteers

and supporters properly hydrated during the many fundraising activities it organizes each year. By the end of the next two years, Work For A Cure will have raised \$1 million to fight cancer, \$250,000 of which will go towards the construction of a pediatric waiting area at Cambridge Memorial Hospital.



Nestlé Waters Canada receives thanks for its longstanding support of Work For A Cure, which helps children with cancer in the Wellington County and Waterloo Region. From left to right are employees Greg Chorpitta, Dwight Carey and Mike Tomcko, Work For A Cure co-founder Andy Incitti and Lisa Fanjoy, wife of WFAC co-founder Kevin Fanjoy, and employees John Challinor II and Fabian Johnson.

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> A whisky that was distilled more than two decades ago and then tucked away and forgotten is the **Canadian Whisky of the Year**. A jury of nine independent whisky experts picked Victoria, B.C.-based **Collingwood 21 Year Old Rye**, which was announced at the fifth annual Canadian Whisky Awards at the Victoria Whisky Festival in January.



(Right) Chase Stampe of Brown-Forman accepts the award for Canadian Whisky of the Year from chairman of the judges, Davin de Kergommeaux. Collingwood 21-year-old Rye won best whisky at the fifth annual Canadian Whisky Awards.



## SUPPLIER NEWS



> A new demonstration-focused outdoor farm show, called **Ag in Motion**, has been announced for this July 21 to 23 near Saskatoon, Sask. The show is operated by **Glacier FarmMedia**. Ag in Motion will be the first show in Western Canada at which companies can demonstrate machinery, seed and crop protection products to their customers in an outdoor setting.

> **Aliments ED Foods** of Montreal now has 45 products that have been certified by the Gluten-Free Certification Program. Aliments ED Foods manufactures soup bases, soup mixes, boosters, seasonings and gravy mixes for foodservice and industrial markets. The company manufactures private-label products and products under its own brands such as LUDA Inspiration, LUDA H, LUDA Original, LUDA Booster and LUDA ED. The new gluten-free products include the entire LUDA H line and numerous others from the remaining LUDA signatures. ➔

> The **Chicken Farmers of Ontario (CFO)** has launched the **CFO Food Bank Donation Program**, which will help facilitate the donation of up to 300 chickens per farmer each year to local food banks. The CFO includes 1,100 family farms across Ontario. CFO has set an annual donation target of 100,000 chickens worth an equivalent retail value of \$1 million.



Minister Jeff Leal (centre) and parliamentary assistant Arthur Potts (left) of the Ministry of Agriculture, Food and Rural Affairs join Nancy Bennett, Daily Bread Food Bank, and Rob Dougans, president and CEO of the Chicken Farmers of Ontario, to announce the new food bank donation program.

> The **province of Newfoundland** says **seafood trade delegations** have helped local processors expand into new markets. Participating in trade shows has helped increase provincial seafood sales to markets in Southeast Asia, for example, by more than 250 per cent – from \$19 million in 2006 to \$67 million in 2013. Markets in China have been a particular focus for provincial producers in

recent years, with seafood exports to China growing in value from \$153 million in 2006, to approximately \$172 million in 2013 — an increase of more than 12 per cent.

> The **Ontario Greenhouse Vegetable Growers** has launched a new website that targets consumers and other potential users. The new site, **OGVG.com**, has a cleaner design and enhanced search and navigation capabilities.

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> The family-owned business **PearceWellwood Inc.** of Brampton, Ont. is now part of the **Menasha Corporation**, which is based in Wisconsin. Menasha made the acquisition in January. PearceWellwood will be known as **Menasha Packaging Company LLC**. PearceWellwood designs and manufactures corrugated displays for the retail industry and

offers fulfillment and distribution services.

> St. Paul, Minn.-based **3M Food Safety** says two of its 3M Molecular Detection Assays, *Listeria monocytogenes* and *Listeria* species, have been approved for First Action Official Method of Analysis distinction by AOAC International. The company says the 3M Molecular Detection System was first

introduced in 2011, and is based on unique isothermal DNA amplification and bioluminescence detection technologies. The rapid, qualitative technology is applied to enriched food as well as food process environmental samples. It is designed around modern-day food processors' needs for a real-time pathogen detection approach that's faster and simpler while also more accurate.

> Hantsport, N.S.-based **CKF Inc.**, a food packaging company, has expanded its foodservice product line with the launch of five designs of pulp clamshells under the **Earthcycle** brand. The line of hinged containers is made with compostable and recyclable pulp in Canada.

> Ann Arbor, Mich.-based **NSF International** has acquired **Erdmann Analytics**, a Germany-based laboratory specializing in analytical testing for the food, potable water, wastewater and dietary supplement industries. NSF is a global public health and safety organization that develops standards, and tests and certifies products for the food, water and dietary supplement industries.

> **SKF Canada** has recently launched the **SKF Certified Rebuilder** program for electric motor repair. Four shops have already achieved the certification: GMR Electric Motors in Saskatchewan, Les Entreprises LM in Quebec, and Continental Electric and GPR Industries both in Alberta. To earn SKF Certified status, rebuild shop employees have to meet requirements in electric motor testing, bearing mounting and dismounting, lubrication and contamination control practices. Certified shops must also meet SKF standards in all areas of motor repair and maintenance, and are regularly audited to assure compliance. All the rebuilders have access to SKF parts and support.

> Member companies of the **International Probiotics Association (IPA)**, the **Global Alliance for Probiotics** and the **Yoghurt Live Fermented Milks Association** are joining forces to create a single broad representative platform, which will be a European branch of IPA and will be called **Probiotics Association Europe (IPA Europe)**.

> New Bremen, Ohio-based **Crown Equipment Corporation**, a material handling company, has completed construction of a



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new office building at its global headquarters.

> Louisville, Ken.-based **D.D. Williamson Inc.** celebrates its 150th anniversary in 2015. D.D. Williamson is a provider of caramel and natural food colourings for food and beverage products.

> Elk Grove Village, Ill.-based **Elong Dairy Technologies** has been named one of the 101 2014 National Best and Brightest Companies to Work For, a program of the National

Association for Business Resources. Edlong provides dairy flavour technologies.

> Portland, Conn.-based **Standard-Knapp** is celebrating its 120th anniversary this year. Standard-Knapp provides case, tray and shrink packaging machinery, as well as offering support for that equipment.

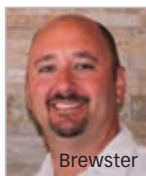
> Michigan-based **Bosch Packaging Technology** will acquire **Osgood Industries Inc.** in Florida. Osgood develops and manufac-

tures rotary and liner machinery lines.

Bosch supplies processing and packaging technology.

> **Arla Foods Ingredients** will start selling lactose ingredients through the Global Dairy Trade (GDT) online auction platform in April. More than 900,000 tonnes of dairy ingredients are traded each year on GDT, the majority in the form of milk powder. Only limited volumes of lactose are currently sold.

## PEOPLE ON THE MOVE



Brewster

> Mississauga, Ont.-based HT Griffin has appointed **Mark Brewster** as its new director, Sales & Marketing.

> Apex, N.C.-based **TIPPER Tie Inc.** has appointed **David Zonca** as its new vice-president, Global Sales, Marketing & Product Management.

> Rogers Sugar Inc. of Montreal has appointed

**John Holliday** as its new president and chief executive. Holliday will also head up Rogers' subsidiary Lantic Inc. **Edward Makin**, who previously held the position, has retired.

> The Canadian Pork Council has elected **Rick Bergmann** as its new chair. Bergmann is a hog producer from Steinbach, Man.

> **Stephen Dohm** has joined Indianapolis, Ind.-based Separators Inc. as the company's new vice-president of Operations.



Dohm

> **Lorenzo Spinelli** has stepped down as president and COO, Dairy Division (Canada) at Montreal-based Saputo Inc., replaced by **Carl Colizza**.

Colizza was senior vice-president, Strategic Business Development, Dairy Division (Canada).

> The Poultry Industry Council has elected **Edward Verkley** as its new chairman.

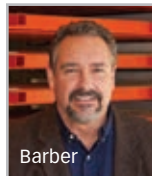
Verkley replaces **Dr. Helen Anne Hudson** of Burnbrae Farms, who finished a three-year term. **Charlie Elliott** from Masterfeeds was elected vice-chair.

> The Ontario Fruit and Vegetable Growers' Association has elected **Jason Verkaik** as its new board chair. Verkaik is a fresh vegetable grower.

> Cary, N.C.-based Bühler Aeroglide has appointed **Tom Barber** as its new vice-president of Process Engineering.

> Richvale, Calif.-based Lundberg Family Farms has appointed **Lynn Conyers** to the newly created position of Canadian Sales manager.

> Former PAC — Packaging Consortium chairman and current board member, **Bob Cockerill** of Shawk Canada, will



Barber

be retiring from the graphics industry with Shawk.

> Montreal-based KOM International Inc. has appointed **Keith Swiednicki** as its new president and CEO. KOM International offers supply chain consulting.

> Laval, Que.-based Neptune Technologies & Bioresources has appointed **Jim Hamilton** as its new president and CEO. Neptune is a biotechnology company that develops and commercializes marine-derived omega-3 polyunsaturated fatty acids.

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## COMMENTARY — What's next from the Bank of Canada?

The Bank of Canada and its governor, Stephen Poloz, got spanked by senior U.S. trade officials. Their offence was dropping interest rates, as well as what was perceived as “talking the Canadian dollar down.” The issue is that Canada, as well as other countries, is taking advantage of the oil situation to drop currencies to boost exports.

It would be tough to defend Poloz here since we have said the same thing – more than once! Besides, his defensiveness is quite enough without our help. We think he is guilty as charged, and that it's not doing Canadians any good. Theoretically, dropping interest rates does lower the currency. It certainly did the day of the surprise announcement, as well as subsequently.

In our view, it is a mistake to manipulate currencies for short run advantage. What results is at least as much uncertainty as benefit. World trade in food products soared over the past few years, while Canada's share continuously

declined. This is because there has been negative investment in buildings and equipment in this country's food industry, as well as in transportation facilities to handle larger crops. With all the export opportunities, we have disinvestment in the sector. So, is it really likely that short-term manipulation of the currency is going to correct that problem? If anything, it's likely to have the opposite impact because potential investors will fear that the dollar will rise with oil prices. Also, when will Poloz and his cronies suddenly get concerned about inflation, and turn it the other way?

Spare us the drama and give us stability. We need someone with vision to create the right atmosphere for rising investment in this sector. ●

Market Trends is prepared by Dr. Larry Martin, who offers a course on managing risk with futures and options, Canadian Food and Agri-business Management Excellence (CFAME), a management training course for food industry personnel. Contact him at [larry@agrifoodtraining.com](mailto:larry@agrifoodtraining.com) or at (519) 841-1698.

## MARKET HIGHLIGHTS

Last month essentially all the price trends were downward. Now it appears that everything hit a barrier and stopped. A few charts are turning upward, but there are no strong uptrends.

> **Grains and soybean oil** – February's USDA report held few surprises. Markets are looking for direction as weather in Brazil and Argentina, as well as import demand, command attention.

> **Corn** – USDA marginally reduced its stocks forecast for 2014/15. Use will pick up in ethanol production because of lower-priced gasoline. Also, favourable livestock economics means increased demand and U.S. exports are ahead of last year. However, there is a big crop in South America. After a new low at \$3.73, May rallied to the current \$3.95 area. We would continue to price hand to mouth and protect above major support at \$4.23.

> **Soy oil** – May made a contract low in late January at \$0.296 before rallying above a six-month support plane. Currently, it is testing that \$0.317 plane as concerns continue about big Malaysian palm and South American soybean crops. Just above major support at \$0.296 is a good place to protect.

> **Wheat** – Wheat remains weakest of the grains as prices (currently \$5.06) prepare to again test contract lows at \$4.89 on the May. There are large quantities of wheat in the world, with more expected to come. We have said for some time that we expect prices to test contract lows. They did in late January. Next time is a good place for buyers to do pricing.

> **Sugar** – Sugar continues its downward, lately because India offered export incentives for domestic producers, taking May to a new low. If that trend continues, buy hand to mouth and use the old contract low of \$0.144 as the level above which to protect.

