

+ 21 ACT NOW,
SUPPLEMENT LATER

24 BIG FISH: THE
SEAFOOD REPORT

36 GOING NUTS FOR
PEANUT BUTTER

food in canada

CANADA'S FOOD & BEVERAGE PROCESSING MAGAZINE

Inside
**ACCENT
ALIMENTAIRE
SUR LE QUÉBEC**
PG.44

**SPECIAL
DELIVERY**
THE IMPORT &
EXPORT REPORT
PG.27

Sweet & **savoury**

NUTS AND SEEDS COMBINE POWERFUL
NUTRITION WITH PRODUCT VERSATILITY
PG.33

MNP
ONTARIO
REGIONAL
ROUNDTABLE
PG.37

PM # 40069240



“Our products may be healthier, but our margins aren’t.”

People who know Food & Beverage, know BDO.

The Consumer Business Practice at BDO

Food processors throughout Canada face an increasingly challenging business environment: changing consumer demands, ever-stricter regulations, and new competitors in a sector that's already over capacity. BDO's professionals offer significant industry-specific experience, providing an exceptional range of partner-led services to help you grow your business – no matter what the market conditions.

Assurance | Accounting | Tax | Advisory

www.bdo.ca/consumer-business





PUBLISHER | *Jack Meli*
(647) 823-2300
jmeli@foodincanada.com



EDITOR | *Carolyn Cooper*
(416) 442-5600 x3232
CCooper@foodincanada.com



MANAGING EDITOR | *Deanna Rosolen*
(416) 442-5600 x3234
DRosolen@foodincanada.com



ART DIRECTOR | *Melissa Crook*
(416) 442-5600 x3260
MCrook@bizinfogroup.ca



ACCOUNT MANAGER | *Daniela Piccone*
(416) 510-6773
DPiccone@foodincanada.com



PRODUCTION MANAGER | *Steve Hofmann*
(416) 510-6757
SHofmann@bizinfogroup.ca



CIRCULATION MANAGER | *Cindi Holder*
(416) 442-5600 x3544
CHolder@bizinfogroup.ca



Editorial Advisory Board: Carol Culhane, president, International Food Focus Ltd.; Gary Fread, president, Fread & Associates Ltd.; Linda Haynes, co-founder, ACE Bakery; Dennis Hicks, president, Pembertons; Larry Martin, Dr. Larry Martin and Associates; Shelley Martin, president and CEO, Nestlé Canada; Brad McKay, CEO, HFS Food Service; Susan Niczowski, president, Summer Fresh Salads; The Hon. Lyle Vanclief, former Minister of Agriculture; John Placko, culinary consultant.

Published by **BIG Magazines LP**, a division of **Glacier BIG Holdings Company Ltd.**
80 Valleybrook Drive, Toronto, ON M3B 2S9

BIG Magazines LP

President of Business Information Group | *Bruce Creighton*
Vice-President of Canadian Publishing | *Alex Papanou*
Executive Publisher | *Tim Dimopoulos*
Editorial director | *Lisa Wichmann*

Food In Canada is published 9 times per year by BIG Magazines LP, a division of Glacier BIG Holdings Company Ltd. To subscribe, renew or change your address or information, please send a fax to (416) 510-6875 or call (416) 442-5600, ext. 3552 or 1-800-387-0273.

Subscription price: CANADIAN PRICE is \$84.95 per year; \$124.95 for two years; most single issues \$15. OUTSIDE CANADA 1 year: \$159.95; Single: \$32.65.

Privacy Notice: From time to time we make our subscription list available to select companies and organizations whose product or service may interest you. If you do not wish your contact information to be made available, please contact us via one of the following methods:

Phone: 1-800-668-2374 **Fax:** 416-442-2191

E-mail: jhunter@businessinformationgroup.ca

Mail to: Privacy Officer, 80 Valleybrook Drive, Toronto, ON M3B 2S9

Publications Mail Agreement No. 40069240



PRINTED IN CANADA

We acknowledge the financial support of the Government of Canada through the Canada Periodical Fund of the Department of Canadian Heritage.

Content copyright ©2014 by BIG Magazines LP, may not be reprinted without permission.
ISSN 1188-9187 (Print) ISSN 1929-6444 (Online)



GEA Westfalia Separator
genuineparts

Delivering More than Just Our Parts

Delivering satisfaction guaranteed. That's our promise when you order parts from us. Our genuine parts assure you of a perfect fit. And our Global Logistics Network and extensive North American inventory means parts are available for delivery to your facility overnight or, in some cases, the very same day. As an added value, our staff of dedicated parts professionals provides technical service support for every part we ship.

To learn more about our replacement parts, repair or service offerings, all guaranteed, contact Klaus Brinkrode at 201-784-4335 or Klaus.Brinkrode@gea.com or visit us online at www.gea-westfalia.ca.

GEA Mechanical Equipment Canada, Inc.
GEA Westfalia Separator Canada Division

Toll-Free: 800-722-6622
24-Hour Technical Help: 800-509-9299
www.gea.com

engineering for a better world

contents



24

Big fish
How and why aquaculture in Canada should continue to expand.

features

- 27 Special delivery**
Understanding import regulations can be the difference between success and failure for Canadian distributors and retailers.
- 29 Destination due south**
As an exporter of food for U.S. market consumption, it is vitally important for you to understand FSMA.
- 31 Open for business**
With CETA comes both risk and reward.
- 33 Sweet and savoury**
Nuts and seeds combine powerful nutrition with product versatility.
- 37 Ontario regional roundtable**
Food in Canada's Ontario regional roundtable, sponsored by MNP LLP and presented in partnership with Food and Beverage Ontario, looks at "Adapting and Differentiating in an Ever-Changing Marketplace."

31



in this issue

Accent Alimentaire sur le Québec

- 44** Nouvelles
- 50** Profile d'entreprise:
La boulangerie St-Méthode



Sign up for our newsletters at
www.foodincanada.com

departments

- 6** Editorial
 - 8** News File
 - 16** Industry Partners:
Canadian Federation of Independent Grocers
 - 18** Market Trends
Market outlook and highlights from Dr. Larry Martin and Associates.
 - 20** Focus on Food Safety
Social media — ally or enemy?
 - 21** Food Law
Act now, supplement later:
New draft guidance for supplemented foods.
 - 22** Regulatory Affairs
Brewing modern standards.
 - 23** Ask the Expert
Food industry executive development program deepens managerial capacity.
 - 36** Sensory Trends
Going nuts for peanut butter.
 - 43** Packaging
Detecting volatile chemicals in packaged foods.
 - 56** Product Showcase
Post-show coverage of SupplySide West 2014 and Pack Expo 2014.
 - 58** Industry Insider
Georgetown, Ont.-based Terra Cotta Cookie Co.
- 57** AD INDEX

Lubriplate® Synthetic H-1 Lubricants



Extended Life Synthetic Lubricants For The Food Processing Industry.

Engineered from the ground up to provide unsurpassed performance in food processing plants. These high performance, 100% synthetic lubricants provide extended lube intervals, multiple application capability, lubricant inventory consolidation and improved performance. All while maintaining strict H-1 safety requirements.

Lubriplate® SynXtreme FG Series Greases Contain LUBRI-ARMOUR® to fight bacteria, listeria and mold.



SFGO Ultra Series - Multi-Purpose Fluids

- 100% Synthetic (PAO)-Based, Multi-Purpose, Fluids.
- Extremely Versatile, Recommended for Air Compressors, Hydraulic Systems, Bearings, Gearboxes and Chains.
- Available in 13 ISO viscosity grades.

SynXtreme FG Series Greases

- 100% Synthetic, Calcium Sulfonate Complex Type Greases.
- Super Multi-Purpose, Ideal for a Variety of Applications.
- Excellent Anti-Wear and Extreme Pressure Protection.
- High Temperature Stability - Effective to 450°F.

PGO-FGL Series - Gear Lubricants

- Ultra High-Performance, Advanced, Polyalkylene Glycol (PAG)-Based Gear Lubricants.
- The Ultimate Gear Lubricants for Demanding Applications.



Lubriplate® Lubricants

Newark, NJ 07105 / Toledo, OH 43605
1-800-733-4755 / E-Mail: LubeXpert@lubriplate.com
To visit us on Facebook, Twitter or LinkedIn, go to www.lubriplate.com and click on the desired icon.



Backed By:



- Plant Surveys
- Tech Support
- Lubrication Software
- Machinery Tags
- Training
- Follow-Up Oil Analysis



Looking forward to 2015

Still struggling with how to add kale or sriracha sauce to your next new launch? Well get ready to separate the novelty from the truly novel, as predictions for next year's hot food trends are already beginning to appear. It's still too early to predict what will be the shining stars of the food world in 2015, but a number of ingredients and culinary influences are already making headlines.

In terms of eating patterns, snacking continues to be the norm for most consumers. According to the Nielsen Global Survey of Snacking, which polled more than 30,000 consumers from 60 countries, 76 per cent of us snack to satisfy our hunger between meals, while 45 per cent of us regularly snack to replace a meal. Worldwide that amounts to US\$374 billion spent on snack foods between 2013 and 2014. Phil Lempert's Annual Food and Shopping Forecast notes that grazing among consumers over 65 is growing, meaning nutrient-dense snack foods with functional properties will be increasingly sought out.

While confectionery and salty snacks are still the biggest sellers when it comes to snacks, Nielsen notes that savoury and protein-based items are growing in popularity, especially when they are nutritious, portable alternatives to meals. Innova Market Insights, in its Top 10 Trends list for 2015, points out that the ever-widening search for protein sources will continue next year, as consumers and food manufacturers look beyond meat and soy to include whey, pulses, algae

and even insects. Innova also cites fruit and vegetables as being bigger players in packaged goods in 2015, to add both natural colour and flavour as well as a dose of "permissible indulgence" to food and beverages.

Culinary styles that will continue to influence product development next year include smoking (everything from tomatoes to cocktails), fermenting (in part due to the continued interest in digestive health) and craft production (think ultra-locally produced products in much smaller batches). Lempert adds that millennials are particularly enamoured with these trends, which meet their need for unique, authentic foods with a story to tell.

In terms of ingredients, the Sterling-Rice Group cites matcha, cannabis, coconut sugar, regional grains and hop-free beer (with herbs, spices and other bitter plants as substitutes) as top trends for 2015. So-called "ugly fruits and vegetables" will also make the grade next year, as retailers and consumers gradually become more educated about food waste, and choose produce for taste rather than esthetics.

Next year we'll be tackling continuing hot trends such as nose-to-tail eating, cognitive health, hydroponics, sports nutrition and fermented and cured foods. So what's on your agenda for 2015? 🍓

CCooper@foodincanada.com



Once he reduced his energy costs by 55% after installing a VFD, savings in other parts of his business went into overdrive.

Once you start seeing the benefits from our incentives for installing premium efficiency motors and VFDs, you'll want to look into making other areas of your business like lighting, refrigeration and compressed air systems more efficient too. When you do, you'll be joining organizations like Mondelēz, Weston Bakeries and Leadbetter Foods who are already enjoying the savings that our programs deliver.

Take a look at their stories and our incentives at saveonenergy.ca/food-in-canada



Chocolate, rediscovered

Lost & Found (68% cacao) chocolate bar from Vancouver, B.C.-based Gem Chocolates is made from the world's rarest cocoa beans. Called Pure Nacional, Fortunato No. 4., it was once the world's dominant fine chocolate, but was struck by disease in 1916. Almost a century later in 2007, cacao pods were discovered in Peru. Gem Chocolates has won awards for its chocolates made with Pure Nacional.



News > file

Why Peruvian cuisine is the next big food trend

Every major publication worldwide has heralded Peruvian cuisine as the new food trend. *Forbes* calls it the “It Cuisine,” while both the *Wall Street Journal* and the BBC call it the next big thing. Scan the local bookstore and you'll see books dedicated to Peruvian cuisine. Top chefs too have become enamoured of the country — Danny Meyer and Eric Ripert even made the trek to the South American nation.

Combining the indigenous Quechua ingredients with immigrant Spanish, Chinese, African, Italian and Japanese influences, Peruvian food is an eclectic mix. “Part of the reason Peru is such a culinary hot spot is because its cuisine is an incredible fusion of local abundance and global flavour,” write Manuel Villacorta and Jamie Shaw in their book *Peruvian Power Foods*.

According to La Mar Miami executive chef Diego Oka, who has worked with the renowned Gastón Acurio for more than 13 years, the five most important ingredients in Peruvian cuisine are aji (chili pepper), potatoes, choclo (Peruvian corn), huacatay (a culinary herb known as black mint) and limes.

With a diverse geography that spans from the Pacific Ocean to the highlands of the Andes through jungle and valleys, Peru has an impressive number of dishes that vary by region. “Peruvian cuisine as a whole does not have specific flavours,



but rather each region in Peru has its own characteristics — the north, south, coast, Andes and Amazon. For example, in the Amazon we have and are still finding new fruits to flavour our dishes. On the coast from north to south we have amazing seafood, and in the Andes there are filling potato stews,” says Oka.

Some of the most famous dishes include Ceviche, fresh fish mixed with fresh lime juice, red onions, aji pepper and cilantro; Causa cangrejo, chilled mashed potatoes rolled into cylinders and topped with crab meat and huancaína sauce (spicy cream sauce); and Anticuchos, skewers of grilled, marinated meat. In addition to food, Peru is producing excellent wine alongside its staple grape brandy cousin pisco.

The enduring appeal of Peruvian cuisine remains its ability to surprise and delight. “The traditions of Peruvian food remain the same as they have always been...In recent years, many Peruvians who are proud of our food started showing our culture to the world through cooking. They were discovering ingredients that they never saw before. For a chef that's the most amazing thing, finding new flavours,” says Oka.

— *Kailash Maharaj and Shivana Maharaj*

WE ALL SCREAM HAPPY BIRTHDAY, ICE CREAM

The University of Guelph's Ice Cream Technology Course celebrates its 100th anniversary in 2014. The annual hands-on course is the only one of its kind in Canada. To mark the occasion, the university is holding an industry-wide open symposium on Dec. 5, followed by a gala celebration luncheon.

Food science professor Doug Goff teaches the course, which takes place Dec. 1 to 4, and is regarded as a Canadian expert on making ice cream. He says he has 40 to 50 manufacturers, suppliers and regulators attend the course each year. Goff, whose father worked in the ice cream business, says while there's been an explosion of flavours in recent years, there's more to ice cream than just flavour. Fat content, fat structure, air content, the size of ice crystals and the ingredients used are all factors that play an important part in the process.



Product Innovations at GIC

Innovation is often the result of trying to solve a problem. The more painful and widespread the problem, the greater the chance of commercial success.

At the Grocery Innovations Canada (GIC) trade show it was about solutions for retailers and consumers. Digging deeper than the GIC Innovative Products Awards, I discovered nine new products that address a variety of consumer needs.

- Isn't it counterintuitive to drink coffee before bed? Not with **Counting Sheep Coffee**. Specially formulated to help you sleep, it's a proprietary blend of gourmet decaf with organic valerian root, known for its sedative properties. www.countingsheepcoffee.com

- **From Farm to Table Canada** is making popcorn healthier. One serving

of Popfusion contains the nutrients in a serving of fruit or vegetables. "It wasn't easy," says company founder Becky Smollett. One challenge was keeping the fat at three grams to meet school nutrition guidelines. www.fromfarmtotable.ca

- **Bluapple** helps consumers reduce fresh produce waste. Ethylene gas



absorbers retard spoilage, keeping produce fresher longer.

www.solutionethylene.ca/thebluapple.html

- Motivated by the mess and smell of collecting kitchen compost, combined with environmental consciousness, brothers Jackson and Morgan Wyatt created **The Green Lid** compostable compost bin. www.thegreenlid.ca

- Aronia berries, superfruits high in antioxidants, are promoted for their health benefits. A little **Golijska Aronia** juice goes a long way, with a recommended dosage of four tablespoons per day for medicinal purposes. www.aroniaberryinc.ca

- **Olympic Dairy** has developed Chia Balkan Style Yogurt, creating a unique texture with the added benefits of protein and fibre. www.olympicdairy.com

➔ on pg.12

www.pwc.com/ca/retail

Maximizing growth potential



The right opportunities and a clear strategy are essential to compete in today's marketplace. Our professionals can help — we have the significant food & beverage experience and services to help grow your business.