> **Natural gas** – After making contract lows (May at 2.62 cents), futures rallied to three cents despite reports of high inventory, likely due to protracted cold in Eastern U.S. and Canada. But the underlying market situation remains bearish. Buyers can't go wrong in this price range. However, with the most recent decline, it would be fine to protect above three cents

> **Crude oil** – After the Saudi king's death, all eyes watch the country's next step on pricing and production. Currently, that is a 23.6-per-cent retracement from the contract lows below \$50,

to the current \$60 area. This is a small enough rally to merely be profit taking. The market continues to look for direction. A breakout above \$63.70 will likely signal a rally, but it is just as likely to test contract lows around \$49. Energy buyers should continue to buy hand to mouth, but protect above \$63.70.

> **Canadian dollar** – Recent movements in the loonie largely aped oil prices, but the rally is weaker. Currency traders are waiting to see what direction oil takes, as well as what direction the Bank of Canada takes in its March interest rate fixing. Technically, the recent drop to \$0.78 is very much like the drop to \$0.77 in the early 2000s, when oil prices last tumbled. So, shadowing oil prices is not surprising. The fly in this ointment is, of course, is that the Bank of Canada unexpectedly dropped interest rates in January and may do so again in March. Meanwhile, for those who are affected by this interest rate/currency uncertainty, we recommended to buy Puts when the loonie was over \$0.90. There may be another leg down, but we think now is a good time to offset those puts and take a profit. We also recommend that those who risk a rising currency buy Calls.







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adjust the filler – ensuring uniform weights and reduced giveaway. You can maximize production with an interleaver and/or stacker, as well as a high-speed shuttle conveyor to load freezer belts, oven belts and packaging machines. Start producing Vemagnificent patties yourself – contact Reiser today.



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## Safe Food Canada — The Learning Partnership

Food safety learning in Canada is fragmented and there is much duplication of effort and expense. Today, every organization develops its own employee training program. Yet the foundational elements of science, technology, practices and outcomes are common across the food sector.

The need for a national, co-ordinated food safety training model has emerged as a common theme across the food safety value chain. In response to this need, for over 18 months various food safety stakeholders have been discussing the joint development of a not-for-profit organization called Safe Food Canada — The Learning Partnership (SFC-TLP).

Consultations on a concept paper produced in June 2014 for SFC-TLP indicated strong cross-sector support for this initiative, and in August 2014 the entity was incorporated.

The board of directors will consist of 12 members and two observers from the federal and provincial governments. To date these are:

- » Dr. Ann Brackenridge, director, Food Safety, Quality and Regulatory and Research and Development, Cargill.
- » Dr. Sylvain Fournaise, vice-president, Food Safety and Technical Services, Olymel.
- » Dr. Doug Freeman, dean, Western

College of Veterinary Medicine, Saskatchewan.

- » Lone Jespersen, director, Food Safety & Strategy, Maple Leaf Foods.
- » Dr. Gisèle Lapointe, director, Department of Food Science and Nutrition, Université Laval.
- » Dr. Michael Liewen, senior vice-president, Food Safety, Quality Assurance and Regulatory Affairs, Loblaw.
- » Mr. Barry Mehr, vice-president, Food and Agriculture, Alberta Innovates Technology Futures.
- » Dr. H.J. (Tom) Thompson, president, Olds College, Alberta.
- » Dr. Michael Trevan (chair), head and professor, Department of Food Science, University of Manitoba.
- » Observers: Paul Mayers, vice-president, Policy and Programs Branch, CFIA; Jamie Curran, ADM Food Safety and Technology Sector, Alberta.

A further three nominations are being sought. Members are appointed for their knowledge of and commitment to food safety education and training, and not because they are representing a particular sector or faction. The SFC-TLP is also actively seeking members to join its Advisory Council, and is working at identifying a CEO.

SFC-TLP is actively collaborating with its U.S. counterpart, the International Food Protection Training Institute (IFPTI), to obtain feedback, evaluate ideas, share lessons learned, develop quality standards for training, and build on their experience with competency-based curriculum frameworks. This collaboration will guide the SFC-TLP toward a global approach to food safety learning, leading to programs that will:

1. Help provide safer food for Canadians and other consumers around the world

and allow for greater consumer confidence in Canadian food products;

2. Increase the number of food safety professionals and workers with the knowledge and skills needed by industry and government;
3. Build the foundation to ensure the quality of food safety education and training continuously improves;
4. Clarify career path options for food safety professionals and workers, and provide greater ease of skill transfer;
5. Support small businesses by providing no-cost or low-cost training material and tools;
6. Avoid fragmentation and duplication of training programs, reduce costs to individual businesses and offer better value for training investments;
7. Facilitate pathways for students from education to careers; and
8. Increase mobility between workers in the public sector and private sector.

With SFC-TLP in place, the entire food safety value chain will have the same understanding of food safety training requirements. Food safety workers across Canada will be trained on the basis of a common learning foundation and against a consistent set of competencies. Workers and managers in industry, and regulators, policy makers, and auditors will, in time, come to speak the same language of food safety with common understanding.

SFC-TLP plans to officially launch this spring. Anyone interested in learning more about the organization is encouraged to contact Dr. Trevan, interim chairman, at Michael.Trevan@umanitoba.ca. 🍎

Dr. R.J. (Ron) Wasik PhD, MBA, CFS, is president of RJW Consulting Canada Ltd. Contact him at [rwasik@rjwconsultingcanada.com](mailto:rwasik@rjwconsultingcanada.com)





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## Regulatory Myths — Part II

Our regulatory system is widely misunderstood by academics and the public alike. Last month we saw that the primary problem of regulatory burden is not the volume of regulations, but bad enforcement and the lack of responsiveness to changing science or to a changing social, political or economic environment. This month we look at another myth.

Myth number 2: Quantitative Risk Benefit Analysis has significantly improved regulation making.

In the past two decades economists have grown Cost Benefit Analysis (CBA) into a whole new industry. Canada formally adopted the requirement for CBA for major regulations in 1978 through the introduction of our Regulatory Impact Analysis Statement (RIAS) system. From the outset this was as much about clarity and transparency as it was about CBA because prior to the RIAS process there was no requirement for general pre-publication or for explanation or consultation. CBA has become increasingly more rigorous, with departments now hiring economists to submit detailed RIAS documents with all major regulatory packages.

While Canadian officials are more modest in their assessment of the role of CBA, stressing that it is only a guide to better decision making, economists in many other jurisdictions display no such caution. Cass Sunstein, the American academic who was Obama's regulatory guru from 2009 to 2012, describes CBA as nothing less than extraordinary in its ability to fundamentally improve

regulation making. He states categorically that he and his staff of 45 produced the "stunning achievement" (his words) of saving \$150 billion simply by forcing agencies and departments to apply CBA more rigorously in their regulation making.

There are many problems with the process of CBA and with its many claims for savings. The most obvious is that while economists seem to have no problem monetizing risks and benefits by simply making a number of assumptions, in the real world many of these calculations lack a common sense credibility. Sunstein asserts as common knowledge, for

“The problem of measuring risks and benefits is especially difficult in science-based regulation because so much science is uncertain.”

example, that the statistical value of a life is \$9 million though he admits that this number can vary by 1,000 per cent; presumably such a variation is merely a technical detail.

The problem of measuring risks and benefits is especially difficult in science-based regulation because so much science is uncertain. Indeed, the use of the term "risk" is misleading as it disguises the uncertainty underlying the policy options. Surely managing risk must at a minimum involve some notion of probability of harm, yet much of the time when I was a regulator we were just doing our best to manage deep uncertainty. For example, I remember well when risk assessors provided me with a number of complex mathematical equations with

Greek letters while admitting that none of them were actually helpful in choosing regulatory options on how to respond to the threat of mad cow disease.

Almost all nutrition science is fraught with uncertainty and changing assumptions. The RIAS to support making it a crime to label a food as "low carb" was premised on the health benefit of significantly reducing fat in our diet, an assumption now proving to be based on unreliable science. How do you measure the cost and benefit of lowering the level of salt in our diet when the nutrition experts are so divided on the science?

In my experience the CBA was used primarily to justify a decision that was the right thing to do for other reasons. The quantitative CBA provided good cover but it often undermined timely response, a cost of RIAS that deserves more attention.

In many respects, CBA is part of that bigger fallacy that you can only manage what you can measure, ignoring that in the public sector you usually can't count what really counts. It encourages managing what you can measure, not what is most important.

Good regulation making requires clear thinking and analysis weighing political, economic, environmental and social factors that can rarely be measured with enough certainty to be useful for decision making. In spite of what its practitioners claim, in my experience quantitative CBA has done little to improve the regulatory craft. 🍎

Ronald L. Doering, BA, LL.B., MA, LL.D., is a past president of the Canadian Food Inspection Agency. He is counsel in the Ottawa offices of Gowlings. Contact him at [Ronald.doering@gowlings.com](mailto:Ronald.doering@gowlings.com)





## Soya say it's healthy, eh?

In late October 2014, Health Canada published its "Proposal to Accept a Health Claim about Soy Products and Cholesterol Lowering." The draft was prepared for consultation purposes, which of itself is not out of the norm. What is particularly fascinating in this case is the science review within the article drafted by Health Canada, as well as how it is presented.

Traditionally one might expect to see drafts on Health Canada's own website. This time it was published as an open source document in the *International Food Risk Analysis Journal*, posted on the InTech website. The Health Canada article was under what is referred to as a Food Risk Analysis Communication. This is a specific section in the journal that caters to shorter food-risk analysis documents and is subject to an adapted peer review process to permit a more timely publication. Much of the peer review process is done by the various disciplines within Health Canada's Food Directorate scientific and regulatory community before papers are published. Two of the current editors-in-chief are Health Canada's Food Directorate director general Dr. Samuel Godefroy and senior science and medical advisor Dr. Sébastien La Vieille. Once published, articles are open for comment by the larger scientific and regulatory communities, for a period of anywhere between 30 and 90 days. This is paradise for scientific and regulatory nerds. It is also something that everyone involved in food compliance must become familiar with.

The use of this publishing forum for Health Canada is relatively new. There

have been articles posted in the past several years, but 2014 saw the largest number of contributions by Health Canada. Statistics on published articles, like the number of downloads, can also be viewed. In the case of the proposed soy protein and cholesterol lowering health claim proposal, there have been 280 downloads, only 86 of those from within Canada. As a forum for providing greater transparency it has a bit of



growing to do. It is, however, eloquently positioned to recruit input and interest from peers. A chief complaint is the fact that Health Canada does a poor job linking to it from within its own website. That would seem to be a larger obstacle to transparency. A comment period greater than 30 days might also be welcome, for more complex subjects.

Health Canada's health claim proposal related to soy protein and cholesterol lowering is well written, concise, to the point and well referenced. It presents opposing views, such as those of the European Food Safety Authority, and offers a rational explanation why conclusions by Health Canada differ. Concerns related to soybean trypsin inhibitors (SBTI), which have an adverse nutritional effect, are recognized by Health

Canada as a processing deficiency. Because of this Health Canada will be developing further guidance that would limit active SBTI in soybean products. The undertones of a disciplined internal peer review are evident. The format of how and where it is presented also gives the proposal a greater air of credibility. Overall, it's a refreshing alternative to the status quo.

The health claim proposal related to soy products (with associated isoflavones) and cholesterol lowering follows the format of past reviews. A primary health claim such as, "250 mL (one cup) of enriched soy beverage supplies 30 per cent of the daily amount of soy protein shown to help lower cholesterol," is proposed for products meeting the criteria established for the claim. Secondary statements such as, "Soy protein helps reduce/lower cholesterol," "High cholesterol is a risk factor for heart disease" or a combination of the two may appear in addition to a primary statement. A daily amount of 25 g is proposed. The food will also need at least six grams of soy protein (non-alcohol washed) per serving of stated size, as well as per its applicable reference amount in Schedule M — *Food and Drug Regulations* (FDR).

Perhaps it's also time to think about how protein claims are regulated in Canada. With a marketing authorization (MA), a ministerial regulation, Health Canada would be able to provide some remedy. MAs in the future may be used for health claims. Soya have to work with what you've got, at least until changes are made! 🍎

Gary Gnirss is a partner and president of Legal Suites Inc., specializing in regulatory software and services. Contact him at [president@legalsuites.com](mailto:president@legalsuites.com)

BY VALERIE WARD

**I**t's been a turbulent few years for the North American meat industry, especially beef and pork. Droughts and harsh winter temperatures have sent prices for beef cattle soaring. Meanwhile, the pork sector has been pummeled by higher feed costs, an outbreak of porcine epidemic diarrhea virus (PEDv) and a resulting jump in the price of live hogs. These events in turn put serious pressure on beef and pork processors. In fact, when Toronto's last remaining abattoir went bankrupt last year, it said it could no longer pay its bills due to the climbing cost of live animals.

It's no surprise either that the price increases have made themselves felt at the grocery checkout. According to the 2014 University of Guelph Food Price Report, meat accounted for the biggest food price rise in Canada last year — up 12.4 per cent compared with 2.8 per cent for food overall.

Poultry has had an easier ride. Consumption of chicken has risen steadily since the early 1980s, based on consumer perceptions that it's a healthier form of protein than red meat, and prices have remained comparatively low. Based on StatsCan data, the average retail price of a kilo of chicken in December 2014 was \$7.43, compared with \$13.02 for pork chops and \$18.08 for round steak.

Fortunately, there are indications that better things lie ahead for the meat industry as a whole. Consumers continue to buy the products and inventories are recovering. Canadian meat exports could reach \$5.7 billion in 2015 — \$1 billion higher than last year and a 25-per-cent increase in value on almost the same volume, says Ron Davidson, director of International Trade, Government and Media Relations for the



# MEAT

## makes a comeback

After a turbulent few years, the meat and poultry sector is poised to capture new growth opportunities





Canadian Meat Council. “There’s no reason Canada shouldn’t continue to be a leader in meat production,” he notes. “We have the feed, the land, the water and the technology.”

What’s more, consumer trends and shifting demographics are opening up new product opportunities. Consumer desire for healthy, convenient options, coupled with renewed interest in protein, is driving the growth of meat snacks. Changes in immigration patterns are fuelling demand for entirely different meats. In addition, the rise of the food movement, with its emphasis on clean labels, local provenance and specific production methods, are offering new avenues for processors to differentiate themselves.

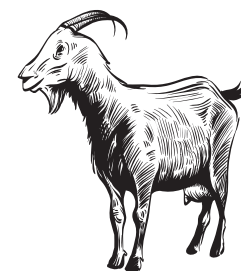
Whether it’s due to the Paleo diet craze, or to research showing that nutrient-dense foods provide more lasting energy and satiety, protein — including meat — is making a comeback.

The emergence of meat snacks and snack bars is a case in point. “We believe lean meat protein snacks will be the new power bars,” says Michelle Neilson, COO for McLean Meats in Vancouver. “High sugar snacks are being weaned out of schools throughout North America in hopes of battling obesity and diabetes rates. Soon grocery stores will follow and you’ll see more meat and other protein snacks at checkout.”

Meat snacks appeal to a younger demographic, and can range from meat jerky to bars made from humanely raised, grass-fed animals. “Consumption is highest amongst 18- to 34-year-olds, with 37 per cent of that age group eating them compared with 29 per cent overall,” says Jodie Minotto, global food and drink analyst at Mintel. “Many of these products are targeted at men, who have a much higher consumption of them than women do.”

Other meat snacks target a wider audience. For example, Maple Leaf Foods recently launched its Natural Selections Protini line, featuring chilled protein snacks in assorted roast chicken flavours, some paired with dried fruits. The company markets Protinis as complete, convenient nutrition for busy people, containing the essential amino acids required to help build muscles and provide lasting satiety.

Demand for alternative sources of protein is being driven by Canada’s changing immigration patterns, and by restaurant chefs on the lookout for ➔



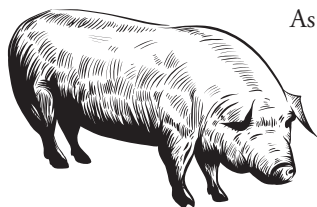
**GOAT, OR CHEVON,** IS THE MOST WIDELY EATEN RED MEAT IN THE WORLD, AND IS A KEY SOURCE OF MEAT PROTEIN IN REGIONS THAT SUPPLY MANY OF CANADA’S NEW IMMIGRANTS, SUCH AS THE MIDDLE EAST, SOUTH AND CENTRAL AMERICA, SOUTHEAST ASIA, CHINA AND THE CARIBBEAN.



“Whether it’s due to the Paleo diet craze, or to research showing that nutrient-dense foods provide more lasting energy and satiety, protein — including meat — is making a comeback.”

different tastes and textures that meats such as bison, rabbit and goat can provide. For example, goat meat consumption has risen steadily in North America for more than a decade, according to the Canadian Meat Goat Association (CMGA). In this country, the number of goats has more than doubled since 1991. Goat, or chevon, is the most widely eaten red meat in the world, and is a key source of meat protein in regions that supply many of Canada’s new immigrants, such as the Middle East, South and Central America, Southeast Asia, China and the Caribbean. Chevon is also healthy. USDA data shows it as having fewer calories, less fat and less cholesterol than beef, lamb, pork, venison or chicken.

Although goat meat is available mainly in specialty shops and farmers’ markets at the moment, there’s real potential for growth, a CMGA spokesperson says.



Large and small processors and retail chains are also making the most of rising consumer interest in how their food is produced to create a variety of “free-from” lines. McLean Meats, for example, specializes in packaged deli meats and snacks it positions as “clean and lean” (produced without preservatives, nitrites or GMOs) and sourced primarily from Canadian animals that have been raised naturally and humanely. “Many of our customers have food allergies, food sensitivities or dietary restrictions,” explains Neilson. “But another segment is looking at where and how the animals were raised. For these customers, it’s important to know that the animals have not been confined in cages or gestation crates and that they’ve been raised without antibiotics.”

Earlier this year, Finest Sausage & Meat of Kitchener, Ont. unveiled the first of a line of pork products enriched with health-promoting DHA/EPA omega-3 polyunsaturated fatty acids, as well as organic selenium, an antioxidant considered an essential trace element in the human diet. The pork is not only healthier, it tastes better, says the company’s Shannon Desborough. “We’ve done blind taste tests and it’s definitely more flavourful.” Provided through local company Willowgrove Hill, the meat is also raised without antibiotics and growth-promotants from birth to market, with the omega-3 and selenium introduced naturally through a specially formulated, patent-protected diet. Desborough estimates that the complete product line, which includes bacon, sausage and salami, will be available by early summer, in the Kitchener area to start, but with wider distribution as demand grows.

As the meat sector experiences a turnaround, companies looking to innovate have a number of opportunities to explore. With protein trending upwards, this may be the time to clearly position meat as the nutritional powerhouse that it is. “The research is there,” says Davidson. “Meat is a high-quality food and part of a balanced diet.”





## The fifth taste

Umami has only recently been accepted as a fifth taste — and it's one with many hidden talents

We've always known about four basic tastes: sweet, salty, bitter and sour. But then in the early 2000s a fifth taste emerged, one that was described as savoury and meaty and called umami.

Food scientists and experts were skeptical, and as a result umami became a controversial topic in the Western world, says professor Ole G. Mouritsen, who has researched and written extensively on umami. Mouritsen is director at the MEMPHYS-Center for Biomembrane Physics and director at the TASTEforLIFE — Danish Center for Taste at the University of Southern Denmark. He also co-wrote the book *Umami: Unlocking the Secrets of the Fifth Taste*.

Despite the recent controversy, for thousands of years umami was accepted in Asia as a distinct taste. In 1902 it was identified by Dr. Kikunae Ikeda, a Japanese scientist at the University of Tokyo, and given a name (“Umai” means delicious and “mi” means essence, inner being or taste).

Specifically, Ikeda discovered that glutamate, glutamic acid, or naturally occurring monosodium glutamate (MSG) was the chemical compound of the umami taste. He found the compound in kelp (or kombu), which is the main ingredient in dashi, a simple and savoury stock used in Japanese cooking. Then finally in 2000, says Mouritsen, scientists discovered the



Scallops with caviar on green pea purée

first glutamate taste receptors “and the physiological foundation of the umami taste sensation was clarified.” In other words, they found a link between umami and the human mouth and brain.

In one of Mouritsen's papers, *Umami flavour as a means of regulating food intake and improving nutrition and health*, he explains that Ikeda eventually took out a patent for the production of pure MSG, which could be used as an additive in food products, and established the international company Ajinomoto. Today the company produces approximately two million tonnes of MSG each year.

### The MSG controversy

As far back as the 1960s MSG was linked to certain symptoms. In his paper, Mouritsen says consumers reported numbness, tingling, flushing, muscle tightness, migraine headaches and for those with asthma breathing difficulties after consuming foods with MSG added as a flavour enhancer.

Since then, says Mouritsen, “it has become the most intensively studied food additive.” Over the decades and after numerous studies, scientists have concluded that “there is no consistent scientific evidence for any harmful effects of MSG.” In fact in Europe and in the U.S. various scientific bodies have declared MSG as safe.

Mouritsen says many types of Western foods contain naturally occurring large amounts of free MSG. The most



well-known, he writes, are Marmite, fish sauces, mature hard cheeses such as Parmesan, blue cheeses, sun-dried tomatoes, anchovy paste, soy sauce and cured ham. He adds that common Western food pairings — such as tomatoes with anchovies, vegetables with meat, eggs with bacon, and green peas with scallops — also heighten the umami sensation.

### What benefits does umami offer?

Simply put, says Mouritsen, umami makes food delicious. It's easy to formulate with. And its use means chefs and food scientists (and even home cooks) can cut down on added salt, sugar and fat without food losing any of its palatability. It could also see consumers eating more vegetables.

A more recent finding, says Mouritsen, is the glutamate receptors discovered throughout the human gastro-intestinal system. These receptors signal back to the brain when we are satisfied or satiated. This finding could see umami help in the fight against obesity by helping people control their food intake. But umami also stimulates the appetite and the release of saliva, which makes it good for mastication and digestion, something that is especially key for the elderly. In many cases, diseases they may suffer and medications they take can hinder their ability to taste, leaving them with a diminished appetite and poor health. New research is looking at how umami can stimulate their appetites and lead to improved health. 🍎



# Are you halal ready?

Understanding the Canadian  
halal grocery shopper

**F** BY DANIELLE D'AGOSTINO  
or today's time strapped consumer,  
grocery shopping is one necessity  
that cannot be compromised. The  
food purchased fuels our bodies and

nourishes our families. However, for many it can be a frustrating experience when, despite being armed with a grocery list, you can't find what you're looking for at the store. For the halal consumer it can be even more trying when looking for halal-certified food products.

The Canadian halal food market is estimated to be worth \$1 billion. It's a market that is growing in importance as Canada's Muslim population is increasing at roughly 13 per cent annually. According to a report from Thompson Reuters, the global halal food industry is estimated at \$1 trillion, and it's estimated that in the future it could account for 20 per cent of the world's food trade, providing increased opportunity for Canadian exporters.







## WHAT IS HALAL?

Halal is an Arabic word meaning “permissible” and therefore, in terms of halal food it means food that is permissible according to Islamic law.

For meat and other food items to be considered halal there are stipulations and conditions that render it halal or haram — an Arabic term meaning non-permissible or unlawful in Islam.

Muslims are taught through their sacred texts that all animals should be treated with respect and be well cared for. According to Islamic halal requirements there are certain rules that must be adhered to: Allah’s/God’s name must be said during the slaughter process; the slaughter must be conducted by a believer in the sacred texts; and they must ensure the minimum amount of vessels are severed and the animal is drained of its flowing blood before its carcass is further processed.

## WHAT IS HARAM?

Haram is another Arabic term which means impermissible or unlawful in Islam. Some factors that deem a certain product haram are: meat from pigs including all its by-products; meat of an animal that was not blessed with the name of Allah at the time of slaughter; all types of alcohol and intoxicating drugs; blood.

However, an online survey conducted by the International Food Marketing Alliance found that the majority of halal grocery shoppers believe that food companies are doing a poor job of meeting their needs for halal products.

“The Canadian food industry has yet to truly discover the opportunities and potential that lie in catering to the halal-conscious consumer,” says Imam Omar Subedar, COO of the Halal Monitoring Authority. “With 183 per cent expected growth of this consumer base by 2030, those who take the lead in tapping into the ever-growing market of halal will become the leaders of the food industry at large.”

Among the 800 halal consumers/primary grocery shoppers surveyed, it was found that food plays an important part in their lifestyle. The halal consumer is more inclined to plan their shopping, cook at home, have more sit down meals, and put more effort into entertaining and preparing for family celebrations than the general population.

Not surprisingly, halal grocery shoppers are more concerned about what is in their food as well as its source. They tend to be less price sensitive and according to another study, Muslim consumers in North America spend, on average, almost twice as much per month on meat-related purchases than any other demographic in Canada. Word of mouth and personal recommendations play a bigger role with the halal grocery shopper and interestingly, they trust branded products more than the general population.