Alain Michaud
National leader, Retail and Consumer
514-205-5327
alain.michaud@ca.pwc.com

Mauro Fratarcangeli
National Food and Beverage leader
416-218-1433
mauro.fratarcangeli@ca.pwc.com

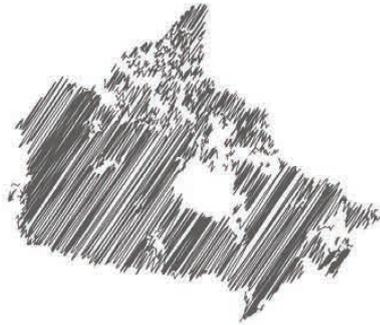
© 2014 PricewaterhouseCoopers LLP, an Ontario limited liability partnership. All rights reserved. 3837-01-03-10-2014

IDEA

800000



We use valuable tools to empower your company's business strategies.



We call it listening.

As Canada's largest temperature-sensitive supply chain provider—with fully integrated logistics service offerings covering warehousing, transportation, 4PL, 3PL and distributor services—we have the expertise and deep technical knowledge to help you improve efficiencies, minimize costs, sharpen your competitive edge and drive performance throughout the value chain. Call today: 1-800-563-COLD. We know your business.



WAREHOUSING



LTL & TL
TRANSPORTATION



TRANSPORTATION
MANAGEMENT & 4PL



3RD-PARTY
LOGISTICS (3PL)



DISTRIBUTOR
SERVICES

*Performance
Driven*

VersaCold
LOGISTICS SERVICES

versacold.com

→ from pg. 9

- **RizGlobal Foods** has launched Niagara Valley Farms Halal beef “bacon.” More tender than regular bacon, with the same satisfyingly smoky flavour. www.halalbeefstrips.com

- **Island Way Sorbet** contains 65-per-cent fruit juice and comes in a compostable natural fruit shell. www.TheSorbet.com

- **Gay Lea** has introduced non-dairy Coconut Whipped Cream, made with real coconut cream. www.gaylea.com

— Birgit Blaine

Automating ordering of perishables now a possibility

Supermarket sales of day-old sushi will fall off the table if RELEX Oy software gains a foothold here in Canada. The Helsinki, Finland-based firm has created mathematical algorithms to detect purchase patterns of perishable items. The resulting Moneyball-type statistics enable



head office purchasers to order more precise quantities of such goods to match forecasted demand. Besides boosting customer satisfaction, retailers also reduce product spoilage and off-price selling.

“Retail is about detail, nowhere more so than when you’re optimizing your fresh food supply chain,” says RELEX co-founder and MD Mikko Kärkkäinen. “Products need to be analyzed individually at an individual store and daily level. By grouping those with similar characteristics together it allows for a greater degree

Happy anniversary!

Crofters Food Ltd. is celebrating its 25th anniversary this year. The family-owned manufacturer, which is based in Parry Sound, Ont., makes nutritious organic fruit spreads with one-third less sugar than traditional preserves. The company began in 1989 with just two employees and three flavours: strawberry, raspberry and blackberry. Today there are 26 products, from apricot to pomegranate, and 40 staff members.

In other news, Crofters has released an animation video at <http://smarturl.it/COTimeForAChange>. For every view, the company is donating \$1 to the Xerces Society, an Oregon-based non-profit organization that protects wildlife through the conservation of, invertebrates including bees, and their habitat.



of automation and that in turn allows managers to focus on the exceptional, not the everyday.”

In Finland, Suomen Lähikauppa, a 670-store chain, deployed the systems to automate its fresh produce and short shelf-life items. Says the firm’s vice-president Esko Sutelainen: “Automating the most perishable lines is often regarded as so complex that people ask themselves whether they can be automated successfully. The key issue was the constant real-time visibility across the supply chain data and fast reactions to exceptions, and nowhere was that more critical than with short shelf-life products.”

That view supports the analysis of Jack Ampuja, Amherst, N.Y.-based CEO of Supply Chain Optimizers. “Until now, ordering perishable items has defied digital systems based on CPFR (collaborative planning, forecasting and replenishment) principles,” says Ampuja. “These involve sharing data — common metrics, language and trade agreements — from multiple trading partners related to planning and fulfilling customer demand. As a result, rather than ordering short-shelf life, high-margin perishables centrally, retailers have relied on the experience of individual store managers. “RELEX software replaces that “gut-feel” approach with a more reliable, data-rich computerized system.”

— Ken Mark

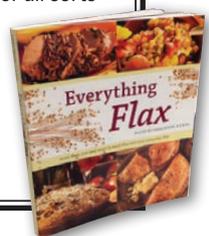
IN BRIEF



> Arthur, Ont.-based **Troll Creek Bridge Inc.** partnered with Gilda’s Club Greater Toronto to support participants in the annual Scotiabank Toronto Waterfront Marathon in October. In other news, **KIKI Maple Sweet Water** was recognized as the top new product at the 2014 Global Bottled Water Congress in Hungary. The company also recently announced a new sales agreement for Australia.

FROM OUR LIBRARY

Flax seeds offer myriad health benefits. But you need to consume them regularly in order to reap those benefits. How do you go about doing that? The Saskatchewan Flax Development Commission offers *Everything Flax — more than 100 easy ways to work flax into your everyday diet*. The culinary team behind the cookbook took into consideration culinary trends, availability of ingredients and the diverse tastes of people in communities across North America. The book includes recipes for all sorts of comfort foods and treats and appetizers. Flax is rich in alpha-linolenic acid, dietary fibre, protein and phytochemicals.



> Ontario-grown **quinoa** may soon be on the market. After four years of research, 15 farmers across the province are growing the few varieties of quinoa that research has shown have the best potential to do well in Ontario's soils and climate. Jamie Draves (*pictured*), who is president and CEO of Katan Kitchens and who spearheaded the research, is in the final stages of raising the capital needed to develop a quinoa processing facility in the province. It's expected to be up and running for the 2015 crop.



> The Hockey Hall of Fame has chosen Niagara-on-the-Lake, Ont.-based **Burnt Ship Bay Estate Winery Ltd.** as its official wine supplier.

> **Campbell Canada's Chunky Pub Inspired Soups** was a national partner of Movember Canada for the second year in a row, donating \$40,000 to the initiative.



> Vancouver, B.C.-based **DougieDog** is launching its signature butterscotch root beer into Ontario at Soda Pop Central in Whitby, Ont. →



> The **Wild Goose Vineyards** 2012 God's Mountain Riesling from the Okanagan Valley, B.C. won best of show at the annual Great Northwest Invitational Wine Competition in Hood River, Ore.

> **Summerside Seafood Supreme** in P.E.I. completed a \$600,000 modernization and equipment upgrade to its Summerside plant.

> **The Canadian Apprenticeship Forum — Forum canadien sur l'apprentissage** (CAF-FCA) has released *The Business Case for Essential Skills Training in the Skilled Trades* report. The report says employers who invested in apprentices found increased bill-out and work rates, customer retention, new process innovation and facilitation of other training.

Opportunity to expand business by adding production



TEMPERATURE CONTROL



ATMOSPHERE APPLICATION



SERVICE & SYSTEMS SUPPORT



Praxair's *ColdFront™* Triple Pass enabled our customer to automate a difficult to handle product line to ensure precise **temperature** and **portion control** prior to final product packaging."

— **Jerry Kuzyk**
Praxair sales engineer



PRAXAIR®
Making our planet more productive™

Customer Challenges:

Limited space for expansion
Product requires gentle handling to prevent damage

Praxair's Approach:

Made in Canada *ColdFront* Triple Pass freezer using liquid carbon dioxide (or nitrogen)

Results:

High quality and temperature control of delicate and wet products
High production capacity/space ratio – customized for your application

Stay cool by expanding your product line with Praxair. Grow your business with customized freezing and temperature control solutions to achieve the best product quality, yield, shelf life and improved profit margins. Contact us for a free process audit at (514) 856-7334 or visit us at

www.praxair.ca

© Copyright 2014, Praxair Technology, Inc. All Rights Reserved. Praxair, the *Flowing Airstream* design, *Making our planet more productive* and *ColdFront* are trademarks or registered trademarks of Praxair Technology, Inc. in the United States and/or other countries.

> P.E.I.-based **COWS Inc.** opened its first ice cream shop in Beijing, China. Ice cream sold at the store will be made in P.E.I. and shipped to China.

> Waterloo, Ont.-based **Martin's Family Fruit Farm** received an investment of \$713,000 from the federal government. The funding went toward adapting innovative processing equipment to slice and dehydrate fresh vegetables into chips.

> Niagara-on-the-Lake, Ont.-based **Pondview Estate Winery** brought home a gold medal from the Decanter Asia Wine Awards. The winery's 2011 Vidal Icewine was picked in a blind taste test.

> **The Daily Bread Food Bank** held its Best in Class Awards in October. The awards recognize leaders in the fight against hunger. The Partner Award winner was **Loblaw Companies Limited**; the Leader Award winner was **General Mills Canada**; and the Achiever Award winner was **Maple Lodge Farms**.

> Victoria, B.C.-based **Macaloney Brewers and Distillers** received an investment of \$2.37 million from the federal government to establish a new facility that will produce premium whiskies with just three years of aging, versus the 10 to 12 years commonly used.

> Vancouver-based **DeeBee's Organics' TeaPops** is undergoing a massive expansion since it launched in 2013. TeaPops — which



SODIUM INTAKE

Where can you find high levels of sodium? In sandwiches, says a recent report. Results from *What We Eat in America, National Health and Nutrition Examination Survey 2009-2010* found that sandwiches contribute considerable amounts of sodium to consumers' diets. The study recommends that substituting lower-sodium for higher-sodium ingredients could significantly influence sodium intakes in consumers.



are a non-GMO, organic, kosher, vegan and gluten-friendly tea-based treat — are now in 500 stores in North America. The product originally began in just one local grocer in Victoria, B.C.

> Winnipeg-based **Manitoba Harvest Hemp Foods'** co-founder and CEO Mike Fata (*pictured*) has been named the Ernst & Young 2014 Prairies Entrepreneur of the Year.



> A new pear is set to launch in the fall of 2015. **AC Harovin Sundown** pear is the first to be bred in Canada. "AC" is for Agriculture Canada and "Harovin" is the merging of Harrow, Ont. (where the pear was developed) and Vineland Research and Innovation Centre where the pear was perfected.

> **Anuga FoodTec 2015** takes place March 24 to 27, 2015 in Cologne, Germany. Anuga FoodTec covers all aspects of food production. For 2015, the fair's new slogan — "One for All — All in One" — highlights the fact that technology, devices and applications will be showcased alongside food packaging and ingredients. In 2012, the show attracted 43,000 visitors from 126 countries.

> Leamington, Ont.-based **Domino's Pizza of Canada** has partnered with the **Dairy Farmers of Canada** and has committed to using only cheese made from 100-per-cent Canadian milk on all its pizzas and other menu items.



> The **Guelph Organic Conference & Expo** takes place again in Guelph, Ont. from Jan. 29 to Feb. 1. The 2015 theme is "Organic by Design," and will explore the sectoral and structural issues animating organics. The conference, which is now in its 34th year, offers 42 workshops and attracts up to 2,000 attendees.

SUPPLIER NEWS



> Muscatine, Iowa-based **Grain Processing Corporation** (GPC) says it will expand its Maltrin maltodextrins capacity at one of its current manufacturing sites. The overall Maltrin multi-year expansion project represents a significant capital investment for GPC.

> Mississauga, Ont.-based **MasterNet Ltd.** has received FSSC 22000 Certification scheme for food safety including ISO 22000:2005, PAS 223:2011 and additional FSSC 22000 requirements. MasterNet manufactures plastic extruded netting for food packaging.

> Toronto-based **CK Ingredients** will now promote **MycoTechnology's** product

portfolio to its broad range of food and beverage manufacturers along with its foodservice clients across Canada. MycoTechnology focuses on using mushroom technology to improve the taste profiles of foods and is based in Colorado.

> Health Canada has approved Edmonton, Alta.-based **Trient Ltd.'s** EcoShield as a processing aid effective against *E. coli* O157:H7. EcoShield can be used as an antimicrobial in the production of red meat and is the first bacteriophage product approved in Canada for use against *E. coli*.

> **Tetra Pak** has launched a 100-per-cent



renewable milk carton. The carton, which will be available in 2015, is made entirely from plant-based, renewable packaging materials.

> **Sarong Machinery and Packaging Materials** has moved to a new location: 121-122, 2465 Cawthra Rd., Mississauga, Ont. The key account manager for North America is Rachel Gualtieri.

> **First Choice Ingredients** is celebrating its 20th anniversary this year. The company was founded in 1994 by president Jim Pekar.

> Cargill Inc. contributed \$2.46 million to the **Canadian Feed Research Centre** (CFRC) in North Battleford, Sask. The CFRC is a Canada Foundation for Innovation-funded research

facility that researches, develops and commercializes high-value animal feeds from low-value crops and co-products from bioprocessing and biofuels industries.

- > Cleveland, Ohio-based **Ganeden Biotech** has had its 19th peer-reviewed study published in *Anaerobe*, demonstrating the benefits of taking GanedenBC30 and prebiotics together versus taking prebiotics alone.
- > Westchester, Ill.-based **Ingredion Inc.** has acquired **Penford Corporation**, a U.S.-based specialty ingredients supplier for food and non-food applications. The cash deal is worth US\$340 million.

> **Dr. Alexander Zetzi** is joining Aurora, Ont.-based MMIS Inc. in January 2015 as Technical director.

> The Saskatoon, Sask.-based Global Institute for Food Security has named **Dr. Maurice Moloney** as its new executive director and CEO.



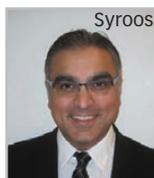
Roberts
vice-president of Sales.

> ConAgra Foods Canada has named **Ian Roberts** as its new vice-president and GM. The company has also appointed **Vince Mendes de Franca** as

PEOPLE ON THE MOVE

> VersaCold Logistics Services has appointed **Larry Bines** to vice-president of Sales and Marketing.

> Montreal-based Weigh-Pack Systems Inc. has named **Armin Syroos** as its Engineering manager.



Syroos

> **Moya Brown** is the new vice-president of Marketing for Campbell Canada.



Brown

> **Antoine Dodier** has joined Oakville, Ont.-based Loma Systems Canada, a food safety company, as country manager.

> **Richard Linley** is the new president of Niagara, Ont.-based Wine Council of Ontario, a non-profit trade association.

WE ASKED YOU...

In our latest online poll, we asked readers if their companies donated funds or products to charitable organizations. Here's what they said:

YES 60%

NO 40%

To take our next poll, visit foodincanada.com

Portable Freezing Made Easy

precision & versatility wherever you need it most

For your temperature-sensitive goods, trust the **Mobile Flex-Cool**, your cold chain solution. It offers precise controls to guarantee the right temperatures for your cargo at all times, **no matter where you are.**

To learn more, visit www.espar.com or call 1-800-387-4800.



A WORLD OF COMFORT





Consolidation and the case for a code

A code of conduct would ensure there's fair competition in the grocery sector, something that would benefit both retailers and manufacturers

By Thomas A. Barlow

There has been considerable media coverage over the drive by retail associations, such as the Canadian Federation of Independent Grocers (CFIG), to reduce the interchange fees paid by retailers every time a consumer uses their credit card at the cash register. The government of Canada is finally taking action to force a reduction in what is commonly called "swipe fees" because dominance by a few banks and the duopoly of Visa and MasterCard distorts the normal competitive rules of the marketplace by allowing billions to be extracted from retailers.

In this area, there is unanimity within the retail community that when the market that governs the payments industry is only working to the benefit of a few and to the detriment of the many, it falls to government to establish a more balanced framework.

CFIG believes there is the same compelling argument to be made with respect to the grocery industry. There is no doubt that retail consolidation is distorting the normal competitive rules of the marketplace in our industry. For example, the rapidly burgeoning practice of requesting "cost synergies" is extracting billions from suppliers.

When one party can unilaterally and retroactively change the terms of a contract, requiring a percentage cost synergy payment for no other reason than they have increased leverage from

an acquisition, then clearly it is difficult to comprehend how anyone can say the market is working as it should.

While there is no doubt that from the manufacturer perspective consolidation is having an impact on pricing and innovation, the impact on the independent retail grocer is just as significant. Let's take the ability to direct trade spend to



promotions, innovative listings and marketing, which is constrained. The "trade spend pie" does not expand with consolidation — unfortunately the pieces of the pie are simply apportioned differently.

So why should manufacturers care about fair competition? In Canada, independent retail grocers from a cumulative standpoint account for more than \$12 billion in food sales, outranking Walmart and Costco. The presence of a strong independent food retail channel is good for myriad communities across the country, to be sure, but it is also in the

“It is time we took a serious look at establishing a regulated code of conduct to govern behaviour in the marketplace that distorts the normal rules of fair competition.”

best long-term interests of the food manufacturing community and consumers.