“Food processors, manufacturers and retailers need to adapt or they’ll miss out,” says Jo-Ann McArthur, North American founder of International Food Marketing Alliance. “Given our population growth, Canada is poised to respond to this increased ↗



consumer demand and make a significant profit along the way.”

When it comes to health and nutrition, halal grocery shoppers share the same views as the general population, and while they really want to eat foods that are better for them, they think there is too much attention today on eating only healthy foods.

Of the survey respondents, just 39 per cent believed that the major grocery chains were doing a good job in meeting their needs for halal products. Notes Chris Fisher, vice-president, Multicultural Merchandising, Loblaw Companies Ltd.: “As Canada’s largest retailer, Loblaw Companies recognizes the importance of growing our multicultural food offering, and continues to work to expand the availability of authentic halal products in a number of categories in our stores.”

When it comes to labelling, most food categories are not considered halal by default, and therefore need to declare it on the label. However, the majority of halal grocery shoppers do not need packaging that has an “Islamic” look in order to be considered authentic halal. “From meat, dairy, baked goods and nutritional supplements to pharmaceuticals, personal care and cosmetics, the halal label can be found on products and menus across Canada, including Holy Crap Cereal and Paramount Fine Foods,” says Salima Jivraj, founder and editor of Halalfoodie.ca.

Last year, the Government of Canada amended the *Food and Drug Regulations* to ensure that any specific reference to a halal claim on food packaging

is accompanied by the name of the certifying body. “This assurance is a step in the right direction,” says Jivraj. “An investment in halal value-add products not only instils consumer confidence, but also presents unique crossover opportunities for mainstream consumers,” says McArthur. “Consumers are looking for natural, healthy and nutritious food. Halal products ensure that the animals have lived a natural life, in natural conditions, and have consumed a natural diet. These exacting standards of quality are similar to the demands for green and ethical production of organic food — which has now become mainstream.”

For halal-conscious consumers increased options at the grocery store can mean less time shopping and more time enjoying home prepared meals with their families and friends. ●

For a full copy of the International Food Marketing Alliance report contact Jo-Ann McArthur at (416) 949-3817 or Salima Jivraj at (647) 300-5679. Danielle D’Agostino is a freelance writer and communications consultant and can be reached at danielle.v.dagostino@gmail.com

## THE HALAL CONSUMER BY THE NUMBERS

Canada’s Muslim community is expected to triple by 2031, consequently consumer demand for halal food products is also expected to increase.

- Five per cent of the Greater Toronto Area’s population is Muslim, making Toronto the city with the highest concentration of Muslims in North America. According to Agriculture Canada’s Specialty Food Market report in March 2012, Toronto is home to 47 per cent of Canada’s Muslims. Toronto has more than 424,900 Muslims; Montréal more than 221,000; and Vancouver about 73,200 — which combined represent two-thirds of the country’s one million Muslims.

- At 28.9 years, the median age of Muslims in Canada is the youngest of all major religions. The median age for the total Canadian population is 37 years old. This Muslim community is very diverse, with 37 per cent of South Asian descent, 21 per cent of Arab descent, 14 per cent of West Indian descent, and the remaining 28 per cent made up of many other ethnicities, such as African and Chinese. Of recent immigrants to Canada, 17.4 per cent were Muslims.

- Canada’s Muslim population increased by 82 per cent over the past decade — from about 579,000 in 2001 to more than 1 million in 2011. With a notable and expanding Muslim population, Canada’s halal market is currently estimated at \$1 billion.







## Hot diggity dog!

**f**ew foods are more synonymous with the glory days of summer than hot dogs. Whether at the ballgame or the backyard barbecue, hot dogs are an easy, affordable, tasty treat. And frankly, “franks” are one of the longest-standing traditions in North American food culture. With a taste, texture, and appearance that are much the same today as they were 50 years ago, hot dogs have truly stood the test of time.

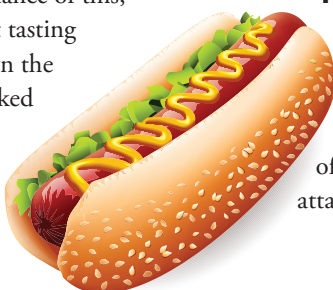
So at the depth of our long, cold winter, what better way to remind ourselves of the dog days of summer than a hot dog taste test? We wondered, in the seemingly simple, unchanging world of wieners, is there a top dog among them?

### Chowhounds

We asked 50 hot dog consumers from the Greater Toronto Area to taste test six brands of all beef wieners, three private label and three national brands. The wieners were presented in a bun, on a plastic plate labelled with a three-digit code, and served in varied order.

Prior to tasting, we asked our testers about their interest in the nutritional panel when purchasing hot dogs — 38 per cent said they always look at the nutritional panel, while 62 per cent said sometimes. And when asked to choose the nutritional fact that is most important to them, sodium was number one.

To reflect the importance of this, following each product tasting respondents were shown the sodium content and asked to rate the impact of this information on their purchase intent.



### Best in show

Among our six contenders, one dog stood apart as the “best in show,” with top scores on overall liking and flavour, and a top two box purchase intent of 64 per cent — heads and tails above our second-place finisher, which yielded only 48 per cent.

Three of our six contenders failed to achieve most of our key measures hurdles. One had a very unappetizing appearance, with a very pale colour that stood apart from the pack. All three had issues with the seasoning flavour and were perceived as too salty.

Interestingly, perceptions of saltiness did not always align with actual declared sodium levels. The wiener with the highest sodium (460 mg) was in fact perceived as the saltiest. However, the dog with the lowest sodium (280 mg) was also perceived as too salty.

Once participants were shown the declared sodium levels for each product, close to half of our tasters were more likely to purchase the lowest-sodium product, and less likely to purchase the highest-sodium product. Given that our entire group of testers claimed to sometimes or always read the nutrition label before buying, these numbers are nothing to bark at.

### Teaching an old dog new tricks

In the sensory research world, some food categories are considered “hard to impress” and hot dogs are certainly one of them. That is, it’s difficult to attain the “wow” factor with a



processed meat product, brownish in colour, and shaped like a tube. On the other hand, it is also a food icon that runs deep in our psyche — many of us have been eating them since we were little so our expectations are ingrained in us and maybe even impervious to change.

So although it may be hard to impress, it’s also very easy to disappoint, and that means that getting it right with the basics (colour, texture and flavour) is critical. But as consumers are increasingly more conscious of nutritional content, product objectives should also aim to improve numbers such as sodium. If you want to be the top dog in this category, aim for nutritional improvements without compromising the taste and textural profile we are all accustomed to and maybe you’ll just get lucky...a lucky dog that is. 🐾

For questions about this research, or how you can leverage consumer taste buds in your business, contact Dan Scholes at [info@contracttesting.com](mailto:info@contracttesting.com) or (905)-456-0783. Contract Testing Inc. is an industry leader in sensory evaluation and consumer product testing. We are the only sensory evaluation and consumer product research company with corporately managed test sites in both Canada and the U.S. With over 25 years of experience, we are innovators in testing with consumers across all major food, beverage and household and personal care categories.



# going whole hog

BY CAROL  
NESHEVICH



## Meat producers take note: Canada's culinary world is witnessing a rising trend toward nose-to-tail eating

**T**he tongue, the heart, the liver, the feet, the cheeks, even the brain — eating all these parts of the animal and more is at the heart (so to speak) of the nose-to-tail movement. As Canadians are becoming increasingly concerned with sustainability, responsible food production and knowing exactly where their food is coming from, the trend toward eating every part of the animal is clearly gaining steam.

"I think the public is more interested in and educated about where their meat comes from, and as a result, they have sort of connected the animal to its living self," says Cory Pelan, owner of The Whole Beast, an artisanal cured meat producer in Victoria, B.C. "So when people see pork on a shelf, they think of the actual pig, whereas before they just thought of it as a pork chop." As a result, it feels better for many people to know that although an animal may have been killed for that meat, at least every single part of that animal is being used to feed people, rather than having a large portion of it senselessly wasted.

And from the perspective of a producer like Pelan, using the whole animal provides a significant financial upside. "We buy our animals whole and butcher them, so there's a huge savings because we don't have to pay anyone else to butcher them," says Pelan, whose shop specializes in items like salami, chorizo, bacon, prosciutto, coppa, pepperoni and pâtés, as well as harder-to-find specialty products such as blood sausage, liverwurst, head cheese, cotechino and corned lamb or pork tongue. About 35 per cent of

his business is supplying to restaurants, cafés, grocery stores and specialty shops, while the rest is retail to consumer. The business has been in operation for three and a half years, and Pelan says he's experienced double-digit sales growth each year.

Many of The Whole Beast's customers shop there because they're interested in sustainability and ethical eating, while others are concerned with eating healthy and knowing where their food is coming from. Those consumers appreciate being able to ask Pelan about the origin of the meat, whether the animal was raised ethically, what's in the sausage, and those sorts of details. "People want to consume food that has a sustainable future. They're also concerned about what they're putting in their bodies or their kids' bodies. That's often a motivator," he says, especially when it comes to items like sausage, the contents of which have frequently been something of a mystery to many consumers in the past. "And meat is becoming a health food again now that you can source good quality, ethically raised meat."

Derek Dammann, owner and chef at popular Montreal restaurant Maison Publique, agrees that using the whole animal in creative ways can be extremely cost effective. "The price comes way down when you buy the whole animal rather than just buying, say, filet mignon," he explains. Dammann's restaurant fully embraces the nose-to-tail movement — he and his staff do all their own butchery, sourcing whole animals from local farms. He's developed strong relationships with his farmer/suppliers, and many of the staff has gotten to know the farmers as well. ➔





Photo: Piller's Fine Foods

These relationships provide another advantage when communicating the origin of the food with curious customers. “When customers say, ‘Tell us about the lamb,’ the servers can say, ‘It comes from a farm about an hour and a half away. The farmer’s a really nice guy. It’s an organic farm. He brings us maple syrup too,’” says Dammann. “So it’s a little anecdote that gets you talking to the customer, and the customer gets to find out where it comes from.”

Maison Publique will offer a variety of creative dishes that use as much of the animal as possible, but Dammann doesn’t like the idea of doing things simply for shock value. His most popular nose-to-tail-related menu items are his selection of charcuterie (dry-cured meats, sausages, pâtés, etc.). “We make all our own charcuterie, which uses everything, nothing goes to waste: the skin, the cartilage, the head...charcuterie really embraces the whole animal,” says Dammann.

Charcuterie has, in fact, already hit the mainstream. Canadian consumers are increasingly interested in ordering elaborate charcuterie platters at restaurants,

as well as offering up impressive charcuterie platters when entertaining at home. This past November, Waterloo, Ont.-based Piller’s Fine Foods launched a new line of deluxe European-inspired charcuterie meats: Piller’s Charcuterie Alpen Salami, Piller’s Charcuterie Cervelat Salami and Piller’s Charcuterie Westphalian Ham. These new products aim to give consumers a more indulgent experience than your typical deli meats, offering a “premium” quality based on Old World traditions. “The reason we decided to launch this line is because of a growing consumer interest in traditional European dry-cured meat,” says Rita Weigel, director of Marketing for Piller’s.

Weigel points out that charcuterie meat sales in general have experienced strong growth nationally in the last couple of years, and interest in charcuterie appears to be continuing to rise. From Piller’s perspective, it’s mostly about a return to Old World European tradition and a desire for “premium” eating experiences. “I think this is a popular trend right now because of that growing interest in indulgent gourmet experiences,” says Weigel, noting that consumer feedback has been excellent on the new product line so far.

As for nose-to-tail-focused restaurants, Dammann concedes that not every restaurant is able to do what he does, nor will they all want to. And at chain restaurants or hotels, it’s simply not as feasible because they typically must offer the exact same thing consistently on the menu each week. On the other hand, independent restaurants are able to alter the menu and culinary experience based on what has come in from the local farmer that week.

“It’s all about personal choice,” adds Dammann. “I choose to do this because I really enjoy it. I like making charcuterie, I like doing butchery. Some people choose to focus their energies on other things, and that’s completely fine.” But Dammann says he wouldn’t operate any other way. “We’re just trying to use that philosophy — to use everything, and not have any waste, and be respectful and responsible. You know your animals are coming from a place with good stewardship,” he explains. “It’s not a groundbreaking new thing.” ●

In its 2014 Canadian Chef’s Survey, Toronto-based Restaurants Canada found that the nose-to-tail movement is having a significant impact on the culinary world. The Top 10 Hot Trends list resulting from the survey showed that two of the 10 trends were related to nose to tail: number eight was charcuterie/house-cured meats, and number 10 was inexpensive/underused cuts of meat (for example, beef cheek, brisket, pork shoulder and skirt steak).



Photo: The Whole Beast





**THE PARTICIPANTS:** (Back row, left to right) Ryan Thulien, PwC; John Pigott, Club Coffee LP/Morrison Lamothe Inc.; Dragan Markovic, NAFTA Foods & Packaging Inc.; Mauro Fratarcangeli, PwC; Dan Magliocco, Mondelez Canada Inc.; Ilya Bahar, PwC; Herb Willer, Mill Street Brewery; Christian von Twickel, Dr. Oetker Canada Ltd.; Ratan Swami, Maple Leaf Foods. *Photography by Stephen Ferrie*

**"C**hallenges and issues in the food and beverage industry: From farm gate to dinner plate, or from fork to farm?"

At PwC, we're pleased to work with *Food in Canada* and have the opportunity to host this roundtable discussion.

We see the value of being connected to an industry where volatility keeps everyone on their toes. Emerging markets bringing increased global competition, supply chain effectiveness, food safety, sustainability, shifting consumer purchase patterns and the organic movement — to name a few hot topics — mean that leaders in the food and beverage industry are engaged with ever-changing priorities, and for continued growth must remain innovative at all times.

Innovation is a common word used in today's rapidly evolving business world. For the food and beverage industry, innovation can either mean new product development, or devel-

oping new ways to do business through the implementation of technology and strategic thinking.

This is where we can help. Our industry expertise allows us to understand business issues across the entire supply chain — from source to sale — and tailor solutions to help you realize the value you're looking for.

The importance of the consumer was a recurring theme from this year's roundtable discussion. To effectively meet the needs of the consumer, businesses must learn to adapt. From the way they consume information, to the experiences they want to have and the quality and types of products they consume, the consumer is always at the centre of the discussion.

What's more, in today's business environment, companies are challenged to be as efficient, and environmentally friendly as possible, while producing more with less. But, these →

challenges don't have to be a negative. This roundtable of industry influencers is a great arena to share ideas about how that sustainable growth might occur. The collective voice brings great strength to the industry to help it expand locally, nationally and globally.

We know you'll find this discussion informative, and hope that it will serve as a valuable perspective on the state of the food and beverage industry at the outset of 2015. Once again,

we would like to thank all our participants. At PwC we're proud to be able to facilitate this discussion. If you have any questions or would like a forum to discuss these hot topics further, please contact us — we're glad to be able to lend our support and partnership.

Mauro Fratarcangeli

PwC Partner, Co-Leader, National Food & Beverage

**MAURO FRATARCANGELI** > *To start with could everyone tell us a little about themselves and their businesses.*

**HERB WILLER** > I have a private equity business, including Mill Street Brewery in Toronto. I invested in the business at the start-up stage and have worked with the founders as the chairman of the board through to today. Although start-ups are very challenging and not my current focus, Mill St. has certainly turned out to be a success. The company has achieved significant brand leadership in the premium craft segment in Canada, very strong in Ontario and expanded successfully in Western Canada. We have also been building a very strong brewpub business in Toronto and Ottawa, and are recently in the process of expansion to Calgary. We also recently started the expansion process to the U.S. market through a U.S. distribution network.

**CHRISTIAN VON TWICKEL** > I'm from Dr. Oetker Canada, the market leader in frozen pizza today.

**JOHN PIGOTT** > We've been in the industry a long time, started in it as bakers, now a coffee roaster as well. Club Coffee LP/Morrison Lamothe is a co-manufacturer, so you don't see our name on products. CPG companies are our clients and major retailers. So we're one step back in the chain. About 60 per cent of our business is in the U.S.

**RATAN SWAMI** > I work for Maple Leaf

Foods as the vice-president, Strategy & Transformation. When I look at Maple Leaf, the pork business is global, the processed meat business is North American, but the poultry business is mainly Canadian.

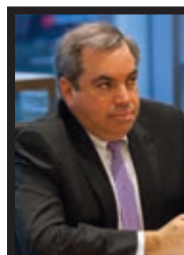
**DAN MAGLIOCCO** > I work for Mondelez Canada, makers of OREO, Cadbury, Triscuit and Trident. Maybe you don't recognize the name, but we were created two years ago after we separated the North American grocery division of Kraft Foods. The snacks division of the former Kraft Foods business became Mondelez International, which now has the entire Cadbury portfolio and all of the historical Nabisco/Christie brands. We're in 160 countries. In Canada we manufacture and market many of the global brands, in addition to many local Canadian gems like Caramilk, Maynards candy, and Peek Freans cookies.

**DRAGAN MARKOVIC** > I am co-founder and president of NAFTA Food and Packaging. NAFTA Food and Packaging is an unknown name to the marketplace, but we're the largest gingerbread house kit manufacturer in North America. We started the business in 1995 with one used candy-packaging machine. Today we operate in 160,000 sq. ft. and serve the Canadian, North America and European markets. Our breakdown is 80 per cent U.S. market, 20 per cent Canadian.

**FRATARCANGELI** > *Why don't we start talking about consumers and changing*

*consumer trends, and what pressures it's putting on your business?*

**PIGOTT** > If I could rephrase the question, I think we need to start thinking that it's not from the farm gate to the plate; it's from the fork back to the farm gate. We should be thinking from the consumer back and adjusting to what the consumer wants. Our whole Canadian agri-food strategy has been built from the farm gate out, and that's not reflecting the consumer and the consumer's needs today. We have to think as an integrated chain. But if we answer to the consumer we'll be better off.



**"** We need to start thinking that it's not from the farm gate to the plate; it's from the fork back to the farm gate. **"**

— John Pigott

**SWAMI** > I think it's important to look at the consumer and the trends. We're seeing some really interesting trends emerging. But when you look at the protein sector, you can't just look at it from the consumer's perspective. You have an animal that supports that consumer needs and you make sure that the productivity and the usage of the animal is optimized.



So when we look at innovation or when we look at our new product streams, we look at consumers and what's available, because you've got to use what is available. And that's why our business is global because what's preferred here may not be preferred in other markets. But we have to look at it from both sides. What's available to you and what the consumer needs in this market, vis-à-vis what the consumer needs in other markets so that you can balance that out.

**MAGLIOCCO** > Definitely starting from the consumer would be my orientation, but I understand Ratan's point. I think



**"It's a blend of capabilities and culture in an organization that's going to produce innovation. But I also think we need to reframe what innovation is and to what end."**

— Dan Magliocco

the bigger issue the food industry is facing, from that perspective, is one of waste. When you think about how much food gets wasted, globally, it's incredible. Think of the impact on the supply chain and the pressure we're putting on it, and it's only going to become more important as you look at the growth in emerging markets. Emerging markets are taking their protein consumptions from A to B, which are fairly astounding levels of increase as they start to develop, and these increases put incredible pressure on other commodities. To make a kilogram of beef you need nine kilograms of grain. That impacts our business because now, all of a sudden, people are eating more protein, which means the animals need more grain, which puts pressure on all the commodities around it. So, I think it's a blend of both: working back from the consumer, but at the same time we have to think holistically.

**WILLER** > Here's an example of your point. A year and a half ago we thought

we needed another product, one with broader appeal and taste profile. Our proud Canadian brewmaster wanted to support Canadian farmers and found a Western Canada group located at the 100th meridian that could supply organic ingredients for a new product, part of the Canadian food chain. So after considerable research we settled on a new product called 100th Meridian. We thought the product taste profile and packaging featuring haystacks would have resonance with consumers. It has much broader meaning because that's part of the broader food chain. And the product today, even though we've only introduced it six weeks

ago, is now a very successful craft brew product in the LCBO. We have tried to figure out how we can bring value to the Canadian food chain, and how we can differentiate ourselves in a very competitive craft beer market.

**VON TWICKEL** > From a consumer's perspective, I would say we're seeing significant change in the market for brands. We're not all branded companies here, but for those of us who are, we're facing a complete change in how consumers are approaching information about our products. And I think that's probably the core challenge we have to face. It's not TV advertising only that's getting consumers interested in our products anymore, even though it was a key driver over the past 50 years. Today, consumers can get information anywhere and they expect different kinds of information and that triggers a lot of change in the way we innovate and communicate to the market. I think that's going to impact the entire industry in the future and make

brands even more important due to their massive consumer investments.

**FRATARCANGELI** > *And, obviously, the expectation gap is going to start to increase, particularly if you don't deliver on what the consumer wants. Dragan, you have an interesting product. Is it food or is it entertainment? Is it both?*

**MARKOVIC** > Yes, it's both. We're sending our product to all departments from in-store bakery to grocery to seasonal. And inside one box you have a baked product, you have a sugar-based product, you have confectionery. And then we bring the fun entertainment to kids. The approach is to make it convenient for the consumer, as much as possible. And the product has evolved in the last 20 years — before it was kind of a home-baking activity. So we tried to make it convenient every step of the way. Now we make it completely ready-to-use.

**THULIEN** > *So maybe we can talk a little bit about the channels that people are finding most effective to tap into that voice of the consumer.*

**SWAMI** > I think increasingly digital media is obviously playing a big role. To your point, it's not just TV anymore. It's blogs. It's Facebook. It's all social media. And that's how we're going to grow. I see a bigger trend, not just from a media perspective but also from a consumer perspective. As the market matures, it's getting fragmented. Whether it's the way you communicate or whether it's the way you provide variety. If you've been to Japan, which is a very mature yet homogenous market, there are a plethora of brands, a plethora of choices for everything. Because the market has matured, there isn't enough growth. So people are now trying to create differentiation, even a marginal differentiation that leads to a little bit of pull. I see a somewhat similar trend in Canada and from two ➔

perspectives: one, the market is maturing and, two, this market is getting fragmented, unlike Japan where I think 99.3 per cent of people are Japanese. So it's fragmenting and it's modernizing as well. It's progressing. So the way you communicate with your consumer, the variety that the consumers see, everything is becoming fragmented. Now this is a much bigger problem, strategically for Canada, because our southern neighbour has 10 times the population and they can afford scale at that fragmentation. When we fragment our production base the way companies here are at an individual product level, we lose scale, whereas, the Americans, even in a fragmented market, can afford to have scale and cost advantages. That's going to be a big strategic thing to watch for Canadian food companies. And it's



“Because the market has matured, there isn't enough growth. So people are now trying to create differentiation, even a marginal differentiation that leads to a little bit of pull.”

— Ratan Swami

about the way you communicate with the consumers, the way you produce; it's the way you distribute, because even distribution channels are fragmented. So this is a major shift that's happening across the world, but I think it impacts Canada a lot more because of where we're located.

**MAGLIOCCO >** When you look at the food category in Canada, it's not growing all that much. I mean, we're talking about 1.5-per-cent growth. And when you overlay the fact that the population is growing about that much, at an aggregate level, it doesn't look like it's growing at all. However, that would be still water, and it runs deep. Underneath is where the opportunity lies. So, yes, we have a changing consumer, which is changing how we have to develop and deliver our

products. New Canadians are bringing different taste profiles to the landscape. You've got this dichotomy between aging consumers and millennials — very different in terms of what they're looking for, how they want to eat, what they want to eat, when they want it. So, it's about using the traditional ways of getting consumer insights, but I think technology has opened up the opportunity to engage one-on-one. I would say the retailers are doing a very strong job of this with their loyalty programs and I think, as a food industry, for those that are branded, if we don't reclaim some of that power in engaging with the consumer one-to-one with the brand, we'll end up in a world where you have commoditized your product. And then you're competing on price, which makes it very difficult.

So as an industry I think there's an awakening that needs to happen around how we re-invigorate some of the brands that we own and how they tap into these different consumers.

**BAHAR >** *Is the future of the Canadian food industry increasingly in specialized products? And how do we then deal with some of the agri-food businesses, which rely on commodities?*

**SWAMI >** There are four major trends from a food perspective that are very important to understand: one is convenience. Everybody's so time-pressed and cooking skills are declining. The second one is taste and indulgence. The third, which is in contradiction to the second, is health and wellness. Obesity

and weight gain is becoming such an issue. And the fourth, which is a newer trend and it's taking more and more hold in society, is environmental. So those are the four big consumer trends that we're seeing and they're not all aligned. Sometimes they can be at odds with each other. So, you've got to understand what you're battling against.

**MARKOVIC >** As you mentioned, the demand is for healthy food. And from our experience it seems that the North American market is behind Europe in this, because in Europe everybody's demanding no artificial flavours, no artificial colour. But now this trend is coming to North America.