To help maintain and indeed encourage a balanced and competitive market, it is time we took a serious look at establishing a regulated code of conduct to govern behaviour in the marketplace that distorts the normal rules of fair competition. Such an approach has been established in both the United Kingdom and Australia, where it is working to the benefit of all to enshrine certain principles of fair and reasonable conduct.

We don't need a long and exhaustive document that covers every possible circumstance that can arise in the course of doing business. But it does need to accept a few core values of fair and reasonable behaviour that all of us should be prepared to accept.

In order to better serve consumers, we need a balanced, innovative and collaborative industry. A framework by which that can be achieved is long overdue. 🍎

Thomas A. Barlow is president and CEO of the Canadian Federation of Independent Grocers (CFIG). For more information, visit www.cfg.ca, or Twitter @cfgfcei



FRESH ADVICE SERVED DAILY

Whether you are a manufacturer, distributor, retailer or investor in the food and beverage sector, today's complex marketplace demands sophisticated solutions. From the consumer's plate to the farm gate, MNP delivers the personalized consulting and tax strategies you need to create a recipe for success.

For fresh advice contact Glenn Fraser, Vice President of Food & Ag Processing at 1.877.251.2922 or glenn.fraser@mnp.ca





COMMENTARY — Is USDA over-optimistic about prices?

We note below that the grain complex has some interesting downside risk. We think it's significant. If you consider the U.S. stocks/use ratios and annual average soybean prices since 1995/96, it's clear that there is an inverse relationship between them. It's also clear that the relationship changed after 2006/07 — prices are now higher at any given stocks/use ratio. The same is also true for corn and soybeans.

The change is likely due to a declining U.S. dollar in the latter period and the increased demand by Asian countries. What's concerning is the USDA forecast for 2014/15: it's a stocks/use ratio of 12.5 per cent and a price of \$10 (admittedly with a large range). The trend line estimated would suggest prices closer to \$8.

The shortage of soymeal was nearly critical before harvest, exacerbated by strong exports and delayed harvest in October resulting in a dramatic price rise. But it can also fall dramatically. As usual there are both bullish and bearish factors in the market, but we don't believe that the price and stocks/use combination that you see here will happen. A major slide in soy can affect the whole grain complex. ●

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 or at (519) 841-1698.

MARKET HIGHLIGHTS

Grain prices rallied, crude and the Canadian dollar swooned and natural gas is essentially sideways. Grains and oilseeds, with the exception of soybean oil, rallied over the past month. Several factors contributed to this reversal: poor U.S. harvest weather, poor Brazilian planting weather, and stronger than expected exports of soybeans and corn, especially to China. These fundamental factors started a rally that was extended by trend-following speculative funds.

> **Corn** — USDA's November report reduced the production forecast marginally, when the market expected the opposite. However, it barely flinched and was unable to break through technical resistance. The projected stocks/use ratio is at 14.7 per cent compared to 9.1 and 7.4 per cent in the past two years. Harvest caught up to historical levels, ethanol production dropped off with much lower margins, and South America is almost caught up on planting, but may have less in the second crop. The USDA forecasts \$3.45 and December is trading at \$3.77. Look for a setback.

> **Soy oil** — Soybean futures had the largest rally, caused by soymeal being in short supply. But soy oil is competing with a large palm oil crop. After dropping from \$0.45 in March to under \$0.32 in September, December oil flat

lined and is testing support again at the current \$0.324. This could be a good place to buy forward, but we may have one more leg down.

> **Wheat** — Chicago December wheat rallied from \$4.70 to \$5.50 in sympathy with the other grains and lately by concerns about winter weather on the winter wheat crop. Late grain harvest in the U.S. likely reduced winter wheat plantings. But export demand has been weakest for wheat and USDA projects a 30 per cent stocks/use ratio. Wheat may test contract lows again, barring major production problems somewhere in the world.

> **Sugar** — The rally on the March fizzled at \$0.17, fell back to test support at \$0.156 and is moving down to test it again. Brazilian production is high and boosted by a weak currency that provides good processing margins. Technical support is strong at \$0.156. This may be an excellent place for buyers to do some forward pricing.

> **Natural gas** — Natural gas prices broke down out of their sideways channel in November with the December contract bottoming at 3.7 cents, well below the 3.9 support plane before rallying to test resistance at 4.2 cents. Cold weather increased demand, but production is up four per cent from last year. This is a market looking for direction: A break above 4.2 cents or

another break toward 3.7 cents should signal locking in prices for the long cold winter.

> **Crude Oil** — Brent Crude's precipitous slide has now broken through \$80. The Saudis are taking dead aim at the U.S. fracking industry by increasing production and dropping prices. They are also sideswiping Russia, whose Ruble has lost about 30 per cent of its value in the slide, magnified by Western trade sanctions. The January chart shows a little sign of levelling. With support at \$76.76, this bears watching if buyers have the opportunity to lock in forward prices.

> **Canadian dollar** — The loonie is also being sideswiped by oil prices. December dropped below support at \$0.884, but then rallied back to it on unexpectedly good employment news. This is a significant chart point — the only two long-term support points below it are around \$0.85 and then the \$0.70s. Canadian Fed Chair Poloz continues "talking down" the loonie, declaring no possibility of interest rate increases for some time. We continue to suggest that those who risk a lower Canadian dollar buy Puts. If you did, watch closely around the \$0.885 area — if it is supported here, it's a good place to take profits, but if not, stay covered.





Presented by



Grant Thornton

An instinct for growth™

CALL FOR ENTRIES IS NOW OPEN

What does it take to be a Canadian food industry leader?

Tell us your story!

Food in Canada's 2015 Leadership Award program recognizes outstanding Canadian food and beverage processors which demonstrate achievement in one or more of the following categories:

GROWTH, INNOVATION, STEWARDSHIP, COMMUNITY & INDUSTRY LEADERSHIP and HEALTH & WELLNESS.

Entry Deadline: Jan. 23, 2015

Winners will be contacted in **late January 2015**.

Profiles of category winners will appear in *Food in Canada* in early February, 2015.

Go to foodincanada.com/awards for eligibility details and to nominate your company or a company that you believe deserves to be recognized in one or more of the above categories.

2014 WINNERS:

Ultima Foods – **Growth Award**

Champion Petfoods – **Innovation Award**

Nature's Path Foods – **Stewardship Award**

Lassonde Industries – **Community & Industry Leadership Award**

Stemmler's Meat & Cheese – **Health & Wellness Award**

food in canada

CANADA'S FOOD & BEVERAGE PROCESSING MAGAZINE



Social media — ally or enemy?

A decade ago, food processors could manage what they wanted consumers to believe about their company and the products it sold. Not any more. To quote Warren Buffet on how business has changed, “It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.”

The enemy

Warren Buffet’s chilling assessment of how quickly a company can bring demise upon itself today should be a wake up call for all. Most internet communication today isn’t through direct email but through social media.

Here are some statistics on the medium:

- Over four billion people access social media on mobile devices daily.
- Over two billion people use Twitter.
- Over one billion people use YouTube.
- Social media now appears to be the preferred means of communicating among those less than 40 years of age.
- There is probably more communication through social media today than all other means combined.
- Social media, as an industry, is expected to grow exponentially in the years to come.

This raises an interesting question. Whom should you fear the most: the Canadian Food Inspection Agency inspector, the third-party auditor, other auditors or the retail consumer? If you answered anything but the retail customer, you are missing today’s business reality, the paramount importance of food safety and the point of this article. If you don’t

understand why, the reason is that your company has absolutely no control over what consumers will say about your products and your company in response to any issue. Social media affords consumers the means to severely punish a company for its mistake(s). However, social media can also provide your company with many opportunities.



The ally

If a company is willing to invest the resources to research social media and engage customers there are a number of potential benefits. If you search online for “social media monitoring” you will discover more than 50 websites offering this service. Most will charge a fee for their services but a significant number of sites (Google Alerts, BackTweets, Buffer, HootSuite, Icerocket, Mention and Netvibes) either don’t charge for their services or offer free trial periods. Most of these sites offer support to users to learn how best to monitor what is said about a company, its products, its services and the industry sector. If you are not prepared to dedicate company personnel to monitor social media, there are many companies that will do this for a fee.

If you are still doubtful about the benefits of engaging in social media, here is a short list of other things social media can provide:

1. Performance metrics — Social media provides a company other means to monitor what customers are saying about food safety, product quality, new product reception, customer service, marketing effectiveness, label effectiveness, market trends and customer confidence in a brand.

2. Cultivating customers — Companies can use social media to cultivate their customer base in many ways that don’t cost money, such as providing information on how best to prepare the product and different ways the product might be used. It is far better that your company tells consumers how to prepare the product rather than some amateur on YouTube. Incidentally, research has shown that many food preparation videos on YouTube use methods that are not food-safe.

3. Crisis management — There is a high probability that an issue that could precipitate a product recall or a crisis within your company will first surface on social media. The fallout of such an event can be mitigated if your company actively monitors what’s being said, has been actively cultivating consumers on social media before such problems arise, and has prepared, in advance, responses for social media that provide accurate information on what the company is doing about the issue.

I believe that social media can provide a windfall of benefits above and beyond those listed above. Make it your company’s ally. 🍎

Dr. R.J. (Ron) Wasik PhD, MBA, CFS, is president of Delta, B.C.-based RJW Consulting Canada Ltd. Contact him at rwasik@rjwconsultingcanada.com



Act now, supplement later

New draft guidance for supplemented foods

In June 2014, Health Canada made a guidance document available for consultation entitled “Category Specific Guidance for Temporary Marketing Authorization: Beverages, Beverage Mixes and Concentrates, Powders, Bars and Confectionaries.” But don’t be fooled by the innocuous title and limited consultation (it isn’t published on Health Canada’s website); this draft guidance introduces the possibility of dramatic change to Canada’s food laws, including a new category of “supplemented foods,” with tremendous implications and opportunities for the food industry.

What is a “supplemented food?” The proposed definition is a food that has been modified or has added substances, such as vitamins, minerals, amino acids, herbals or bioactives, with the intent of providing a health benefit. This definition is broad, but it’s limited by exclusions for certain foods fortified to address a known public health issue (such as vitamin D in milk); foods making health claims relating to diseases, disorders or abnormal physical states in Schedule A of the *Food and Drugs Act*; foods targeted to children under four years or pregnant/breast-feeding women; foods regulated under Divisions 24 & 25 of the *Food and Drug Regulations* (such as meal replacements, infant foods, human milk substitutes); traditional medicines; and novel foods.

The proposed framework outlines how supplemented foods could be formulated,

sold and marketed, including maximum levels for vitamins, minerals and amino acids (based on a total of both added and naturally occurring amounts), criteria for the addition of caffeine and a prohibition on sampling to children. It also describes labelling requirements being considered, such as standard formatting for cautionary statements and directions of use, and a mandatory product identifier on principle display panels to help consumers distinguish supplemented foods from conventional foods.

Once the guidance is finalized (expected in 2015), products must meet the eligibility criteria when applying for a Temporary Marketing Authorization Letter (TMAL). Health Canada has informed industry that all existing and new TMALs (issued prior to the final guidance) will expire on Aug. 31, 2016 and as of that date products must comply with the final guidance in order to receive an extension.

A key feature of the TMAL framework is that it provides industry an opportunity to introduce new supplemented foods into the marketplace, generating in-market data needed to help inform potential regulatory changes so such products can be sold as compliant foods. While Health Canada has decided to regulate fortified products in food-like format as foods instead of NHPs, from a legal perspective, these products could meet the definition of an NHP or a food and it will take a change to regulations to transform this policy change into law.

Generating, collecting and analyzing data to inform regulatory change is a monumental task. The fortification limits outlined in the draft guidance result from a model based upon 2004 Canadian



Community Health Survey (CCHS) data and arguably conservative assumptions (for example, consumption of five supplemented foods/day). This data may not be reflective of current consumption patterns for a variety of reasons. Health Canada is seeking industry participation and input (consumption data and market research) to assess along with 2015 CCHS data. Health Canada may also consider the New Zealand marketplace, as a similar (though less conservative) regulatory framework for supplemented foods was enacted there in 2013.

Stakeholders will likely expect Health Canada, and ultimately industry, to justify the public health benefit of a change of this magnitude to Canada’s food laws. Concerns over displacement of foods, supplementation of high-energy low-nutrition foods, and over-consumption by children and teens have already been raised. While research may help address data gaps, ensuring consumers understand and follow label instructions will be a key aspect in creating a new regulatory framework that permits development of innovative new food products that provide health benefits and increase consumer choice in the marketplace. 🍓

Laura Gomez and Katrina Coughlin practise regulatory law at the Ottawa offices of Gowlings. Contact them at Laura.Gomez@gowlings.com and Katrina.Coughlin@gowlings.com. Ron Doering will return next month.

Gary Gnirss



Brewing Modern Food Standards

When speaking of regulatory modernization it is hard to avoid the dialogue around food standards. Standards establish criteria related to the composition of food. They provide a means for consumers to be certain about the quality and value of food. For regulators they form a predictable basis for enforcement. Yet some standards have been with us well past their durable life and are in need of some refreshing, or perhaps even retirement. For example, the standard for “(naming the fruit) Flavour Naturally Fortified” in Division 10 of the *Food and Drug Regulations* (FDR) was last amended in 1964. That standard states that the flavour strength must be at least 51 per cent of the named fruit. What did “strength” mean in 1964, and does this have currency today? How will such a standard interface with the Canadian Food Inspection Agency’s (CFIA) revisions also underway on “Highlighted Ingredients and Flavours?”

Food standards exist in both federal and provincial regulations. Many of the federal regulations that prescribe standards, such as those related to meat, fish, dairy and processed fruit and vegetable products, will be repealed once the SFCA comes into full force. The CFIA, which has jurisdiction over these regulations, has quite a bit of work ahead of it to bring these into shape for the new Act. There are also more than 300 food standards alone in the FDR. And although the FDR is not slated to be repealed, it’s a focus for updating none-the-less.

When looking at the FDR it becomes somewhat obvious as to what needs updating, which is just about everything. Standards related to spices, food colours and vegetable oil are just a few. Canada has a standard in Division 9 of the FDR for olive oil, for example, but no standard for virgin or extra-virgin olive oil. Yet foods are marketed as such in Canada.

In the latter cases the CFIA would expect olive oil not only to meet the standard set out in the FDR, but also those of the International Olive Oil Council. It is perhaps a good time now to formalize these as standards.

In terms of prioritizing the updating of food standards, guess what Canada will focus on first? Beer! I am proud as a Canadian to say that my government has its priorities straight. So what is wrong with the old beer standard in Division 2 of the FDR? The current standard states that this wonderful yeast fermented infusion of malted barley or wheat with hops must be “brewed in such a manner as to possess the aroma, taste and character commonly attributed to beer.” When the original standard was made a great deal of deliberation must have occurred for our regulators at the time to know what they were talking about when speaking of “taste and aroma.” It should then also be no surprise to Canadians that the very first Division of food standard in the FDR, after that for mixed nuts in Division 1, relates to alcoholic beverages, including beer.

So why change the standard for beer? Brewers apparently want some flexibility in adding non-traditional ingredients like spices and fruit ingredients, which are currently not accommodated in the



standard. There are also some housekeeping matters, like removing the food additives listed in the standard, which is now addressed in the “Permitted Lists of Food Additives.” The standards for ale, stout, porter, and malt liquor would be repealed. You will still get your favourite brew, but that would likely be limited to four per cent

by weight of sugars. All beer as well will have to be made with barley malt, as wheat will be relegated to a “may contain” grain. With \$14 billion in the Canadian marketplace and employing more than 160,000 people, the brewing industry has brought its case before the CFIA.

Food standards are a clear area where modernization is warranted. Is the strategy that the CFIA is using going to achieve the degree of modernization that is needed, in a reasonable time frame? Might it not make more sense to take all federal food standards and put them in a compendium of food standards, then incorporate them by reference under the *Food and Drugs Act* and perhaps the SFCA? To provide reasonable flexibility, perhaps we must develop regulations that clearly provide for the use of modified common names, where a food deviates from a standard in order to meet certain nutritional, functional or culinary characteristics. Sure we can dream, but nothing goes better with regulatory modernization than a beer. 🍷

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



Food industry executive development program deepens managerial capacity

Food and agribusiness companies are finding their market environment to be increasingly complex, volatile and international, often with fewer managerial candidates who have a deep understanding of these changes. They are also often forced by competition to be lean, with little bench strength. Many find it difficult to find time to upgrade managers' training and/or to prepare them for succession, aggravated by the cost and time commitment of traditional MBA and similar university programs.

One solution is a management program that almost 200 people have completed, called Canadian Food and Agribusiness Management Excellence (CFAME).

CFAME's objective is to prepare prospective senior managers for general management in food and agribusiness: it is designed to broaden the training of people who have been on a specific professional path — such as operations, marketing or HR — so they are prepared for general management responsibilities.

To achieve its objective, CFAME is presented in modules on strategy development, strategic planning, financial management and marketing, as well as managing human resources, operations and risk, all in the context of the unfolding trends and realities of the agri-food sector. A team of hand-picked professionals who have both sound academic training and years of real world experience teach and “coach” in the program.

CFAME is taught in four intensive four-day segments across Canada, each

of which includes tours of outstanding agri-food management.

It is specifically tailored to the individual because participants develop a strategic and operating plan for their area of responsibility. As a result, an advantage is that they have the opportunity to get away from day-to-day pressures and systematically focus on the longer-term, often resulting in breakthroughs that improve productivity or marketing.

“CFAME’s objective is to prepare prospective senior managers for general management in food and agribusiness”

In fact, when asked about the program's value, one of the most frequent responses is that it encourages participants to apply the management concepts taught in the course to their individual situations: providing greater retention and superior application. The program often literally transforms how graduates perceive and perform their management function. It provides a structured and disciplined approach to strategy, planning, and implementation that many find extremely useful. But it is not so structured that they cannot adapt it to their own preferences and businesses.

A second frequently cited outcome is that participants learn from other seasoned practitioners in the agri-food sector. The course attracts people

with at least five years' experience who are in middle management and want to move up, or who are CEOs and general managers with recently expanded responsibilities. It is expressly designed to maximize interaction among participants so they can learn from each other. Many comment that this is an improvement over in-house management courses that may cover similar material, but are couched in the context of the “mother company's” way of thinking. People hear different ways of thinking about similar problems from people who have faced them. They are often surprised by how much they learn from people in different industries, and seeing that someone in a grain-based industry has problems similar to someone in a vegetable-based industry, financial services, or even a not-for-profit.

Similarly, graduates like the exposure to the entire supply chain. Participants include primary and secondary processors, retailers, financial services and associations/not for profits. For many it is their first opportunity to see, and often be amazed at, the level of scientific, engineering and managerial sophistication of others in the supply chain. This is, of course, magnified by the course tours.

A final factor cited is the development of a like-minded network — from both course participants and an ongoing alumni program that is designed by Agri-Food Management Excellence, Inc., which offers CFAME. Several agribusiness and food companies also use CFAME as integral parts of their professional development platforms. 🍎

Dr. Larry Martin is lead instructor for CFAME. For more information, contact him at DLM@explornet.com, or visit www.agrifoodtraining.com.

HOW AND WHY AQUACULTURE IN CANADA SHOULD CONTINUE TO EXPAND

*A*quaculture in Canada is big business — and if those in the industry have their way, it will be much bigger in the future. This, says the Canadian Aquaculture Industry Alliance (CAIA), will lead to more jobs, expanded economic opportunities for First Nations, rural and coastal communities across the country, and greater potential for Canada to benefit from international trade agreements.

With operations in every province and the Yukon, Canadian aquaculture is a \$2.75-billion industry. It also employs over 14,500 full-time workers, but since about 2002 sector growth has been stagnant. The time to change that is now, says Ruth Salmon, CAIA executive director. “About half of the seafood sold in Canada and worldwide is now farmed, and global demand for seafood is rising rapidly at a pace of seven to nine per cent each year,” she explains. “Demand for all Canadian aquaculture products far exceeds our current supply, so we need an answer to the question of whether Canada will meet future demand with imports, or will we reassert our leadership and grow? Key competitors such as Australia, Norway, Chile and New Zealand are growing their industries and we need to do the same, now.”

The reasons why growth has stalled in the past decade are not hard to pinpoint. Salmon says it's mostly a matter of a regulatory system that is overly complex and confusing, with lots of federal and provincial overlap. “This of course imposes undue and uncompetitive levels of burden on companies, and so you don't see the growth and investment in Canada that we have seen in other countries,” she notes. “We've



Big fish

BY TREENA HEIN

got a patchwork of statutes created decades ago to guide wild fisheries, and the solution is a robust and supportive national strategy with a new vision and concrete actions to implement much-needed reforms in legislation, regulations, policy and programs. Over 30 years of studies, committee reports and expert opinion that all recognize the need for new legislation.”

The CAIA believes clearly defining aquaculture, reaffirming federal commitment to promotion, research and enhancement of the sector, streamlining regulations and so on will lead to a moderate increase in sustainable production, which in turn will double economic activity and full-time jobs in the sector within 12 to 15 years. “According to the federal Department of Fisheries and Oceans' own estimate, with a comprehensive regulatory regime in place, Canadian aquaculture output could increase by about eight per cent within five years,” Salmon notes.



Salmon farming site in Rencontre East, Nfld.

Photos (top & bottom right): The Newfoundland Aquaculture Industry Association



Mussel site in Green Bay, Nfld.

The Maritimes and beyond

Anyone familiar with the Canadian aquaculture sector has heard of Cooke Aquaculture, established in 1985 and headquartered in Saint John, N.B. It has grown from a small operation to a fully integrated international firm with operations in all the Maritime provinces, as well as in Maine, Chile, Spain and Scotland. Cooke Aquaculture processes and sells Atlantic salmon, sea bass and sea bream, with annual sales valued at nearly \$1 billion. Vice-president of Communications Nell Halse says they have currently been developing new products such as candied salmon, building relationships with leading chefs such as Rick Moonen and supplying new customers. “Where possible, we try to implement our successful model of vertical integration,” Halse explains.

New Cooke farms in Nova Scotia are now being created to supply ➔



WITH OPERATIONS IN EVERY PROVINCE AND THE YUKON, CANADIAN AQUACULTURE IS A **\$2.75-BILLION** INDUSTRY. IT ALSO EMPLOYS OVER **14,500** FULL-TIME WORKERS.

Special delivery



Understanding import regulations can be the difference between success and failure for Canadian distributors and retailers

BY YVONNE DICK

While changes to import and export regulations may have Canadian manufacturers, distributors and retailers concerned about compliance, one controversy earlier in the year proved to be the result of existing regulations.

Earlier in the year Tony Badger was informed by the Canadian Food Inspection Agency (CFIA) that the importation of certain products containing meat and other products containing ingredients in certain proportions were not allowed in Canada. Badger, owner of Brit Foods in Edmonton, Saskatoon, Sask. and Parksville, B.C. since 1997, was told that shipments containing meat products must either be exported from Canada or destroyed by a certain date. Badger claimed he was not receiving his orders in a timely enough manner, and taking a \$20,000 loss on banned, damaged or expired goods.

At the time, the British foods importer claimed the government was unfairly targeting his business. In fact, typed letters posted throughout Badger's Edmonton location cited the enforcement of this regulation as the reason for the store's closure this spring. Now, however, Badger is back under a new name and in a new storefront, Churchill's British Imports, which opened in late October.

Regarding Badger's import issues, CFIA media liaison Rachael Burdman notes, "In Canada, the Canadian Food Inspection Agency has the responsibility ↗"



of regulating the importation of animals and animal products in order to prevent the introduction and spread of disease which could impact the health of humans and animals. In relation to the Brit Foods issue, products containing two per cent meat or more that were imported from the U.K. without the appropriate certification were placed under detention and removed from store shelves at the Brit Foods stores located in Saskatoon, Sask. and in Parksville, B.C. No other products were removed from the shelf. Further products that were ineligible for sale in Canada due to non-compliance with federal *Food and Drug Regulations* were voluntarily removed from sale by the owner.”



Canada’s current *Meat Inspection Act* states that imported meat products must be declared at the border and accompanied by an Official Meat Inspection Certificate (unless exempt, which the U.K. is not). It is CFIA’s adjudication that, “The importer did not properly declare the meat products and did not provide the CFIA with the required documentation stating that an Official Meat Inspection Certificate was issued.”

Food additives are another area of concern for those importing food into Canada. New importers may not realize it, but Canada has restrictions regarding what is a healthy food additive. These restrictions are found in Health Canada’s list of Permitted Food Additives and can include products with more than the recommended amount of vitamins, for example, or food spreads such as Marmite.

Understanding import regulations

Keith Mussar, vice-president, Regulatory Affairs Chair, Food Committee I.E.Canada, Canadian

Association of Importers and Exporters, points toward a better future for import regulations and their understanding in practical use. Mussar explains that food importers come in different designations, “There are brokers, law firms, major retailers. When it comes to importing food into Canada many companies do multiple functions.”

The Canadian Association of Importers and Exporters has a list of about 500 members involved with importing. Mussar says that through liaison efforts with IE Canada and direct contact with importer/exporters, a few issues have come up which needed clearer legislation or explanation to those in the food import business.

Mussar also points to colleges that offer import and export law classes for their business management students. Toronto’s Humber College is one of the more informed in this area, and regularly teaches the impact of regulations to prospective import/export business students, including in programs like Global Business Development. Knowing the laws, however, does not make them easier to understand or enforce.

“We are currently in the process of assisting the government of Canada (through the CFIA) in re-writing these regulations, the 2012 *Safe Food for Canadians Act*, for instance, along with others, so that in the future the finished new regulations will combine four separate acts,” says Mussar. “There will be new required licensing, and to enforce the safest practices there will be clear regulations needed.”

While current laws will remain in place until the new regulations are completely written, a glimpse at the future act appears to hold clarity for business owners and import/exporters alike. “The biggest change will be a licence, and the requirement to hold that license. Procedures to verify the company and its licence,” Mussar notes.

The new licence will cover the import/export and manufacture of food in Canada and a process to be sure that the licence holder knows the regulations, understands them, and implements them. says Mussar. “Currently there are regulations regarding the import of cheese, beef and veal — with the licensing regulations it will help all parties be aware of those limits and new regulations will be in place that reinforce the safety of food. Labelling of food will need to comply or be brought into compliance via an added label prior to sale.”

The legislation and the *Safe Food for Canadians Act* have been a seven-year process, which Mussar hopes will be finished by 2015. In the meantime, for those who are importing and selling imported food, the best way to avoid problems is by staying aware of proposed and upcoming changes. The CFIA offers a website, Forward Regulatory Plan 2014-2016, with additions and amendments that can be viewed at <http://www.inspection.gc.ca/about-the-cfia/acts-and-regulations/forward-regulatory-plan/2014-2016/eng/1361998257864> ●





Destination due south

As an exporter of food for U.S. market consumption, it is vitally important for you to understand FSMA

BY FRANK SCHREURS

Signed into law on Jan. 4, 2011, the *Food Safety Modernization Act*, or FSMA, is the most sweeping food safety legislation to be passed in the United States in more than 70 years. FSMA enables the U.S. Food and Drug Administration (FDA) to develop and implement food safety regulations that are shifting focus from reacting to food safety problems to preventing them.

The catalyst for a more robust regulatory regime for food safety arose from widely publicized outbreaks of foodborne illness that weakened consumers' faith in the U.S. food supply in recent years. For instance, evidence of *E. coli* and *Salmonella* have been found in a variety of domestic and imported foods including spices, peanut butter, cookie dough, spinach, melons, hot peppers, tomatoes and green onions. The new regulations focus on enhancing the ability of the FDA to proactively intervene and mitigate foodborne illness risks associated with both domestic and imported food.

Implementation

Rules for implementation are being reviewed and regulators are preparing to enforce the new requirements. If your organization exports food or beverages to the U.S. market, the time is now to begin your FSMA preparations. Early compliance with FSMA will help ensure there are no delays to your business or revenue stream, and will be a major market differentiator for you.

As an exporter, you will need to work closely with your import partners to ensure that you are meeting the requirements of FSMA. Your importer will be following a foreign supplier verification plan that you will need to comply with in order to do business in the U.S. In practice this requires close collaboration, and a complete agreement on how this will work and that all steps laid out in the regulation are comprehensively covered.

Beginning compliance preparation

- Familiarize yourself with the highlights of all of the proposed FSMA rules. This will help you to better understand the aspects of FSMA that will impact you as an exporter. ➔



“*Food Safety Modernization Act*, or FSMA, is the most sweeping food safety legislation to be passed in the United States in more than 70 years.”



- Know the food safety, food defence and food transportation safety protocols and be prepared to provide appropriate documentation to your importer or the FDA upon request.
- Know not only your own food safety, food defence and food transportation practices, but also that of your suppliers. The FDA will be focused on ensuring supplier approval, compliance and verification plans across the supply chain. So be ready.

FDA authority

A high degree of accountability as it relates to the safety of the food imported to the U.S. is now a requirement. Under FSMA, all importers will be required to verify that their foreign suppliers (Canadian exporters) have appropriate preventive controls in place that are documented in their written food safety plan. This is achieved through the Foreign Supplier Verification Program rule requirements under FSMA.

The FDA also has expanded authorities that may directly impact your business:

Mandatory recall — FDA has mandatory recall authority for all food products.

Expanded administrative detention — If imported products are in violation of the law, FDA will now have greater flexibility in its ability to block entry into the U.S. This can mean burdensome delays for importers whose suppliers are found to be noncompliant.

Suspension of registration — A facility’s registration can be easily suspended if it is believed that its food product poses serious adverse health consequence to humans or animals consuming it.

Traceability — FDA has been given the task of establishing enhanced traceability systems under FSMA. Though the requirements have not been wholly specified at this time, you can expect to be required to meet all traceability requirements that will be imposed.

Inspections — FDA is now required to inspect food facilities at a certain frequency based upon the risk posed by the food product being manufactured. As a result, you can expect a greater potential for FDA inspection of your facility.

Records access — FDA will be granted the authority to access records including food safety plans and associated records.

It is important to note that, ultimately, there are many new requirements that can impact your business as a result of the *Food Safety Modernization Act*.

NSF-GFTC has a Resource Centre full of FSMA information, including articles, resources and videos, all found at www.gftc.ca/knowledge-library. For information about how NSF-GFTC can help you with FSMA, visit www.gftc.ca.

Take our five-minute survey to see if your systems are in compliance with the new *Food Safety Modernization Act* by visiting <http://info.nsf.org/extranet/fsma/>

Frank Schreurs is Managing Director, Food Safety Consulting and Technical Services, for NSF International, NSF-GFTC’s parent company. Contact him at fschreurs@nsf.org





Open for business

With CETA comes both risk and reward

BY ROSANNA LAMANNA

The European Union: it's Canada's second largest trade partner after the United States, with the value of goods traded between the two over CDN\$83 billion, according to 2013 European Commission statistics. With such numbers at stake, it's no wonder that the soon-to-be-effective *Comprehensive Economic and Trade Agreement* (CETA) is causing many Canadian business owners, particularly those in the food and beverage industry, to wonder just how it will impact them. Because regardless of whether or not you engage in export activities, it will likely affect your business. The good news is that for some, there is every reason for excitement; for others, there is opportunity to be had — so long as they know where to look.

What is CETA?

Expected to come into effect towards the end of 2015, CETA will result in the eventual elimination of over 98 per cent of tariffs currently in place on foreign products in both Canada and the European Union. Additionally, other barriers to trade, such as quotas, will be eliminated or revised to encourage the free flow of goods and services across the Atlantic.

While the treaty will affect a host of industries and sectors, perhaps its biggest impact will be felt by the food and beverage industry. On the one hand, Canadian food and beverage processors will be faced with increased competition in the Canadian marketplace. Those in the cheese industry for example, are likely to feel a particular squeeze as the current quota on European products is scheduled to more than double. This will give the European cheese industry greater access to Canadian markets, making it more challenging for homegrown cheese producers to sell their products in what may soon become an overcrowded market. The removal of tariffs on liquor and wine producers, as another example, means their Canadian counterparts will be forced to compete with an influx of less expensive European products.

However, there is a very large “win” side of the equation for just as many, if not more, companies in the food and beverage industry. Fish and seafood, beef, pork and bison, and maple syrup producers will all benefit from the →





reduction (or full or partial elimination) of tariffs, giving these highly in-demand Canadian products access to a greater number of European markets. Those in the import/export game will find the reductions in tariffs for goods coming into Canada and increased quotas for exports to EU countries highly advantageous once CETA comes into full force.

So regardless in which side of the win-lose column you find yourself, CETA does present some potentially beneficial opportunities for many Canadian food and beverage companies.