**SWAMI >** Another trend that we're seeing is snacking. The younger generation isn't eating three proper big meals anymore. The younger generation is snacking, they're grazing. So we have, for example, a snack-size protein product. It's convenient, it's very tasty and it's healthy, bringing together those four consumer components I mentioned earlier.

**MAGLIOCCO >** With that you're able to realize higher revenue, because you're using less protein, but charging more for it. And if you think about that in the context of how people are eating, snacks and small meals are continuing to blur, and therefore we're seeing the opportunity to bring more options to front-of-store or the impulse sections, in less traditional impulse categories but in areas consumers are seeking — crackers, go-cups, etc. — and that can sustain a higher price point given where it's purchased and how it's purchased. You're tapping into consumer insights, but you're doing it in a way that's consistent with driving a more sustainable business model.

**VON TWICKEL >** That's the important point about where we have to come from. I



agree, we have to get away from beginning at the farm. I think it's really the wrong approach for the food market. We have to think growth, and growth comes from new ideas. And new ideas, I believe, can only come from strong brands that are committed to the consumer in the end. The consumer has to know the brand, and has to believe we're going to be innovative. I mean, knowing the retail landscape in this country, it's not so easy to bring innovation to the market, so you have to have the strength of a strong brand behind it. And I fully agree with the trends you were talking about. Convenience is exactly about time and knowledge. So we should be thinking in terms of product categories and brand categories. That's a different way of looking at the market and that means we have to think North American-wide for scale. And we have to stop thinking about things like supply management, which we have in this market, which contradicts the idea of innovation and getting really good, new interesting things to our consumers in a timely manner. Otherwise we won't have the same growth we could have.

**FRATARCANGELI >** *Let's talk about innovation. Is that a process or is that a mindset?*

**PIGOTT >** We've been in the food business in this country for over 100 years. And I can tell you that half our sales this year will be from products that are less than two years old. We're not a small company. We have just consistently wanted to change. There's not one product we make today that we made 25 years ago when I took over. We just have this culture of saying, "We've got to adapt or we're going to die," and because of that there's been a constant search for innovation and hunger to change. And I think that's the mindset we've got to develop in the industry. We've got to keep changing, we've got to adapt, whether it's food products, or thinking or processes or organizational innovation.

**WILLER >** The craft brewery industry is a rapidly growing industry. It's more obvious in the U.S. where the craft brewing percentage is double that in Canada. We have focused our brand building on the creation of a family of innovative products. We're always introducing something new, although constantly challenged with innovative new products and have too many products to support. And there's a constant challenge of how to manage both. The introduction of our mixed pack has been an innovation solu-



tion to provide consumers with a range of our products including selections that are unique to each seasonal offering. This allowed us to create brand testing for consumers while maintaining a manageable portfolio. And it's become one of our leading SKUs in the LCBO because once consumers see the Mill St. name on it they immediately associate it with quality and innovation. Craft consumers by their nature are appreciative of Mill St.'s constant effort to be innovative.

**PIGOTT >** Innovation is also a by-product of competition. And I think, fundamentally, in Canada, being smaller, we have to figure out ways of doing it differently and look for points of difference. So, if the Canadian industry embraces innovation as its gospel, that's where we have a long-term advantage. Mix that with our geographic advantage and the other

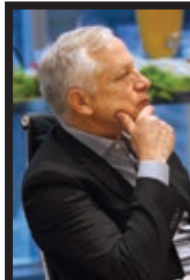
advantage we never talk about — water. Fundamentally, water's a critical ingredient in food and we're blessed in this country with significant amounts of fresh water. I think in the long term we've got to protect that in our agri-food policy, because that's not going away. But the rest of the world needs it.

**SWAMI >** It's not just the water, it's a pristine environment, cleanliness, state-of-the-art technologies, very high level of capabilities. It's a winning package. The reason that Canada has made a name for itself is a combination of all those factors. And it's very important that we recognize that. There are a few things that we have advantages in. So, for example, there's a huge trend in meat that is raised without antibiotics. Now to raise animals antibiotic-free you have to have a pristine environment, lower intensity of pathogens, cleanliness, good practices, and Canada has all that in abundance. That's one area where we have advantage over the U.S., because their animal density is so high.

**MAGLIOCCO >** I think it's a blend of capabilities and culture in an organization that's going to innovate. But I also think we need to reframe what innovation is and to what end. So you're innovating, not for the sake of innovating but to drive growth, and growth, ultimately, is to improve overall profitability in your organization. Part of it is building the brands that people love and finding ways to extend into different categories and build scale. That's something we need to strive for. But more and more I'm seeing innovation in process. Technology innovation, for example, and how you partner with your suppliers or agencies. We leverage our suppliers to drive innovation through new technologies, perhaps in terms of how they're packaged, how they're made, or in bringing new flavours, whatever it is. I think there's still a void in really understanding that cost to serve the different channels in Canada. It's ➔

building, but there's still a lot of room for improvement.

**PIGOTT >** I think of innovation often as doing the unthinkable. Doing the unthinkable is how we actually get this chain to work together. If we don't think of this as a full chain and learn to collaborate better



**"** I think one of the critical success factors for any business is to locate where there is a concentration of talent. **"**

— Herb Willer

in it, we're wasting our efforts. We fight each other in the chain instead of looking out and saying, "How do we use this chain effectively?" Because we actually are smaller, it's easier to communicate. And how do we link our producer or even feed companies right through to our end consumer? To me the biggest innovation this industry could ever imagine is to actually collaborate better.

**VON TWICKEL >** I do agree with you, but I think we have to approach it in a different way. We actually have to intensify competition. It's all about competition. Do away with supply management because it's shutting out competition. And it's reducing the output possibilities of the industry. We have to intensify the competition in the retail market; we're getting too few retailers out there. Both points are not good for competition, for innovation, and for growth in our industry.

**MAGLIOCCO >** I think that's a very valid point. It's that leap that we need to take, as an industry, to not fear competition because it makes you stronger. There are some structural things we need to address,

and regulation is one of them, where artificial barriers are put up with good intentions to protect the industry. But I think what it actually does is start to weaken the industry because you become more insular in your view of where growth comes from.

**WILLER >** I think one of the critical success factors for any business is to locate where there is a concentration of talent. One of the reasons why we have a core of successful Canadian companies is due to such concentration and the ability to attract and retain talent. Most success is talent-related. So from an investment point of view it's always about investing in talent.

**MAGLIOCCO >** I do think though that the industry suffers from an awareness issue with major stakeholders. There is a level of awareness that needs to be made, and that's on the hands of the food industry to



**"** We're not all branded companies here, but for those of us who are, we're facing a complete change in how consumers are approaching information about our products. **"**

— Christian von Twickel

do that, but we have to come collectively with a more holistic strategy of how we want to see the industry evolve. And then you can start to bring the relevant parties into the mix. And every stakeholder will have a different agenda — the magic is trying to weave that together. I know Food & Consumer Products of Canada has been investing quite a bit of time trying to raise that profile, and they have been making some good inroads. We're seeing some of that traction. But that's an area where I think, collectively as an industry, food and beverage needs to be doing much, much more.

**BAHAR >** *How do you view the supply chain in Canada?*

**MARKOVIC >** I don't see any major issues. You can get anywhere, any time, no problem. Every year we have to ship 600 to 700 truckloads of product across the border. We have a good supply of ingredients. Basically our approach is to buy ingredients locally.

**WILLER >** We're on a much smaller scale. Our supply chain issues are significant in the sense that we buy our ingredients and materials from all over the world, very little in Canada. The 100th Meridian initiative was to truly promote grain production in Western Canada. But we're constantly dealing with the issue of how we maintain cost-competitiveness. It's a big challenge because our scale still isn't large enough to compete with the really big players. An important key is to be in position for premium pricing structure, thereby providing quality margin for continuous

investment. Our supply chain issues also include cross-country shipping as we build our distribution networks. We mostly ship cans, not bottles, because of weight issues. And so the changing innovation of single-serve cans has changed the industry, but it's also allowed lower shipping costs.

**FRATARCANGELI >** *It's interesting — supply chain issues aren't one-size-fits-all; they're tailored to the product, where you're at in the business cycle and what the consumer really wants.* 🍎

The PwC roundtable was produced with assistance from Ahpy Bokpe and Alicia Fowlie, PwC.





## 3 keys to unlocking sustainable business growth

**I**nnovation, innovation, innovation. It is a most talked about and promoted strategic imperative for businesses. Virtually every company has it baked into their values and mission statement. Despite this, why are some organizations better than others at advancing sustained business growth? Here are three strategies employed by leading companies to unlock their growth potential.

### 1. Imbed innovation throughout your organization, to improve business performance.

A 2013 study, *Innovation: The New Imperative*, published by Australian Institute of Management (AIM) and University of Melbourne's Faculty of Business and Economics, identified nine "innovation building blocks" of companies. The building blocks that stood out as most important related to strategy and leadership, resourcing of innovation, measurement and corporate culture.

Of the organizations they compared, the business innovation leaders outperformed with profitability, cost advantages, cash flow, revenue growth, productivity, and long-term competitive advantage.

Finally, the study revealed businesses perform better when management embraces a structured, planned organization-wide approach to innovation, which leads well into our next strategy.

### 2. Think holistically to grow your business and reduce risk.

The most successful companies are



organized to think and act holistically. They are collaborating and using information and digital technology systems to better identify and solve their top challenges. They are more open to external collaboration partners, and are active in the community exploring how they can best meet impactful sustainability and business goals.

Some business teams are searching the globe to connect and create innovative solutions, such as combining multiple ingredient, product or process technologies that together can be game changers. Collaboration tools, research networks, and a greater willingness to invite others outside your organization to solve challenges help make this possible.

Brand-focused organizations are thinking holistically by considering how to make their brands more meaningful to consumers. There are several reasons for this, driven in part by a shift in consumer and society values, and the ability for consumers to speak out through social media against companies that fail to live up to certain standards. If one brand (or product) fails to live up to certain standards, it can affect the corporation as a whole.

CEOs and boards of directors are aware of this trend and how it relates to their ongoing commitment to corporate sustainability initiatives. Accordingly, they have to think about strategies that safeguard against such reputational risks. Related to this is the fact that companies must consider the effect of their innovation planning and decision making on supply chain, including availability and cost of raw materials and other resources, as well as global operations, and the related impacts on their customers.

### 3. Clearly communicate the role of innovation as a process, to achieve more.

Everyone in your company should be on board with innovation, its importance, and how they can help influence improvements to sustained business growth. One easy way to do this is to communicate innovation as a process, as well as an outcome. It will help you and your colleagues imbed it as an effective performance tool, and could encourage your colleagues to think more proactively, creatively and holistically while satisfying customers. Your definition could be something like: "To us innovation is a creative, people-driven process, which results in a new product, process, connection or positive culture and delivers a quantifiable gain."

Why not take a new approach to innovation, and start by thinking about what it means to your company. 🍎

Peter Henderson is a director on the board of the Agri-food Management Institute (AMI). He is also founder and managing director of Ideovation, a Toronto-based growth strategy services company. Contact him at [phenderson@ideovation.com](mailto:phenderson@ideovation.com)

John Mullinder



## A lasting legacy of New York's famous garbage barge, PPEC turns 25

**I**t was the garbage barge that did it. Over several months in 1987, the waste-packed Mobro 4000 chugged between U.S. ports, hoping to offload its increasingly smelly cargo. Port after port refused to accept it. Turned away by Mexico and Belize, the “most watched load of garbage” took on a life of its own, a television saga, its daily progress (or lack of progress) constantly tracked.

The Mobro 4000 morphed into a telegenic symbol of a wasteful society, and together with an OECD report that portrayed Canadians as among the worst wasters in the world, encouraged politicians to do something about waste, especially packaging waste. In true Canadian fashion, a multi-stakeholder committee was set up, and in 1990 a National Protocol proclaimed.

The Paper & Paperboard Packaging Environmental Council (PPEC) was not yet in existence, but the National Packaging Protocol certainly got the attention of its future members. The group sent a delegation to Ottawa to tell Environment Canada just what a great job the paper industry was doing in recycling.

The Ottawa meeting did not go as well as expected. Senior industry executives were stunned to discover that corrugated boxes were considered to be “public



enemy number-1.” On a weight basis, they were a key and inviting target. “But we’re a major packaging material,” the executives argued, “so of course there’s going to be a lot of it. We’re also heavier than most other packaging, so yes, we’re going to stick out. We also have a great record of paper recovery.” Nothing seemed to matter.