Acting now can position you well for the future

Included on the “win” side of CETA is the Canadian beef processing industry, primarily due to the negotiated increase in quotas, which will make sales forecasting and volume growth much easier to predict for these companies. Beef processors would do well to start thinking now about improving production and increasing capacity, as it may require significant capital investment that can only be achieved through financing, something that often takes time. If your business is in a category where CETA’s effects are more unpredictable, you would be wise to do more than simply sit back and wait for the treaty to

take effect. While the challenge here is how to best prepare for higher volumes that may or may not come — and prepare for it without a considerable increase in spending — adopting innovative and less costly solutions might be the best way to unlock capacity in your operations.

Your cost structure is another area where you would be wise to take a closer look, regardless of whether your category is one that may be faced with increased competitive pressure or stands to gain from better access to the EU market. Cost improvements can be found in a variety of places and can be achieved by reducing overhead, inventory and supply chain costs; improving productivity, quality and material yield; or through the general enhancement of your operations and supply chain functions, to name a few. Additionally, taking the time to consider the above — with or without CETA — can potentially do wonders towards positioning your business for both long-term sustainability and profitability.

Broadening your geographic horizons and looking across the pond, the EU market presents exciting opportunities for many Canadian companies to become players — or grow an already established international presence — on the global stage. A good place to start is to establish whether an acquisition, merger or partnership(s) in this market is a viable option for your business. This strategy is often the most effective way to take advantage of the opportunities presented by new and expanding international markets.

However, the benefits of establishing a presence in the EU go far beyond its borders. Strategically located close to other large global markets, specifically North Africa, the Middle East and Southeast Asia, the EU can be an effective trading hub, especially given that many of its ports are dedicated to food products. Add that to the well-established logistical infrastructure and you’ve got a ready-made distribution centre to markets in both Europe and beyond.

“CETA will result in the eventual elimination of over 98 per cent of tariffs currently in place on foreign products in both Canada and the European Union.”

What challenges Canadian business has the potential to make it stronger

While it’s true that CETA will likely touch many, if not most, in the Canadian food and beverage industry, businesses that are effective in their due diligence and planning efforts should be able to take advantage of the benefits offered by this Treaty. Operations and productivity, financing, business and tax strategies — these are all areas of your business that are likely to be affected by CETA and will require some careful review. But any decisions and changes made, if done right and started early enough, should not only give Canadian food and beverage businesses the tools to survive in this era of unprecedented economic change, they should also allow them to thrive. 🍎

Rosanna Lamanna is an assurance partner with Grant Thornton, with a focus on serving companies within the food and consumer products industry. Contact her at Rosanna.Lamanna@ca.gt.com.



Sweet & Savoury

NUTS AND SEEDS COMBINE POWERFUL NUTRITION WITH PRODUCT VERSATILITY

BY NATALIE CAJIC

A mix of nuts, seeds and dried fruit has long been many a hiker's go-to snack. Trail mix punches above its weight, providing sustained energy in healthy fats, protein, fibre, vitamins and minerals. But this portable snack appeals to more than just mountain climbers.

Nuts and seeds are popular snacks internationally. According to the market research firm Innova Market Insights, nuts and seeds accounted for more than 37 per cent of global snack food product launches in 2013, with savoury/salty snacks accounting for the rest.

A key driver in its popularity is health. Media coverage of research indicating that the frequent consumption of nuts and seeds has a positive effect on health overall, and on some chronic conditions in particular, account for the greater interest. In addition, nuts and seeds are now included as a food group in some guidelines for healthy eating, including the DASH (Dietary Approaches to Stop Hypertension) diet. And Innova reports that the interest in the health attributes of nuts resulted in one-third of global launches in 2013 being positioned on a health platform of some kind.

This greater consumer interest has led product developers to capitalize on the versatility of nuts and seeds, creating innovation opportunities like never before.

A healthy reputation

Though nuts and seeds have been a part of the human diet since pre-agricultural times, nuts and seeds are gaining a reputation as a healthy snack due to the ➔



"Cherry Berry Cubes" from the Almond Board of California.



Photo: Left Coast Naturals

fact that they are high in good fats, and are a source of protein.

Health claims can go a long way in communicating the benefits. When, in 2003, the U.S. Food and Drug Administration approved the qualified health claim that eating 1.5 oz per day of most nuts, such as peanuts, almonds, pistachios, pecans, walnuts and hazelnuts (filberts), may reduce the risk of coronary heart disease, consumption levels increased. For instance, the Almond Board of California reports that per capita consumption of California Almonds has more than doubled in the past 10 years and "now ranks as the top nut consumers associate with snacking," says Molly Spence, regional director of North America.

In Canada, we may see further development and demand for products containing flax seed now that Health Canada has approved the health claim linking consumption of ground whole flaxseed to lowering cholesterol. Kelley Fitzpatrick, director of health and nutrition at the Flax Council of Canada, says Canadians have long-known that flax seed is healthy, but with the health claim it "identifies to health

professionals, to consumers, and to the food industry that all this science we have for flax is absolutely recognized as really good science."

Capitalize on versatility

Nuts and seeds are exceedingly versatile in product formulation. Almonds, for instance, can take on 15 different forms, from being left whole to halved, ground, slivered, chopped, sliced, flaked, blanched and diced. They can be processed to make flour, meal, oil, butter, paste or milk. They can even be soaked and sprouted!

San Francisco-based Living Intentions creates eight product lines based entirely on raw soaked and sprouted nuts and seeds. Founder and CEO Joshua McHugh is quoted as saying that soaking and sprouting nuts and seeds minimizes or eliminates numerous enzyme inhibitors which are indigestible and can block nutrient absorption. "By soaking and sprouting, we are releasing the enzyme inhibitors, creating live enzymes and bringing that nut or seed to life." The products created by Living Intentions include cereal, trail mix, flours, and snacks called Gone Nuts!

Retaining active enzymes and vital nutrients is also the philosophy behind Hippy Cookies, produced by Burnaby, B.C.'s Left Coast Naturals. Instead of flour, eggs and butter, the company's cookies are made from raw nuts that are put into a food dehydrator for 10 to 36 hours instead of being baked in a conventional oven.

Johanna Israel-Duprey, director of Marketing at Left Coast Naturals, says Hippy Cookies have been well received, as have their award-winning Hippy Snacks



HEALTH CANADA HAS APPROVED THE HEALTH CLAIM LINKING CONSUMPTION OF **GROUND WHOLE FLAXSEED TO LOWERING CHOLESTEROL**



perilla-based products in response to growing interest in plant-based omega-3s.

Finally, millet is not just for the birds anymore, even though it is often considered a main ingredient in bird seed. Top trends in food, nutrition and health identified by *New Nutrition Business* cite product developers looking at millet in creating products delivering “slow release” or sustained energy.

Clearly, nuts and seeds are a win-win proposition. Proven health benefits resonate with consumers, while versatility gives formulators innovative options. 🍎

Coconut Chips. The chips are not deep-fried, instead the slices of coconut are put into a vacuum-fryer so that the pressure and heat cooks the chips without the use of additional oil. The Coconut Chips were recognized by the BC Food Processors Association with a Product of the Year Bronze award in June.

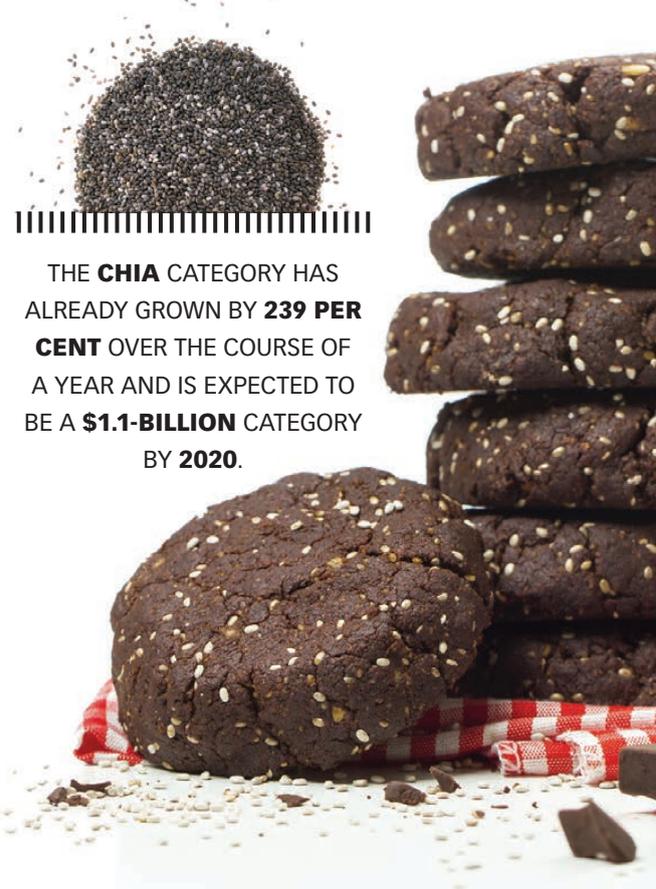
Sometimes lingering misconceptions prevent innovation. Manitoba Harvest Hemp Foods’ Kelly Saunderson says a stigma around hemp seed has limited consumers and food professionals from experimenting with hemp, “marijuana’s cousin.” But through advocacy and education, fewer people are asking if hemp and marijuana are the same — they’re not — and more likely to want to know its nutrition profile and how to use it, she says.

Rising stars

Chia and quinoa seeds have made appearances in cereals, snacks and beverage categories and their popularity has only really begun. Reports from foodnavigator-usa.com indicate the chia category has already grown by 239 per cent over the course of a year and is expected to be a \$1.1-billion category by 2020.

Rally Ralston, managing partner of Salba Smart Natural Products, LLC, says manufacturers are only starting to understand how chia can contribute to their nutritional panels. “Chia on a gram-for-gram basis is one of the most nutrient dense seeds on the planet,” he says. Salba is a standardized nutritionally consistent crop with health and medical claims whereas common chia is not.

Another tiny seed is about to make a big impact. Perilla seeds of the Asian Shiso plant are tiny nutrition powerhouses with reports of a better taste profile and an astonishing ratio of omega-3 to omega-6 fatty acids (six to one). Florida-based Valensa International has developed a new range of



THE **CHIA** CATEGORY HAS ALREADY GROWN BY **239 PER CENT** OVER THE COURSE OF A YEAR AND IS EXPECTED TO BE A **\$1.1-BILLION** CATEGORY BY **2020**.

By Daniel
Scholes

Going nuts for peanut butter

Whether slathered on a piece of toast for a quick and nutritious breakfast solution, or finely spread on a cracker for a midnight snack, peanut butter continues to be one of our favourite go-to foods. Perhaps our peanut butter cravings are rooted in our heritage — after all, a Canadian is widely credited to have had the first peanut butter patent back in 1884.

Fast forward to the modern day grocery aisles and the category is amass with a variety of spinoffs — clearly the love affair continues. So we decided it was time to have a closer look at the taste and textural properties of some of the peanut butter brands we go nuts over.

Getting squirrely

We recruited 50 female peanut butter lovers from the Greater Toronto Area for a blind taste test of six smooth variety peanut butters, including three national brands and three private labels. A table-



spoon of each sample was presented in a small cup accompanied by a piece of white bread.

Prior to tasting, we asked our panel a few questions about their loyalty in this category: 60 per cent said they always

buy the same one or two brands, while the remaining 40 per cent will purchase any brand that is on sale. But either way, most agree (90 per cent) that some brands of peanut butter do in fact taste better than others.

The nuts and bolts

Of the six products, one emerged as a clear winner with the top scores on overall liking and flavour, and an impressive top two box purchase intent of 72 per cent. That compared to 58 per cent for the runner-up. And what explains this gap from “good to great?” The top brand was more likely to be described as thick, smooth and creamy.

And although texture played a key role, the strongest driver of overall liking was actually the strength of the peanut flavour. The winning brands tended to have a moderate intensity of peanut flavour — so not too weak, but not overpowering either.

Getting back to texture, mouthfeel was also a critical driver of liking in this category. The sample with the least appeal was not very smooth or creamy. However, at the other end of the spectrum, the smoothest and creamiest product was not liked very much either. So in this category it is clear that with both the key elements of taste and texture, it’s all about balance.

From soup to nuts

In a category with such high brand loyalty, triggering a brand switch can be a hard nut to crack but it can also mean big payoffs. Like most packaged food



categories, a superior product profile alone does not sell the brand — but the difference between a good product and a great product may be just what is needed to entice loyal consumers to switch, increase market share, and boost your bread and butter...er, peanut butter that is. 🍪

Contract Testing Inc. is an industry leader in sensory evaluation and consumer product testing, and is the only sensory evaluation and consumer product research company with corporately managed test sites in both Canada and the U.S. With nearly 30 years of experience, we are innovators in testing with consumers across all major food, beverage and household and personal care categories. For questions about this research, or how you can leverage consumer taste buds in your business, contact Dan Scholes at info@contracttesting.com or (905) 456-0783.

ONTARIO REGIONAL ROUNDTABLE



THE PARTICIPANTS: (Back row, left to right) Steve Peters, executive director, Food and Beverage Ontario; Jaymie Crook, Bosco and Roxy's; Matthew von Teichman, Life Choices Foods; Tim Sinclair, U-Be-Livin-Smart; Sarab Hans, Hans Dairy; David McLaren, Belmont Meats; Glenn Fraser, Partner and National Leader of MNP's Food & Ag Processing practice; Ezio Di Emanuele, senior advisor, Agri-Food Business Development, MNP. **(Front row, left to right)** Caroline Copeman, senior manager, Management Consulting, MNP; Bill Redelmeier, Southbrook Vineyard; Keith Harris, KIKI Maple Sweet Water; Cathy Richards, Wellness Foods. Photography by Stephen Ferrie

Adapting and Differentiating in an Ever-Changing Marketplace

MNP
LLP

ACCOUNTING > CONSULTING > TAX

mNP is proud and honoured to work with Food and Beverage Ontario and *Food in Canada* to provide Ontario food and beverage companies with a forum to share their knowledge and outlook with others in the industry.

The 2014 Ontario Regional Roundtable discussion focused on an industry that is far from static, and there are clearly many challenges and opportunities that arise from adapting and differentiating in an ever-changing marketplace.

The buy local movement, while appealing from a consumer perspective, can present challenges for food processors. What is the definition of local? Is it a city, province, country or continent? Trade agreements continue to open borders to the south of us where the U.S. and Mexico hold the promise of growing markets. Across the ocean, the Canada and EU Comprehensive Economic and Trade Agreement (CETA) exposes brand new export market potential. However, opening new markets also brings challenges, as additional competition is introduced ➔

ONTARIO REGIONAL ROUNDTABLE

into the domestic market and companies must direct products to different demographics and consumer preferences. It is interesting to note that although the industry may not agree on the opportunities and threats of reduced trade barriers, there seems to be consensus on the value of the “Made in Canada” brand.

Innovation, in terms of new product development, was a common theme this year and so was the concept of “de-innovation,” a phrase that was coined around the table to mean getting back to basics. Consumers are becoming more aware of what they are eating and if they can’t pronounce it, then they don’t want to eat it. Food and beverage companies are going back to basics — sourcing local ingredients, reducing or removing preservatives, finding ways to incorporate natural sugars and healthy fats, and being sensitive to GMOs.

One point that continues to ring true is the cost associated with meeting the demands of differentiating and adapting to the changing market environment. We need to move towards standards reciprocity, which is required to maintain quality and profit on an even playing field. To accomplish this, companies are required to invest in strategic management to handle logistics, ensure efficient manufacturing, and improve market agility.

As companies in the sector align their efforts and combine their knowledge to access new market opportunities, they are finding themselves in a stronger business and competitive position. MNP is pleased to contribute a voice and platform for discussion alongside the companies who proudly represent Ontario nationally and globally. We will continue to support these companies through business and strategic initiatives as they develop and grow their market identities and presence. We look forward to great success in the year to come.



Glenn Fraser

Partner and National Leader,
Food & Ag Processing practice,
MNP LLP

CAROLINE COPEMAN: On behalf of MNP and Food and Beverage Ontario, I welcome you to this inaugural roundtable discussion in Ontario. I’d like to start off by asking you to go around the table and introduce yourself and talk a little bit about your business.

SARAB HANS: I run a family dairy business called Hans Dairy. We are located in the Greater Toronto Area and we cater to a very ethnic market, the South Asian market. So we make all our products with that taste profile. We do everything 100-per-cent natural — 100-per-cent milk, no artificial flavours.