Somewhat chastened, the group reassembled back in Toronto to pass on the bad news. We needed a national umbrella body, they decided, that would represent all the various sectors of the industry on environmental issues. A body with one voice that would come up with practical solutions, rather than having stupid (government) ones forced upon us.

PPEC was born. This year it turns 25.

### The PPEC legacy

» PPEC created an entirely new recycling market for old boxboard in North America. In the early 1990s, most cereal, detergent and shoeboxes went straight to landfill. Working with Kellogg’s, P & G, and Lever Brothers, the council coordinated mill trials in Southern Ontario to blend this mostly 100-per-cent recycled material with other paper grades, growing the market, and encouraging its wider municipal collection. In 1990, no Canadians could recycle old boxboard. Today, virtually everyone can.



- » The council pioneered composting as a waste diversion option for used paper packaging. PPEC commissioned ground-breaking compost trials at McGill University’s farm campus at Sainte-Anne-de-Bellevue, Que. Boxes became acceptable compost! Today, P.E.I. and Nova Scotia compost more used cartons than they send for recycling.
- » PPEC was the first to apply an activity-based costing approach to residential recycling programs. Industry-funded Blue Box stewardship programs were launched in various provinces, and today underpin the current funding formulas used by the Canadian Stewardship Services Alliance (CSSA) and Éco Entreprises Québec.
- » The council has spearheaded some major reductions at source. In the early 1990s, PPEC persuaded the government-owned railways to allow the use of newly developed lightweight board for shipping by rail, reducing the amount of board used by up to 10 per cent. More recently, it persuaded Ontario’s LCBO to allow more recycled board to be used in wine and liquor packaging.
- » All PPEC-member mills are independently third-party certified to internationally recognized “chain-of-custody” standards (responsible sourcing of both virgin and recycled materials).
- » PPEC is the first packaging association in Canada, and possibly the first corrugated association in the world, to publicly call for a landfill ban on the type of packaging material that its own members produce. 🍎

John Mullinder is executive director of the Paper & Paperboard Packaging Environmental Council (PPEC). Contact him at [jmullinder@ppec-paper.com](mailto:jmullinder@ppec-paper.com)



# NOUVELLES

## L'eau des piscicultures offre des avantages surprenants

Des chercheurs de l'Université Laval de Québec ont constaté que les eaux usées des piscicultures ne contenaient pas que des déchets. En effet, ces eaux usées sont riches en éléments nutritifs et peuvent stimuler la croissance des tomates



de serre et probablement les protéger contre certains champignons pathogènes. Les tests ont révélé que la surface du feuillage, la biomasse des racines et la hauteur des plants de tomates augmentent respectivement de 31, 19 et 6 % lorsque de l'eau usée leur est ajoutée. Plus encore, les microorganismes qui pullulent dans ces eaux semblent en mesure de contrer certains champignons pathogènes qui attaquent les tomates.

Les chercheurs ont conclu que l'augmentation de la croissance des tomates et la diminution des champignons s'avèrent profitables pour les deux industries. Les eaux usées représentent l'un des problèmes environnementaux qui freinent le développement de la pisciculture au Québec, rapporte FreshPlaza.com. En fait, les chercheurs estiment que l'industrie pourrait intégrer les productions de poissons et de légumes sous un même toit ou les installer dans des bâtiments adjacents.

## Un partenariat délectable

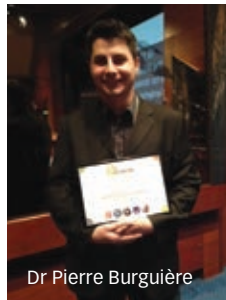
La Fédération des producteurs acéricoles du Québec (FPAQ) et le Fonds de recherche du Québec — Nature et technologies (FRQNT) ont lancé le Programme de recherche en partenariat sur la science gastronomique de l'érable — Physicochimie de la cuisine.

Doté d'une enveloppe budgétaire de 1,4 million \$ répartie sur cinq ans, le programme vise à favoriser le développement des connaissances

### ENBREF



> Pendant une semaine en février, tous les Canadiens ont oublié leurs régimes et se sont adonnés à leur amour de la poutine. Du 1 au 7 février, 120 restaurants à Montréal, Québec, Ottawa/Gatineau, Sherbrooke et Toronto ont participé à **La poutine Week**. Cette année, le troisième événement annuel a même pris une envergure mondiale, alors que des restos à New York et en Australie se sont joints à la fête. Dans le cadre de cet événement, les consommateurs pouvaient voter pour leur poutine préférée. Pour connaître les gagnants, visiter [lapoutineweek.com](http://lapoutineweek.com).



Dr Pierre Burguière

> La recherche sur les probiotiques du **Dr Pierre Burguière** a remporté le prix des affiches **Scientific Frontiers au cours de l'événement Probiota 2015**, qui s'est tenu à Amsterdam du 3 au 5 février. Le Dr Burguière est chercheur chez **Lallemand Health Solutions**. Son affiche décrivait une méthode innovatrice pour la quantification spécifique des bactéries probiotiques viables, réalisée dans une fraction du temps nécessaire avec les méthodes de culture classiques. Son approche s'avère prometteuse comme méthode complémentaire de contrôle de la qualité dans l'industrie probiotique.

> **Le ministère de l'Agriculture, des Pêcheries et de l'Alimentation** a renouvelé son soutien financier de 2,5 millions \$ au Groupe Export agroalimentaire Québec-Canada pour l'année 2014-2015. Un montant de 1 million \$ sera consacré aux entreprises souhaitant accroître leurs exportations. Le montant de 1,5 million \$ restant sera attribué à la programmation annuelle des activités du Groupe. Globalement, ce soutien financier permettra de soutenir les entreprises désirant développer de nouveaux marchés.

sur les attributs physicochimiques et sensoriels des produits de l'érable.

Le Programme comporte les huit axes de recherche suivants sur l'érable:

- » Connaissances permettant d'élaborer un système de classification des produits d'érable pour les professionnels de la gastronomie;
- » Physicochimie de la caramélisation et de la réaction de Maillard dans les sucres d'érable et dans la cuisine à l'érable;
- » Comportements comparés du saccharose pur et du sucre d'érable dans des appareils importants des arts culinaires et des techniques culinaires internationales;
- » Chimie des "accords parfaits" de l'érable en cuisine (identification, mesure, études physicochimiques, etc.);
- » Exploration et modélisation de la physicochimie du développement des saveurs d'érable et analyse des harmonies de saveur avec les ingrédients de la cuisine du monde;
- » Étude de la perception des saveurs d'érable en fonction de l'environnement des récepteurs gustatifs;
- » Limites technosanté de l'utilisation du sucre d'érable en cuisine; et
- » L'érable de la cuisine de demain. ➔

## À quelle distance les légumes se trouvent-ils?

Quand il est question d'hommes et d'habitudes alimentaires saines, leur lieu de résidence constitue un facteur déterminant. Une recherche réalisée par l'Université de Montréal a établi que les hommes consomment plus de fruits et légumes lorsqu'ils résident dans un quartier où la proportion de commerces vendant ce type d'aliments est élevée, explique Christelle Clary, responsable de l'étude et étudiante-chercheuse au département de médecine sociale et préventive.

On ne peut pas en dire autant des femmes, par contre. En effet, peu importe où elles vivent, ces dernières ont tendance à en savoir plus sur la nutrition et à consommer plus de fruits et légumes chaque jour.

L'étude a été réalisée à partir des données compilées par Statistique Canada de 2007 à 2010 sur les habitudes alimentaires de près de 50 000 Canadiens habitant à Montréal, Toronto, Ottawa (incluant Gatineau), Calgary et Vancouver. Les commerces d'alimentation de chacune de ces villes ont été cartographiés à l'aide d'une base de données. Les supermarchés, épiceries, fruiteries



et magasins d'aliments naturels ont été considérés comme une source potentielle d'aliments bons pour la santé, tandis que les dépanneurs et les restaurants rapides ont été considérés comme une source restreinte en fruits et légumes. Ces données ont ensuite été jumelées avec le code postal de chaque participant afin d'évaluer la disponibilité en fruits et légumes dans son quartier. De manière générale, les femmes ont déclaré consommer en moyenne 4,4 portions de fruits et légumes par jour, soit près d'une portion de plus que les hommes au quotidien.

## Innovation gastronomique

Six nouveaux artisans et chefs de grand talent se sont joints au groupe sélect des 100 Créatifs de l'érable du Québec. Ces derniers ont été sélectionnés — dans le cadre du programme des Créatifs de l'érable mis sur pied par les Produits d'érable du Québec — avant tout pour leur amour inconditionnel de l'érable, mais aussi pour leur capacité d'innover avec celui-ci tout au long de l'année.

Voici les six nouveaux Créatifs 2015:

**LES CLIENTS PRÉFÈRENT  
L'AIR EXEMPT D'HUILE**

Productivité Responsable

**Atlas Copco**



### Compresseurs exempts d'huile certifiés ISO 8573-1 Classe 0 pour les industries alimentaires et boissons

Une alimentation saine est la base d'une vie saine. Vos clients apprécient votre marque pour le goût et la qualité de vos produits. En tant que producteur alimentaire, vous avez le devoir de leur fournir les meilleurs produits possibles. C'est pourquoi vous optez uniquement pour un air comprimé 100 % exempt d'huile. Parce que vous savez que la qualité et les conditions sanitaires ne sont pas négociables. Atlas Copco a été la première à fournir à l'industrie agroalimentaire des solutions d'air exempt d'huile écoénergétiques et fiables et continuera toujours à perfectionner cette technologie, dans l'intérêt de protéger vos produits finaux et vos clients.

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Courriel : [compressors.canada@ca.atlascopco.com](mailto:compressors.canada@ca.atlascopco.com)





• Au Gré des Champs, une fromagerie fine offrant des produits aux arômes subtils d'érable.

• Le maître chocolatier Yves Bonneau de Bonneau chocolatier a créé de nouvelles saveurs vivifiantes en harmonisant différents produits avec le cacao, notamment le vin et l'érable.

• Chez Boulay, bistro boréal, le chef Arnaud Marchand utilise l'érable comme ingrédient dans des plats salés et sucrés.

• Gaspor, Fermes St-Canut est reconnue pour la qualité inégalée de ses produits de gastronomie porcine, inclu-

ant le jambon accompagné d'une sauce à l'érable.

• Le propriétaire de L'Amour du Pain, Michel Van Landschoot d'origine belge, pétrit le pain depuis 45 ans, dont 25 ans au Québec. Ses produits de boulangerie de haute qualité utilisent

souvent l'érable comme un sucre naturel.

• Toque et Tablier est une nouvelle entreprise axée sur la créativité culinaire. Cette collaboration père-fille développe, une gamme de produits alimentaires, dont une grande variété de gâteaux aux fruits avec et sucre d'érable.

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> Pour une nouvelle expérience d'hydratation, **Zpirit Foods inc.** offre sa gamme d'eaux Zpirit naturellement

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# LE ROI DE LA TOMATE

Serres Sagami renverse le destin de l'industrie des serres au Québec

PAR MARK CARDWELL

**R**éprésentant la plus intensive forme de production végétale, les serres modernes doivent maîtriser un ensemble de nouvelles technologies afin de maximiser leur efficacité énergétique et leur production pour être concurrentielles sur le marché.

Voilà la raison pour laquelle Stéphane Roy, le nouveau “roi” de la tomate de serre du Québec (riche de son nom de prédestiné), est extrêmement confiant en sa capacité de renverser le destin des serres moribondes de la belle province. “J’aime résoudre des problèmes et je suis bon dans ça”, fait valoir le fondateur et propriétaire de Serres Sagami. “C’est est ma force”, ajoute l’entrepreneur de 50 ans.

En décembre dernier, M. Roy a acheté Serres Lacoste, un producteur de tomates de serre en affaires dans la région pittoresque de Charlevoix depuis une trentaine d’années, pour un montant non dévoilé. Le site de 3,1 hectares constitue le cinquième emplacement de production en serres au Québec du nouvel acquéreur. Lacoste avait fermé ses portes un mois plus tôt après que les propriétaires aient déposé leur bilan, à la suite de quatre mois d’exploitation sous la protection de la Loi sur la faillite et l’insolvabilité. M. Roy investit actuellement 1 million \$ dans des ➔



Stéphane Roy, le nouveau “roi” de la tomate de serre du Québec (riche de son nom de prédestiné), est extrêmement confiant en sa capacité de renverser le destin des serres moribondes de la belle province.