KEITH HARRIS: I’m the founder and owner of Troll Bridge Creek Inc. We are makers of the KiKi Maple Sweet Water, which is a maple sap-based beverage. No water is ever added. We started in 2009 and got the product onto shelves in 2010 with our initial soft launch. Our objective is to be worldwide and provide product year-round. We are getting to that stage right now.

MATTHEW VON TEICHMAN: I started a company called Life Choices Natural Foods about 12 years ago. That business has morphed into a holding company called Green Space Brands, which basically holds natural and organic food companies that largely trade in Canada but also trade in the U.S. Our brands include Life Choices Natural Foods; Rolling Meadow Dairy, which is a new grass-fed dairy business; a pet company called Holistic Choice; another dairy company called Yamba; and shortly our first acquisition into the non-dairy beverage space.



“Independents are thriving in the pet industry and challenging the big guys constantly. There seems to be, as I call it, a resourcing of North American-based pet products.”

— Jaymie Crook

JAYMIE CROOK: I run a company, along with my wife, called Bosco and Roxy’s. We’re primarily in the dog treat business. We started making frozen dog treats, frozen yogurt, frozen stuffed bones with a little hollow yummy inside. And then we went to a dog cookie. So these dog cookies are hand-decorated and are themed, Christmas, Halloween, summer. About 18 months ago we launched into the U.S. Our sales are currently about equal between Canada and the U.S.

BILL REDELMEIER: I’m from Southbrook Vineyard. I’m a farmer, been a farmer all my life and I just keep on reinventing what that farm looks like. At this point, we’re Canada’s largest organic winery — organic and biodynamic. We’re trying to build the organic wine industry. The other thing we’ve developed is an antioxidant supplement called Bioflavia. It’s the leftover red grape skins that we then dry and sell as a product that’s higher in antioxidants than goji berries.



“Really what we’re trying to do is to identify the next trend as opposed to working today’s trend.”

— Matthew von Teichman

TIM SINCLAIR: I’m co-founder of a company called U-Be-Livin-Smart. We have developed a line of nutrient-dense products that have a global patent on them. We started shipping about 16 months ago. We have a muffin, so we’re in the bakery section. We have a vitamin that goes into the supplement section, and we will be launching, with Walmart in the fall, a healthy candy. Everything is nutrient dense, all natural, no additives or preservatives, it’s gluten-free and nut-free. And we’ll be in about 12,000 points of distribution by Christmas this year.

CATHY RICHARDS: I started and run Wellness Foods. We have the Simply Protein line of products, everything from Simply Bar to Simply Protein Chips, and Simply Protein Crunch. We sell mainly across Canada and New York, and through Amazon.

DAVE MCLAREN: I’m with Belmont Meats. We do private-label burgers and steaks for foodservice and retail. When I joined back in February this year about a couple of months in I asked my director of Finance how much inventory we had. He figured we had one burger for every person in Canada. So, we sell quite a lot of burgers!

STEVE PETERS: I’m executive director of Food and Beverage Ontario. I just want to say thanks to *Food in Canada* and MNP for hosting today. Food and Beverage Ontario was previously known, prior to July 1, as Alliance of Ontario Food Processors. We’ve worked extensively with MNP, which has helped guide us with an economic impact analysis of the industry that really helped deliver a message to government. Because this is an industry, and I hope that we’ll hear some of this today, that has largely flown under the radar screen of governments.

COPEMAN: I’d like to start the conversation off by talking about what consumers want. Canada is a very different place than it was a generation or two ago. There’s many more communities represented from all over the world. People are thinking more about what they eat, what they drink. Hopefully we’re shifting a little bit away from fast food, and more toward healthy products and value-added nutrition. So let’s talk about what your business is doing. How are you responding to consumer demands?

RICHARDS: I’m going to start with what we’re not doing versus what we are doing. Greek yogurt has been all the rage and so what we found our competitors doing is jumping on Greek yogurt and throwing Greek yogurt into everything. Three or four years ago it was omega-3s. But for us, it’s always about the best nutritionals, with the best ingredients. And it’s not about the latest trend.

VON TEICHMAN: We try to buck the trend a little bit as well. But, really what we’re trying to do is to identify the next trend as opposed to working today’s trend. So we’ve launched a dairy company — and instead of going

the Greek route we launched a dairy company with a product that’s high fat, high protein. And we’re now launching a whole line of products that are high fat, but grass-fed meats and grass-fed dairy and avocado and nuts and seeds and things like that, that really fit into what we consider the consuming public’s future will look like.

HANS: I guess our market is a little different. We cater to South Asians, and we came in thinking that this market is completely under-served. It’s about five per cent of the Canadian market; in Ontario I think it’s 10 per cent; in the GTA we’re looking at almost 15 per cent. And so it’s a big market. But when I went in to talk to the banner stores they didn’t recognize it. It was like, ‘We want vanilla milk, we want chocolate milk, we want strawberry milk. We don’t see a market out there that needs that type of product line, like a curd yogurt or a salty yogurt line.’ And so we went after the market and provided it in the mom and pop stores. And then the trend started. So we were kind of at the grass-roots of the trend. And we never pay attention to what’s happening with the Greek yogurts because that’s not our market. Our idea is to bring to Canada what’s already existing.



“I think there’s extra information and less knowledge out there that drives this industry in the wrong way sometimes.”

— Sarab Hans

REDELMEIER: I’m in a slightly different business in that I can’t follow trends. So what we have to do is we can adjust, we have to recognize that the product is aspirational. So we try to promote outside of the country, not to try and sell in the country. Because colonial mindset is that until somebody else says something is good they don’t believe it, whether it’s the Americans looking at the French, the Australians or the New Zealanders, or the Canadians looking at the U.K. market to recognize that the Canadian product is good. And even more so with organics, it’s also aspirational. It’s not something that everybody’s

ONTARIO REGIONAL ROUNDTABLE

going to switch to 100 per cent, but it's an evolving marketplace, certainly as far as wine in Canada is concerned.

MCLAREN: On the meat side, one of the things that we've tried to do is offer products that are different and innovative. We have new products that we created in a new category for the retailer and foodservice customer. And what's interesting is it was driven internally and externally, but when you bring it to our customers they don't know what to do with it. So it's about educating them around that. But I think what we're getting from our customers is they want a different variety of products. So it is a challenge, but I think you have to do it as a food company, otherwise you're going to die.

CROOK: It seems that I'm in such a fortunate market because it kind of runs opposite in a lot of ways and parallel to the human food chain. But independents are thriving in the pet industry and challenging the big guys constantly. There seems to be, as I call it, a resourcing of North American-based pet products. So imports used to dominate the big box stores and



“I think government can enable, can help. But... I think it's really up to the company and the entrepreneur to drive [growth].”

— Keith Harris

any really major retailers — chicken treats from China and all places beyond. And several years ago there was a huge incident that just kind of switched everything on its ear. And now everybody is committed to removing everything foreign produced from their store shelves by February 2015. Consumers in the pet base are far more picky, and they're highly educated. They'll come to our tradeshow booth with a super-size cola in their hand and say, “What's in that for my dog? I would never feed my dog this particular chemical.” It's a really interesting business.

PETERS: Sustainability is a real buzzword within the industry right now, whether it's being driven by the grocery stores, or by the consumer. And the definition of sustainability can be very broad. And

mirrored into that is the whole local food movement of people wanting to have a better understanding of where their food has come from and how it's been grown, how it's been produced. So when you look at some of these market trends and as these new trends emerge, from sustainable to local, how do they fit in to any of your own marketing campaigns?



“What we're getting from our customers is they want a different variety of products. So it is a challenge, but I think you have to do it as a food company, otherwise you're going to die.”

— David McLaren

HARRIS: We got into maple sap beverages because it's sustainable. At the time, I thought it was going to be the next water replacement. As long as it's raining and there's a tree alive, then you have sap. And it doesn't hurt the tree. Then we find out that it's actually a functional beverage. So we play on that, and we play on the sustainability aspect, and that it's local, we do all that.

REDELMEIER: I hate the word sustainability because it is not defined. I was going to say, because it's so broadly defined, but actually it's not. But what we did when we set Southbrook up, we looked at certifiable sustainability. So instead of saying that we're organic, we're certified organic. Instead of saying we're biodynamic, we're certified biodynamic. Instead of saying the building is energy-efficient we went for LEED Gold. It's incredibly important, but it's also aspirational. People ask me all the time, ‘Do you want me to drink nothing but organic?’ I say, ‘You can make any decision you want as long as you make a conscious decision. Think about what you're doing.’

VON TEICHMAN: And I think that's a consumer trend that we're seeing like mad across almost every industry segment that we look at — people thinking more about the derivatives of their product and where it came from, what the social mission is, those sorts of ideas. Sustainability for us is one of our key trends. And, again, it doesn't have to be organic, although if it's organic it has the mantle, which is excellent. But, a lot of consumers are just looking for what is the claim. ‘When you say sustainable what do you mean? Put it on the package.’ Our product is natural, but we say it's grass fed and let them figure it out. But that consumer trend of knowing more about the product is probably the driving force in our business.

RICHARDS: I think it's great when consumers are actually thinking about it. The problem for us is that when people are just going off buzzwords and ideas like ‘we only eat local.’ Well, then how are you drinking tea and coffee and eating chocolate? You know, with these fads, at some point you've got to show some common sense and not listen to the latest naturopath and nutritionist. So thinking good, following blindly, that's where we have some issues.

SINCLAIR: And then if you want to sell in Europe you have to be non-GMO. That reality happened over time and I think 20 years from now North America will be non-GMO. I do think it's going to be a very inter-

esting place, because the economics of it are what's fascinating. When you look at Monsanto and you look at what's happening in the world and how you shift away from it, that's not an easy play.

RICHARDS: That's a really interesting one because when we were fighting non-GMO five years ago nobody paid attention. I can tell you it didn't move the bar one inch. I'm very conflicted on it.

REDELMEIER: Well, I think it'll be like being gluten-free on some level. There's only seven per cent of the population that actually are gluten intolerant. But is there a person here that isn't a little tired of hearing about gluten-free? There is a practical side to this stuff and I think that's the issue. But I do think innovation will follow, in this case Europe. Unless they answer the GMO question with some easily digestible science that the masses can consume, it will stay in fad category. It's way too difficult to understand the whole GMO question until it's answered easily and clearly. It's not as simple just to say you're non-GMO; that will ebb and flow until it becomes part of the mainstream. I'm conflicted on the science of it as well.



“The reality is that we're competing for a North American platform. And I think that we are losing that fight, and that's due to cost structure, input costs, a whole bunch of things from an economic perspective that we just have to get a lot sharper on.”

— Bill Redelmeier

HANS: I agree with the idea behind certifications, but it does add a lot to expense every time you have these labels stamped onto your product offering. And sometimes I don't feel that consumers actually recognize it. They don't see it because they're inundated with non-GMO, they're inundated with gluten-free. I've had people ask me for some stuff to be stamped on yogurt, and there is no need for it. And why is yogurt gluten? But I think there's extra information and less knowledge out there that drives this industry in the wrong way sometimes.

SINCLAIR: And if it's hard for people to get their head around non-GMO, the sustainability issue for the consumer is four times as hard. And I think that's the issue for our industry. Frankly, it's not on our radar screen because we're fairly new. We are conscious about how we think of sustainability and in terms of even that, it is helpful to us. But we're probably not as sustainable as we can be. Until that's legislated it's going to be a really tough pull for people.

MCLAREN: I still think buy local has some more room to grow. I understand that you can't say buy local if you're an Ontario company and you're marketing in B.C. But if you're an Ontario company and you're marketing in Ontario then buy local is impactful. It means something. Obviously, it doesn't work anywhere else.



“If it's hard for people to get their head around non-GMO, the sustainability issue for the consumer is four times as hard.”

— Tim Sinclair

COPEMAN: It sounds like local is a point of differentiation. How else can you compete against the globalization that's happening? How do you make your product stand out? And, aside from local or Made in Canada, what are the other features or approaches that you can take to differentiate and compete against the global market?

RICHARDS: For us it's all about the best ingredients with the best nutritional. It keeps on coming back to doing what you do well, which for us, is good nutrition and good ingredients and then building your brand. We're very heavy on being out at events and just really supporting ourselves in Canada.

SINCLAIR: I do think building a brand is about having it resonate with whoever buys it, wherever they buy it, and it's got to hit the emotional and rational benefits for that person. And the more it can be a personal experience for them, the better.

HARRIS: I do a lot of demos, but I talk to everybody in the world. And in Europe our product is more accepted because they already drink tree saps. So I can talk to them about that and they already understand it. So different areas you're talking different marketing.

PETERS: As you try to expand your markets, is there a role the government should be playing to help you in industry, or is it best left to you as individual companies to do that, to try and grow those markets?

HARRIS: I think government can enable, can help. There are some government grants, as you all know, the ones that help you do a tradeshow internationally. I think those are great; those kind of enabling initiatives are extremely useful. But, aside from that I think it's really up to the company and the entrepreneur to drive that.

CROOK: I can talk about how the government has assisted our business. Some of the most successful interactions I've had with government have been

ONTARIO REGIONAL ROUNDTABLE

in the advice and connections/networking side of helping. But the areas where they offer money, I find that instrument far too complex.

RICHARDS: I think utility costs are what the government now needs to focus on. Why are we paying so much higher in utilities than, for instance, our U.S. counterparts? And then, of course, transportation is always an issue. But that has to do more with scale. If we can be competitive our scale would increase and everything would get a little cheaper and a little more competitive.

MCLAREN: I think we probably need to draw a distinction between commodity-based products and non-commodity-based products. So I understand what you guys are saying in terms of utility costs. When you're dealing in a commodity product, it's the lowest common denominator almost. But then if you can layer in innovation and make it no longer a commodity product somehow, then I think some of those discussions go away.

HANS: Yes, but I find in food, innovation ends up making it not natural, not organic, and ends up making it down the stream of not nutritious.

VON TEICHMAN: Perhaps it's a different way of looking at innovation. We call our grass-fed dairy business innovation, but really it's going back 100 years. It's actually going back to the way it used to be done. It's almost de-innovating. We still call it innovation, but it is making a better product through making it simpler, effectively.

HANS: So when you apply for funding, say the criteria's innovation, it will not be recognized as innovation. That's where I have issue with the definition of innovation by government. You're innovating if you're completely changing your ingredient deck. But you're not innovative if you're going natural, organic, healthy. So you're cut from funding.

REDELMEIER: I would just say one thing about the funding. We've had some really good success on funding, but government must start working at the speed of business. Because we are four chapters ahead of them. It's so disconnected. The reality is that we're competing for a North American platform. And I think that we are losing that fight, and that's due to cost structure, input costs, a whole bunch of things from an economic perspective that we just have to get a lot sharper on. And it starts

with us; industry can lead it. The government's not going to do anything other than clear the way for us.



“For us, it's always about the best nutritionals, with the best ingredients. And it's not about the latest trend.”

— Cathy Richards

COPEMAN: As you all know the government has made regulatory changes recently around food safety. What has been your response to those changes, and how much of an impact has it had on your business?

HANS: For dairy we're very regulated already, so the changes don't affect us. But the change that does is the consumer-driven BRC and SQF, that aspect of it does affect us.

VON TEICHMAN: We see it with our meat products — the CFIA is heavily involved in the labelling of meat products. I think it's a good thing, but I also see there are challenges around it where decisions change and people change. And so you get one approval on a label and then, in our case three months later, the person changes and the label is withdrawn. I see the need for labelling, I think it's important, but it could probably be a different system that would be more helpful to manufacturers.

MCLAREN: I look at it similarly to the discussion that we had on grants — that it's almost like a partnership. They're there to do a job, which we understand, and food safety is incredibly important to the meat industry, but it's really that partnership and understanding our business and working with us on those. But that is a challenge; it can impact your business in many different directions too.

PETERS: For those of you who export products, are food safety regulations an advantage to you as you're selling your product to the world? Does the reputation of our system carry weight as you go to other markets?

REDELMEIER: I would say, for us, yes, absolutely. Made in Canada and Canadian regulations are looked on highly everywhere.

VON TEICHMAN: Worldwide and in the U.S. it's a safe and great place to have products come from. So, yes, I would agree.