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modifications et des améliorations du système de chauffage et du système de croissance, entre autres mesures mises de l'avant, dans les cinq serres perchées sur un promontoire surplombant le fleuve Saint-Laurent.

En février, les serres ont pris livraison de plus de 60 000 plants de tomates cultivés dans la pépinière de l'établissement original de M. Roy à Saint-Sophie, à 45 minutes de route au nord de Montréal, dans la région des Laurentides. Aux dires de M. Roy, les plants vont commencer à fournir quelque 60 000 kg de tomates par semaine à compter d'avril. Cela va majorer la production hebdomadaire totale de la compagnie à environ 260 000 kg de tomates par semaine, ce qui va la placer sur un pied d'égalité avec sa rivale québécoise Savoura, et peut-être même la surpasser.



Ce produit est commercialisé sous la marque Sagami, et il est vendu par les grandes chaînes d'alimentation du Québec telles Provigo, Metro, Sobeys et Walmart. Depuis 2011, la compagnie commercialise également quatre variétés de tomates biologiques sous le nom Biologico. Environ 80% de cette production biologique est vendue à l'extérieur du Québec, principalement en Ontario par Loblaw's et Whole Foods, et dans le nord des États-Unis par Wakefern Food Corp. du New Jersey, la plus grande coopérative de supermarchés aux États-Unis. "Nous sommes une grande entreprise," commente M. Roy, "et nous allons continuer de grandir."



M. Roy a connu une ascension rapide et invraisemblable au sommet de l'industrie de la tomate de serre, estimé à 100 millions \$ au Québec. Machiniste de formation, il a passé ses deux premières années sur le marché du travail chez MIL Vickers à Montréal, un ancien chantier naval converti en usine de production de pièces mécanosoudées et de réacteurs nucléaires. Il a quitté à 19 ans pour fonder sa propre entreprise d'excavation spécialisée dans la région de Montréal. "Je suis un entrepreneur-né, explique M. Roy. Quand j'avais 13 ans, j'ai embauché deux gars pour faire des travaux d'entretien dans une boucherie les samedis."

Au cours des 10 années suivantes, M. Roy a construit des fondations pour tous les types d'infrastructures de niche au bénéfice d'entreprises et du gouvernement, incluant des pistes cyclables et des parcs municipaux. Il a finalement vendu son entreprise et s'est retiré, au sens propre et au sens figuré, en s'achetant une grande propriété rurale à Saint-Sophie. La principale dépendance de la propriété était ce que M. Roy appelle "une petite serre de bois" d'une superficie de 8000 mètres carrés, couvrant à peu près la même surface qu'un terrain de football canadien.

Un jour, M. Roy a tout bonnement décidé de reconstruire et relancer la production de la serre. "J'ai décidé de recommencer dans les affaires, se souvient-il. Pourquoi les tomates de serre? Eh bien, j'ai réalisé qu'il y avait beaucoup de systèmes mécaniques et de bâtiments à s'occuper, ainsi que de nombreux problèmes à résoudre, ce qui me donnait beaucoup d'occasions d'améliorer les choses."

Après avoir rénové et agrandi les serres, désormais soutenues par une structure d'acier s'étendant sur un hectare, M. Roy a fondé Serres Nouvelles Cultures, constituant et dirigeant un groupe de 17 producteurs approvisionnant les commerces à la fin des années 1990.

En 2000, la même année où il assistait à un cours intensif de quelques semaines sur la production de tomates de serre en Hollande, M. Roy achetait Serres Sagami, une entreprise de Chicoutimi également en instance de faillite. "J'ai regardé les chiffres et j'ai figuré que je pouvais la faire fonctionner, se remémore-t-il. Il y avait beaucoup d'argent qui traînait juste autour."





Avec un investissement de 1 million \$, M. Roy a changé notamment le système de chauffage pour intégrer l'eau chaude d'une fonderie d'aluminium à proximité. Le nouveau système s'est révélé un modèle d'efficacité énergétique qui a permis de réduire la consommation de gaz naturel de l'établissement de 400 000 mètres cubes par an à seulement 15 000. Il a également relevé les serres de six pieds du sol ("les plants étaient trop bas", précise-t-il) et a refait l'ingénierie des mécanismes d'ouverture du toit commandés par ordinateur pour ouvrir et fermer automatiquement les différentes sections en fonction de la température extérieure, de l'humidité intérieure et d'autres facteurs à prendre en considération. "Vous devez toujours garder à l'esprit que les plants de tomates sont comme des pompes à eau, dit M. Roy.

Vous devez ventiler votre site, sinon vous aurez de gros problèmes."

En plus de doubler la capacité des installations de Sainte-Sophie en 2004, M. Roy a converti le système de chauffage à la biomasse. En 2011, il a ajouté 1,6 hectare de serres au même endroit pour faire pousser des tomates biologiques et lancer la gamme Biologico. L'année suivante, M. Roy a acheté le complexe de serres de Savoura à Sainte-Marthe,

“ Nous sommes une grande entreprise...et nous allons continuer de grandir. ”

situé à une demi-heure au sud-ouest de Montréal, ajoutant ainsi 2,1 hectares de serres à sa production. Plus tard, il a changé la vocation de cet établissement pour desservir le marché de la tomate biologique, devenant ainsi le plus grand producteur nord-américain de tomates de serre biologiques cultivées sous un éclairage artificiel. L'année dernière, M. Roy a acheté une autre serre de 2,3 hectares à Savoura, celle-ci à proximité de sa propriété de Saint-Sophie.

L'entrepreneur dynamique croit que ces acquisitions, ajoutées à l'offre des tomates biologiques, ont permis de mieux positionner son entreprise pour répondre aux besoins et aux défis croissants des marchés canadiens et américains. Selon l'Encyclopédie canadienne, ces marchés représentent un important segment de développement de l'industrie agroalimentaire canadienne, avec une valeur de l'exploitation agricole s'élevant à quelque 2,5 milliards \$ en 2014 (cultures maraîchères : 1,2 milliard \$) et une production en serre effectuée sur une surface totale de plus de 2000 hectares. Les principales provinces productrices par hectare sont l'Ontario (1044

hectares), la Colombie-Britannique (493 hectares), le Québec (235 hectares) et l'Alberta (116 hectares).

En ce qui concerne la culture des tomates, cette dernière domine la culture des légumes de serre avec une production annuelle totalisant 210 millions kg : cinq fois plus que le légume se classant en deuxième position, le poivron avec 51 millions kg. "Nous sommes mieux outillés pour fournir nos distributeurs canadiens et américains à longueur d'année", précise M. Roy, pilote amateur qui se déplace régulièrement d'un site de production à l'autre dans son propre hélicoptère.

Stéphane Roy considère que sa dernière acquisition va contribuer à l'avantage concurrentiel de son entreprise. "Je n'avais pas vraiment l'intention d'acheter quand je me suis rendu à Charlevoix [l'automne dernier], dit-il, mais [les anciens propriétaires] en ont manifesté le désir. J'ai donc fait une offre et voilà! À la réflexion, je ne pourrais pas être plus content." ●

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The International Production & Processing Expo (IPPE) took place in Atlanta, Ga. Jan. 27 to 29. The event was sponsored by the U.S. Poultry & Egg Association, the American Feed Industry Association, and the North American Meat Institute, and drew over 1,250 exhibitors and more than 30,000 visitors from around the world. The next IPPE takes place in Atlanta Jan. 26 to 28, 2016. Here's a sample of what *Food in Canada* saw at the show.



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## Automatic cutting

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quick blade change system to change the complete cutting set in just minutes. [www.Grasselli-SSI.com](http://www.Grasselli-SSI.com)

## Perfect pump

Gator Prime from the Thomas Pump & Machinery Self Priming Pump line is engineered for economical and reliable trouble-free handling of liquids with solids. The Gator Prime model GP is available in pump sizes two inches through 12 inches, and handles solids up to three inches, while the GH model is available in three-inch sizes to six inches, and handles solids of up to one and a quarter inches. [www.thomaspump.com](http://www.thomaspump.com)

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## Advertiser index

ATLAS COPCO COMPRESSORS CANADA.....	PG. 42	JBT .....	PG. 51
DEALERS INGREDIENTS.....	PG. 11	MNP LLP .....	PG. 9
ECKERT MACHINES INC. ....	PG. 43	MONTOUR LTD.....	PG. 15
EMBALLAGES MITCHEL-LINCOLN PACKAGING.....	PG. 47	PRAXAIR CANADA .....	PG. 13
ERIEZ MAGNETICS.....	PG. 3	ROBERT REISER & CO. ....	PG. 17
ESPAR HEATING SYSTEMS .....	PG. 12	ROME LTD. ....	PG. 3
FOOD PROCESSING SUPPLIERS ASSOC. ....	PG. 19	SHAT-R-SHIELD .....	PG. 14
H & A .....	PG. 10	SILLIKER, INC. ....	PG. 6
HANDTMANN CANADA LTD.....	PG. 45, 52	WORLD TECHNOLOGY INGREDIENTS .....	PG. 2



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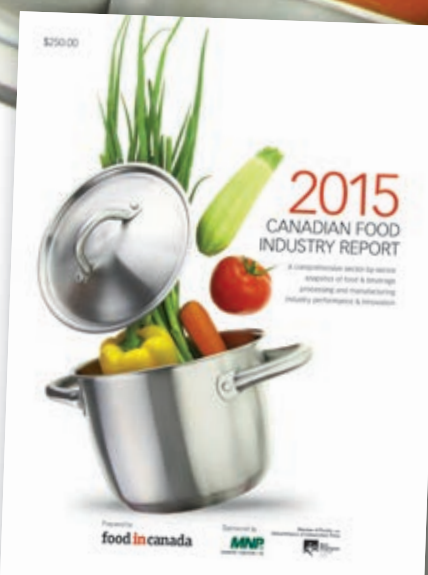
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Deanna Rosolen



*Kevin Meier, co-founder of Sangudo Custom Meats*



## Sangudo Custom Meat Packers, Sangudo, Alta.

The little shop that could. That's how Kevin Meier frames Sangudo Custom Meat Packers any time he's asked to speak about the co-operative. It's based in Sangudo, Alta., a tiny community an hour northwest of Edmonton. About seven years ago, says Meier, the town was shrinking fast. Small businesses came and went. One night, at a meeting of concerned citizens, it came out that the local meat shop was for sale. This news struck a chord, especially for Meier, who had a background in meat cutting, and to friend Jeff Senger, who owns a hobby farm. Both men knew that if the meat shop closed down it would be devastating for the town.

They devised a plan to form a co-operative. They had recently heard how a group of grain farmers in another town bought back their grain elevators, and turned the venture into a co-op and a booming

business. So why not in Sangudo?

Meier and Senger took a huge leap and quit their full-time jobs. They bought the meat shop, with its land and facility, and sold it

to the new co-op investment group.

The money they received went right back into the business. The pair paid the group a low monthly rent, but also paid the group six per cent of their total monthly profits. This part of the deal,

“The business went from a ‘real fixer upper’ to a thriving venture.”

says Meier, ensured the group a great ROI. “So with 30 members wanting their investment to do well,” says Meier, “they shopped at and promoted the company.” After four years, Meier and Senger bought the company, giving the group the mortgage.

In the meantime, the business went from a “real fixer upper” to a thriving venture. It became certified organic, so they could open their doors to local organic beef producers. They also hooked up with a local bison producer. And with the help of a grant, they designed a unique humane animal handling system.

Meier adds they now employ seven staff full time. “That’s seven families who don’t have to go elsewhere for work.

They buy groceries, gas, fix their cars in town. I like to think it gives hope to others who are thinking about starting up a new business here.”

## Q&A



**Q:** What were the first years like?

**A:** “An uphill battle. Basically whatever you saw needed repair or replacement. We cleaned the whole place. We worked until 11 p.m. at night, seven days a week that first year. We needed more staff. The first person we hired was a woman to answer phones and deal with customers. Then we hired a cleaning person. Once we had those positions filled we felt like we were on top of the world, unstoppable. We had so many ideas but they were just dreams until we had the time to carry them out.”

**Q:** What opportunities are there?

**A:** “We started out cutting for our friends and neighbours, then we started attracting resellers. We’ve also expanded to Edmonton with 11 restaurant customers. We make an incredible beef jerky. Eventually we’d like to sell mass quantities of it. It’s just a matter of packaging and marketing. Soon we’ll be selling our sausage and jerky to group fundraisers.”





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