CROOK: In the pet industry there's still some Wild West production out there, where anything goes in terms of what you're putting in your food or in your treats. But one advantage to the regulation is when we're exporting to the U.S. My product gets scrutinized by the FDA and its labels read and its contents tested before it is shipped to the U.S. So any customers who are reluctant to buy from Canada, I tell them that this is the process we have to go through to get our product into the U.S. through the FDA. If you're buying from the U.S. there's no regulation whatsoever in the pet food industry. It's coming, but slowly. We put nutritional analysis on all our products, but it's not required. So there is some advantage to have that regulation. ●



Detecting volatile chemicals in packaged foods

Identifying volatile organic chemicals (VOCs) released from food is an area of current significant interest, particularly given growing concern over the chemical composition of what we eat. These VOCs may be desirable — such as certain chemicals that give individual products their distinctive flavours and aromas — or undesirable — like migrants from packaging, or the unpleasant by-products of microbial action.

Identifying the individual VOCs that are giving rise to a product deficiency is a significant challenge, but modern analytical techniques are increasingly capable of addressing this, quickly and reliably. Among the arsenal of techniques available, gas chromatography-mass spectrometry (GC-MS) has a key role, because of its ability to provide hard data on VOC identity and abundance — data that is of immense value to food analysts.

The challenge of sample preparation

Although GC-MS itself is straightforward, the overall analysis can be time-consuming because of the demands of sample preparation. Specific challenges include extracting the VOCs from the sample in a way that ensures high sensitivity, ensuring consistent results from run to run, and



“Identifying volatile organic chemicals (VOCs) released from food is an area of current significant interest, particularly given growing concern over the chemical composition of what we eat.”

obtaining VOC profiles representative of that actually experienced by the customer. Solid-phase micro-extraction (SPME) is a popular approach to this problem, but is difficult to automate, which is an issue when high-throughput analysis is required.

A more easily automated alternative to SPME is headspace sampling onto a tube packed with an absorbent material (a “sorbent tube”), which is then heated to release the vapours for analysis in a technique known as thermal desorption (TD), which passes them directly to the GC-MS instrument. This is particularly well-suited to sampling VOCs from packaged materials, because the packaging acts as a ready-made vessel to contain the vapours.

As an example of this approach in action, we pierced a packaged sirloin steak with a headspace needle, collected the vapours directly onto a sorbent tube, and analyzed it by TD-GC-MS. Using this process it is usually possible to identify the vast majority of individual compounds in the chromatogram, by a combination of their retention time on the GC instrument and the data associated with each peak obtainable using a modern MS instrument.

Although we had no particular reason to believe that this product was contaminated, we nevertheless found small quantities of compounds that would be of interest to the manufacturer. These included toluene, benzene and dichloromethane, which are possible migrants from the packaging, and butane, pentane and dimethyl sulfide, which may be the result of meat irradiation.

The low amounts of these compounds would not necessarily give cause for concern, but they illustrate the sorts of compounds that food analysts would be interested in, and a striking example of the power of TD-GC-MS to provide high-quality information on the chemical composition of foods — information that can help manufacturers to ensure product consistency, develop new formulations, comply with safety regulations, and above all improve their products for the benefit of their customers and their businesses. 🍖

David Barden is with Markes International Ltd. in Llantrisant, U.K. Contact him at enquiries@markes.com, or visit www.markes.com

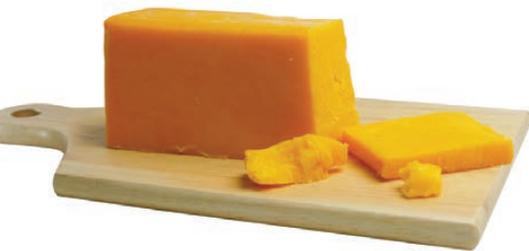
sur le Québec

NOUVELLES

Un désastre transformé en possibilités d'énergie propre

Luc Boivin ne l'a pas vu comme ça à l'époque, mais il sait maintenant qu'il y avait une lueur d'espoir dans les nuages de fumée qui émanaient du gigantesque incendie qui a ravagé la fromagerie familiale dans la région du Saguenay en décembre 2011.

“Ça nous a obligés à reconstruire”, commente M. Boivin, directeur général de la fromagerie Boivin, un des plus anciens et importants producteurs fromagers du Québec. “Et nous avons saisi l'occasion



pour nous convertir à l'énergie propre.”

Avant l'incendie, l'entreprise utilisait un système hybride qui brûlait de la biomasse forestière (provenant de la sylviculture locale) et du mazout pour chauffer les chaudières à vapeur nécessaires à la fabrication du fromage et de la protéine de lactosérum aux fins industrielles. Selon M. Boivin, la demande pour ce dernier produit a tellement augmenté au cours des dernières années que le fromage est devenu le sous-produit de nombreux grands fromagers, alors que la protéine de lactosérum en est le produit principal. De ce fait, ajoute-t-il, et comme pour la production de sirop d'érable, le procédé de fabrication de la protéine de lactosérum “nécessite d'énormes quantités de chaleur”. Voilà pourquoi l'entreprise a décidé de se convertir au gaz naturel dans la nouvelle usine, qui a rouvert à l'automne 2012.

En plus de leur permettre d'économiser

quelque 100 000\$ en carburant chaque année, M. Boivin souligne que le gaz naturel à combustion plus propre a considérablement contribué à réduire le nettoyage et l'entretien des brûleurs et autres composants du système de chauffage. Il salue également la réduction du dioxyde de carbone, un changement qui reflète leurs valeurs d'entreprise et leurs objectifs de production en matière de développement durable. Le gaz naturel émet un tiers moins de gaz à effet de serre que le diesel ou le mazout, et la moitié moins que le charbon.

“Pour être honnête, je doute que nous aurions fait la conversion si le feu n'avait pas eu lieu, confie M. Boivin. Mais maintenant, je ne peux pas imaginer ne pas l'avoir fait.”

Craig Sabine comprend bien cela. En tant qu'expert canadien de l'énergie ayant passé une grande partie de sa carrière à aider les clients des secteurs public et privé, il connaît les dures réalités qui empêchent les compagnies de fabrication, en particulier les petites et moyennes entreprises, de se convertir à des formes d'énergie plus propres et potentiellement meilleur marché. “Pour les petites entreprises, la réalité des résultats nets et du flux de trésorerie ne permet pas de mobiliser des capitaux dans des travaux de rénovation et de conversion coûteux. Ils doivent composer avec ce qu'ils ont”, fait valoir M. Sabine, directeur principal Énergie et services publics au bureau de Toronto de la firme d'experts-comptables et d'affaires MNP.

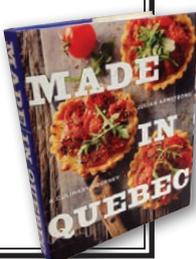
Il ajoute toutefois que les formes d'énergie émergentes combinées aux craintes grandissantes relativement au réchauffement climatique occasionné par l'utilisation de combustibles fossiles changeront peut-être bientôt les règles du

jeu. M. Sabine suggère l'énergie solaire comme solution de rechange pour les entreprises qui veulent réduire leurs émissions de carbone et économiser de l'argent. Le gaz naturel connaît également une reprise, entraînée par le développement du gaz de schiste.

— Mark Cardwell

DE NOTRE BIBLIOTHÈQUE

La chroniqueuse alimentaire du *Montreal Gazette*, Julian Armstrong, vient de sortir un nouveau livre de recettes proposant un voyage culinaire au Québec: *Made in Quebec: A Culinary Journey*. Selon Mme Armstrong, les consommateurs québécois sont passionnés et bien informés sur leur nourriture, plus que dans toute autre province. Au Québec, dit-elle, les agriculteurs, chefs et cuisiniers amateurs travaillent adroitement avec ce que chaque saison apporte, à la manière de leurs ancêtres qui se sont installés au 17^e siècle. Le livre de recettes en lui-même est divisé par saison, comportant un éventail de recettes d'entrées, de plats principaux et d'accompagnement ainsi que de desserts. Le Québec est l'endroit où les visiteurs peuvent découvrir ce que la nourriture goûtait avant l'avènement de la structure alimentaire industrielle, fait valoir Mme Armstrong. Cela est en partie le résultat du souvenir que les Québécois entretiennent de la cuisine médiévale des premiers colons. Ces pratiques de cuisine sont encore bien vivantes aujourd'hui dans de nombreuses familles, et revivent dans *Made in Québec*.





> La compagnie **Weighpack Systems inc.** de Montréal a nommé **Armin Syroos** au poste de directeur de l'ingénierie.

> **L'Oeuvre Léger** a tenu sa campagne annuelle Nourrir un enfant en septembre. Pendant toute la durée de la campagne, les épiceries Metro ont accepté des dons en magasin, remis à 100% à des groupes qui aident les enfants. Au Québec, un enfant sur sept vit dans la pauvreté. Ce chiffre grimpe à un sur trois à Montréal. Nourrir un enfant est une initiative de l'Oeuvre Léger, qui couvre tous les frais d'administration.

> **PUR vodka**, un produit de Montréal, a remporté trois médailles d'or au Vodka Master 2014 du Royaume-Uni en novembre. PUR a remporté l'or dans les catégories Ultra premium, meilleure vodka produite par une microdistillerie, et meilleure vodka produite dans le reste du monde.



> La compagnie **Olymel** de St-Hyacinthe investit plus de 10 millions de dollars pour agrandir et moderniser son usine de transformation de la volaille à Ste-Rosalie. Cet investissement permettra d'accroître la capacité de production des installations de produits cuits de l'entreprise pour répondre à leur demande croissante au Québec et au Canada. Olymel précise qu'elle installe une troisième chaîne de cuisson, un entrepôt d'épices, deux quais de chargement, et qu'elle réaménage sa section du surgelé individuel. Les travaux de construction, qui devraient être parachevés en avril 2015, permettront de rajouter 15 000 pi ca. aux installations.

> Le Global Institute for Food Security de Saskatoon en Saskatchewan a récemment nommé **le Dr Maurice Moloney** au poste de président-directeur général.

> **Brasseurs du monde** de St-Hyacinthe a remporté neuf prix aux World Beer Awards 2014 de Londres en Angleterre, dont deux médailles d'or. La Big Ben Porter de la brasserie a remporté l'or dans



la catégorie Meilleur porter 2014 du monde, et la Blanche du mur a remporté l'or dans la catégorie Meilleure bière expérimentale de spécialité 2014 du monde.

> **Sobeys Québec** a tenu son premier forum alimentaire en octobre au Palais des congrès de Montréal. L'objectif du forum était de convaincre 400 de ses fournisseurs à encourager les Québécois à manger plus sainement, acheter local et cuisiner davantage.

> **Affinor Growers** de Montréal va construire une serre dédiée à la culture de fraises sur 45 hectares de terres agricoles à St-Chrysostome. La compagnie dit qu'elle sera la première du genre et qu'elle

fournira des fraises biologiques et d'autres cultures sans OGM ni pesticides pour l'est du Canada et la côte est américaine.

> Les **IGA** de Montréal ont commencé à travailler avec l'expert de la bière, Philippe Wouters, pour améliorer l'expérience du client lors du choix d'un produit. M. Wouters a créé un système d'association de couleurs et de sensations qui traduisent un profil de saveurs pour chaque bière vendue en magasin. Les consommateurs sont invités à découvrir le profil de saveurs qui correspond le mieux à leurs goûts, et à choisir ensuite une bière sur ces critères. Les profils de saveurs accompagnent autant les marques les plus reconnues que celles des microbrasseries produites au Québec.

> **Écolait Itée** de St-Hyacinthe a dévoilé VIVO, une nouvelle marque qui permettra aux consommateurs d'identifier le veau produit exclusivement au Québec : élevé dans des fermes familiales d'ici et nourri uniquement au lait et au grain canadiens. Les produits VIVO sont offerts dans toutes les chaînes de supermarchés de la province.

Emballages
Mitchel-Lincoln Ltée
Packaging Ltd.

A temps tel que commandé
On time as ordered

www.mitchellincoln.ca

LA SAVEUR AU NIVEAU SUPÉRIEUR.



ACCROÎTRE DE FAÇON EXPONENTIELLE VOTRE POTENTIEL À CONVAINCRE AVEC DE LA SAVEUR

Chez Sensient, **la saveur au superlatif débute au niveau atomique pour se répandre à un monde de possibilités.** Notre savoir-faire englobe tant l'art que la science du perfectionnement de la saveur alimentaire. Lorsque vous recherchez le partenaire idéal pour vos sucreries, vos arômes, vos boissons ou vos produits laitiers, permettez à Sensient de vous présenter la façon de plaire à vos clients, du bout de leur langue au sommet de votre catégorie. Nous pensons planétaire, cependant nous produisons et soutenons nos clients localement. **Communiquez avec nous et laissez-nous vous démontrer notre savoir-faire et notre connaissance approfondie et unique du marché, cela pourrait signifier des clients plus heureux pour vous.**



SENSIENT® FLAVORS CANADA INC.

905-826-0801 | 7200 West Credit Avenue, Mississauga, ON L5N 5N1
sfc-service@sensient.com

©2013 Sensient Flavors Canada INC, all rights reserved. Sensient Flavors Canada is a business unit of Sensient Technologies Corporation. The SENSIENT trademark and the Sensient Technologies Corporation logo are owned and registered by Sensient Technologies Corporation. All rights in trademarks are reserved.

SENSIENT®
FLAVORS

We bring life to products™
SENSIENTFLAVORS.COM

PRÊT À SERVIR



POURQUOI NOUS VERTONS PLUS DE 2 MILLIONS DE \$ À LA TECHNOLOGIE DE LA COULEUR NATURELLE AU CANADA



Nous terminons des améliorations s'élevant à 2 000 000 \$ dans nos installations de fabrication et de recherche au Canada, incluant des améliorations majeures à notre usine de traitement des liquides. Les investissements que nous faisons au Canada vous profiteront. Sensient travaille dur jour après jour pour créer des couleurs simples, complémentaires et clé en main afin de faire avancer le marché de la couleur pour nos clients. De ce fait, le fossé entre la science de la couleur naturelle et la technologie de la couleur certifiée se comble. Sensient est le meneur mondial dans l'industrie des colorants alimentaires. Nos innovations aident votre marque à se démarquer sur le marché. **Nous faisons le travail. Vous en tirez les avantages.**



BASED IN CANADA
Established 1923

SENSIENT® COLORS CANADA LTD.

800-267-7884 | 30 River Street, Kingston, ON K7L 4X6
scc-sales@sensient.com

©2013 Sensient Colors LLC, all rights reserved. Sensient Colors Canada is a business unit of Sensient Technologies Corporation. The SENSIENT trademark and the Sensient Technologies Corporation logo are owned and registered by Sensient Technologies Corporation. All rights in trademarks are reserved.

SENSIENT®
FOOD COLORS

Define and protect your brand
SENSIENTCOLORSCANADA.COM

Un modèle de partenariat pour le bien-être animal

La compagnie Écolait ltée de Saint-Hyacinthe a signé une entente de partenariat stratégique avec le Collège vétérinaire de l'Atlantique, intégré à l'Université de l'Île-du-Prince-Édouard, visant à rendre les pratiques de bien-être animal de la compagnie exemplaires à l'échelle mondiale.



Le programme de recherche complet du Collège vétérinaire de l'Atlantique mettra à contribution les meilleurs chercheurs liés à la protection des animaux, au bien-être animal, aux études de la santé des troupeaux, la conception des logements, les essais de médicaments et la qualité de la viande. Ce partenariat permettra la rédaction de manuels de formation et la mise en place de protocoles d'élevage dédiés aux producteurs.

C'est le temps du végétarisme!

Une nouvelle étude de la firme de recherche de marché Mintel a établi que 12% des produits alimentaires et boissons vendus mondialement en 2013 portaient la mention "végétarien". Cela représente une augmentation de 6% par rapport à 2009. En outre, 2% des produits alimentaires et boissons vendus mondialement en 2013 portaient la mention "végétalien" (végétaux uniquement), ce qui représente une augmentation de 1% par rapport à 2009.



"L'industrie d'élevage du veau de lait au Québec doit, non seulement continuer de répondre à court terme aux normes internationales de bien-être des animaux, mais également devenir un modèle à l'échelle mondiale, et ce rapidement", a mentionné Mario Maillet, président d'Écolait.

La compagnie, qui offre une gamme de produits issus de l'élevage du veau en collaboration avec plus d'une centaine de fermes familiales au Québec, dit qu'elle mettra en place d'ici la fin de 2014 "une série d'actions concrètes quant à sa volonté de devenir une référence nord-américaine en matière de bien-être animal".

gluten (GFCP) bénéficient désormais des services du Bureau de normalisation du Québec (BNQ) comme organisme indépendant agréé de vérification et de certification. Le BNQ contribuera à soutenir les besoins de bilinguisme du programme et à accroître le nombre de marques sans gluten autorisées à afficher le logo GFCP sur les emballages de leurs produits sans gluten.

Le GFCP est un programme volontaire conçu pour les fabricants et les propriétaires de marques engagés à concevoir des produits sans gluten de manière sûre et fiable. Le programme combine les exigences rigoureuses du sans gluten, fondées sur les risques et dont les systèmes de gestion de la sécurité alimentaire sont reconnus mondialement et surpassent les exigences des gouvernements du Canada et des États-Unis.

Sans gluten, absolument!

L'Allergen Control Group Inc. et le Programme de certification sans

BIENS DE CONSOMMATION

> La marque **Flamingo** connue des Québécois depuis plus de 50 ans propose maintenant aux familles occupées trois nouveaux plats de poulet surgelés. Les trois plats Flamingo **Quisine** comprennent les saveurs Poulet au beurre indien, inspiré par le mets populaire à base d'épices indiennes, tomates et sauce crémeuse; Poulet Mexicana, mariné dans une sauce piquante, avec oignons, poivrons verts et épices mexicaines; et Poulet thaï, incluant une sauce à base de lait

de coco, cari et citronnelle. Chaque plat de 600 g est portionné pour deux adultes et deux enfants. Le prix de détail suggéré est de 9,99 \$. Les produits Flamingo Quisine font partie de la famille Olymel et se retrouvent dans les principales chaînes d'alimentation du Québec.



> **Domaine Pinnacle** et Lise Watier ont lancé une nouvelle vodka appelée **Quartz**. La vodka a été conçue avec de l'eau Eska, la seule eau provenant d'une source souterraine formée par le retrait d'un glacier il y a plus de 8000 ans dans le nord du Québec. Eska est naturellement filtrée par le quartz qui se trouve dans l'esker Saint-Mathieu-Berry. Elle ne contient aucun sodium, est faible en minéraux et son pH est parfaitement équilibré. La vodka Quartz est microdistillée cinq fois pour assurer un goût exceptionnellement délicat. Elle est également cryotraitée et microfiltrée par le quartz pour une douceur soyeuse sans impuretés. Vendue dans une bouteille en verre de 750 ml, la vodka Quartz est offerte depuis le mois de novembre dans divers points de service de la SAQ au prix de détail suggéré de 40,25\$.



ACCROÎTRE VOTRE FONDS DE ROULEMENT ET VOS AFFAIRES.

EDC peut vous aider à obtenir le financement dont vous avez besoin.

Vous voulez accroître vos ventes à l'échelle internationale mais ne disposez pas des liquidités nécessaires? Exportation et développement Canada (EDC) peut vous aider à surmonter 10 défis clés liés aux fonds de roulement en offrant à votre institution financière des garanties totales pouvant aller jusqu'à 10 millions de dollars. Voilà qui peut donner à votre institution financière la confiance dont elle a besoin pour vous offrir le financement nécessaire pour gérer les coûts liés aux travaux en cours, acheter du matériel, ouvrir un bureau à l'extérieur de Canada, et plus encore.

Vous trouverez plus d'info à edc.ca/financementaccru

Canada 

 **EDC**

Un monde d'opportunités à saisir

Livrer le pain quotidien

PAR MARK CARDWELL

La boulangerie St-Méthode continue à façonner le marché de la boulangerie au Québec

Benoît Faucher aime plaisanter en disant que lui et ses cinq frères sont nés entre deux fournées de pain dans la boulangerie familiale. “Il n’aurait pu en être autrement”, raconte M. Faucher, président et propriétaire actuel de la boulangerie St-Méthode, la plus grande et ancienne entreprise boulangère de chez nous. “Maman et papa faisaient continuellement du pain.” ➔

Benoît Faucher est président et propriétaire actuel de la boulangerie St-Méthode, la plus grande et ancienne entreprise boulangère du Québec.



L'entreprise a été fondée il y a 67 ans dans la ville du même nom, Saint-Méthode-de-Frontenac (aujourd'hui Adstock).





Faciles
à utiliser
produits de qualité



Conception
hygienne
transformation fiable

LA série VF 600



Changements
rapides
précision constante

1 % de précision, 100 % de fiabilité

- L'innovante coulisse à vide assure un remplissage parfait de la chambre
- La configuration à courbe d'alimentation élimine le frottement mécanique
- Le système d'alimentation à palettes assure un traitement délicat du produit
- Le fonctionnement intuitif réduit les besoins en formation

handtmann

Ideas for the future.



La boulangerie St-Méthode.

Fondée il y a 67 ans et encore en exploitation dans la ville du même nom, Saint-Méthode-de-Frontenac (aujourd'hui Adstock) — une communauté agricole pittoresque située à une heure au sud de la ville de Québec — l'entreprise de la famille Faucher constitue une fabuleuse histoire de succès dans l'industrie alimentaire canadienne.

Reconnue à travers le Québec pour ses quatre gammes de pain — La récolte de St-Méthode, Les grains St-Méthode (sans gras ni sucre ajoutés), Campagnolo, et Nature-Bio (sans gluten) — la compagnie confectionne quelque 60 000 pains par jour dans son usine, six jours par semaine, et elle les livre frais avec sa flotte de camions desservant 80 routes de livraison incluant six centres de distribution et des centaines de magasins d'alimentation entre Montréal à la péninsule gaspésienne.

Bien que son volume ne se compare en rien à celui des géants de l'industrie comme Weston et Canada Bread, la boulangerie Saint-Méthode s'avère néanmoins la plus grande entreprise boulangère détenue et exploitée au Québec, et la plus grande boulangerie provinciale au Canada. Elle est même actuellement le plus important employeur de la région de l'amiante, surtout connue pour l'extraction de ce minéral maintenant discrédité, jadis au coeur des

activités de la région entourant Thetford Mines.

Aux dires de M. Faucher, l'entreprise a franchi une autre étape importante plus tôt cette année quand un rapport commandé à la firme Nielsen a révélé que pour la première fois de son histoire, la boulangerie Saint-Méthode était le vendeur numéro 1 de pains santé au Québec: une catégorie représentant selon lui environ un tiers du marché du pain dans la belle province, lequel s'élève à 350 millions de dollars. "Nous sommes très fiers de notre longévité

“ Nous fabriquons encore les produits traditionnels que les gens aiment tant. Nous avons aussi suivi les tendances en innovant et en présentant des nouveaux produits qui ont connu beaucoup de succès. ”

et de notre succès”, commente humblement Benoît Faucher, le deuxième plus jeune des six frères, et l'un des cinq qui sont devenus boulangers et ont travaillé toute leur vie dans l'entreprise familiale.

Avec un partenaire anonyme, l'entrepreneur de 55 ans a récemment acheté les actions de trois de ses frères — Robert, André et Bertrand — ce qui fait de lui le dernier Faucher à être propriétaire de la compagnie. "Nous fabriquons encore les produits traditionnels que les gens aiment tant, commente-t-il. Nous avons aussi suivi les tendances en innovant et en présentant des nouveaux ➔

FAC en campagne
contre la faim



Merci de lutter contre la faim aux quatre coins du Canada

Grâce à la générosité de nos partenaires et des bénévoles de nos communautés, plus de gens ont mangé à leur faim au Canada.

PLATINE



Certification | Comptabilité | Fiscalité | Services-conseils



NATIONAUX



@FACagriculture
#Contrelafaim



Financement agricole Canada

Canada

La communauté,
ça compte

produits qui ont connu beaucoup de succès.” Aucun doute que la boulangerie Saint-Méthode a parcouru tout un bout de chemin depuis ses modestes origines.

Tout a débuté en 1947, lorsque Joseph Faucher et son épouse, Mariette Robert, ont commencé à faire du pain dans un petit hangar derrière la maison de leur jeune famille au coeur du village de Saint-Méthode. “À l’époque, chaque village avait son boulanger. Un des beaux-frères de ma mère et un de ses cousins étaient les boulangers de leurs villages, raconte M. Faucher. Papa était un baratteur diplômé, mais lui et maman ont décidé de faire un essai avec le pain.”

Équipés d’un four à bois et d’un petit mélangeur, les Faucher et un employé ont commencé à fabriquer entre 200 et 300 miches de pain blanc traditionnel par jour. Ils les coupaient en tranches et les vendaient aux villageois et aux familles d’agriculteurs sur les chemins ruraux à proximité pour 10 cents chacun. “Ils ont vraiment bien fait les choses dès le départ, remarque M. Faucher. En seulement quelques années, papa livrait et vendait du pain dans les villages voisins, de sorte qu’ils ont dû construire un bâtiment plus grand, acheter du nouvel équipement et embaucher une demi-douzaine d’employés.”

Dans les années 1960, l’entreprise régionale croissante ajouta plusieurs nouveaux produits à son offre, dont des fèves au lard, du pâté et des tartes. Les garçons Faucher commencèrent également à travailler aux côtés de leurs parents. Gaston, en particulier, devint maître-boulangier de la compagnie, alors que les autres frères touchaient à tout, de la production et l’expédition en passant par les ventes et la recherche et développement. “Nous avons tous été enrôlés dans l’entreprise familiale, ironise M. Faucher, qui a commencé à boulanger à l’âge de 12 ans. Nous ne manquions jamais notre pain quotidien et nous faisons énormément de pâte.”

Après avoir repris l’entreprise de leurs parents en 1975, les frères Faucher se sont lancés dans la modernisation de l’équipement et l’expansion des installations de production. Pour faire de la place à une nouvelle usine qui permettait de doubler la taille et la capacité de leurs activités, ils ont déplacé la maison familiale sur un terrain vacant à quelques rues de là. Le frère aîné, Robert, y vit encore aujourd’hui.

“Jusqu’à-là, nous faisons toujours les choses de manière assez artisanale, se souvient M. Faucher.



La compagnie confectionne quelque 60 000 pains par jour dans son usine, six jours par semaine.



Mais à partir de cette période, notre exploitation est passée dans les ligues majeures, avec de l’équipement à la fine pointe et des activités de R et D bien structurées.” Il attribue le succès continu de l’entreprise à deux décisions majeures que ses frères et lui ont prises dans les années 1990. La première a été de se concentrer uniquement sur la fabrication du pain, cessant ainsi la production de produits de boulangerie comme les biscuits, les gâteaux et les tartes.

La seconde décision a été d’investir massivement dans le développement et la production de pains plus santé, qui ont donné naissance à des produits sans gras ni sucre ajoutés, sous la gamme Les grains Saint-Méthode. “Nous avons vu le potentiel de croissance des produits de boulangerie santé et nous en avons même été les pionniers”, ajoute M. Faucher. Fait d’huile d’olive extra-vierge pressée à froid, le pain Campagnolo a été un autre produit santé que la compagnie a été la première à développer et lancer sur le marché du Québec il y a une dizaine d’années.

En plus d’aider la boulangerie à faire des percées importantes à Montréal, qui est désormais son marché principal, M. Faucher souligne que les

nouvelles gammes de produits santé ont permis d'ajouter deux chiffres aux ventes annuelles depuis 2000, et qu'elles constituent maintenant 55 % du chiffre d'affaires. Ce succès, renchérit-il, a contribué à compenser une stagnation et même un déclin des ventes sur le marché hautement concurrentiel du pain tranché. Malgré tout, précise M. Faucher, la gamme de pains traditionnels — La récolte de Saint-Méthode — continue de faire son chemin, détenant environ 12% des parts de marché.

M. Faucher en attribue la pérennité à la fois à la qualité et la popularité des produits fabriqués à l'ancienne, comme le pain de fesse (un pain de ménage à croûte ferme qui tire son nom de sa forme), fabriqué par 28 employés travaillant dans

“ Le pain est au cœur de la culture québécoise. Les gens d'ici savent ce qu'ils aiment et ce qu'ils veulent, et ils sont très exigeants. ”

une petite boulangerie que la compagnie a acquise il y a plusieurs années dans la ville touristique de Magog, à une heure de route à l'est de Saint-Méthode.

Cependant, c'est à la boulangerie principale de Saint-Méthode — où 125 personnes travaillent dans la boulangerie et 175 autres s'occupent de la distribution, la vente et l'administration — que les activités principales de l'entreprise se déroulent encore. Parmi les employés, on compte deux neveux de M. Faucher, et il s'attend qu'un de ses fils, Jean-François, se joigne à l'entreprise familiale bientôt.

Voilà pourquoi M. Faucher est persuadé que l'entreprise continuera à être un joueur majeur dans l'industrie du pain du Québec et dans celle de la région où elle a été fondée. “Le pain est au cœur de la culture québécoise, fait-il remarquer. Les gens d'ici savent ce qu'ils aiment et ce qu'ils veulent, et ils sont très exigeants.

C'est une bonne chose, car ça nous oblige à continuer de nous efforcer de fabriquer des produits savoureux et de qualité.” ●

Solutions mondiales au bout des doigts.



ECKERTMACHINES

Vente de machineries industrielles alimentaires de qualité.

téléphone **905.356.8356**
télécopie **905.356.1704**

**3841 ch. Portage
Niagara Falls, Ontario
Canada L2J 2L1**

**info@eckertmachines.com
www.eckertmachines.com**

PACK EXPO INTERNATIONAL took place Nov. 2 to 5 in Chicago, drawing more than 48,600 attendees and 2,352 exhibiting companies. Here's a few of the companies and products we saw during the biennial show.

Recovery solutions

HPS is a specialist in product recovery solutions, increasing customer profitability by maximizing product yield, while helping reduce their carbon footprint. The company's pipeline product recovery systems meet hygienic liquid transfer requirements for a range of industries, including food and beverage processing and pet food processing. Benefits include reduced waste processing, cleaning costs, water usage and down time.

www.hps-pigging.com

Automated lines

Capmatic offers a range of equipment

for food and beverage processors.

Now celebrating its 50th anniversary, Capmatic provides processors making sauces, juices, oils or alcohol with individual equipment such as automatic bottle feeder unscramblers, cleaners, inline fillers, cappers and labellers at speeds of up to 200 units/minute. The company can also offer complete packaging line equipment. www.capmatic.com



Efficient units

Reiser offers the solutions food manufacturers require for production line optimization. The company provides a wide range of flexible and efficient packaging equipment, including Ross Tray Packaging systems, Reiser Form/Fill/Seal packaging machines, Supervac Vacuum Packaging units, and Fabbri Stretch Wrapping machines. www.reiser.com

Foil replacement

Ampac has introduced Flexi FoilFree HB, a new ultra high barrier film technology that when included in a laminate can achieve moisture, oxygen and



vapour barrier properties similar to aluminium foil laminates, without the use of foil. The product is resistant to cracking and puncturing, while remaining easy to open, and has improved yield and a lighter weight, making it a sustainable alternative to foil-based materials. Uses include both dry and liquid products such as cake mixes, powdered soup, dips and gravies.

www.ampaonline.com

Accurate filling

The SD4 from Sarong allows food and beverage companies to produce unit doses in plastic thermoformable materials for liquid and semi-liquid products, including cheese, yogurt, ice cream, sauces and condiments. The sturdy and accurate modular line was designed to offer low noise levels and safe and hygienic performance, while achieving a high production rate. In addition, its operating system is designed to have no waste during the production process or in case of machine stop. www.sarong.it

Compact feeder

The 76 Series Vibratory Feeder from Eriez is the largest unit in the company's lineup of compact feeders. The unit offers all the same features and benefits of existing models, but is designed to meet larger application requirements. In particular the unit allows for increased overhang when trays are too heavy for existing models.

www.eriez.com



Quality assurance

The DSI J-Scan Inspection System from JBT is designed to automate the quality assurance process and increase yield. The easy-to-use system scans and sorts products, while matching product mix requirements, portioner capacity and product variations, allowing producers to decrease production costs while improving product quality. www.jbtcorporation.com

Earth-friendly film

Corn-based Evlon film from BI-AX International is a compostable, biodegradable plastic film made without any hydrocarbon inputs. The film is available in a range of thicknesses that can be used with a variety of consumer products, making it an environmentally friendly alternative to traditional plastic wrap.

www.biaxinc.com

SUPPLYSIDE WEST 2014 took place Oct. 6 to 10 in Las Vegas, and included 1,088 exhibitors representing 62 countries, with almost 13,000 food industry attendees. The next show takes place in Las Vegas Oct. 5 to 9, 2015.

Tea flavour

Virginia Dare creates tea concentrates and flavours that add quality, taste and aroma to any tea beverage application. As well as offering all-natural, liquid and dry forms, the company provides tea powders, organic-certified products, fair trade teas and organic compliant flavours. Tea profiles include black, assam, oolong, green, white and rooibos. www.virginiadare.com

Healthy heart

CardioAid plant sterols from Archer Daniels Midland block cholesterol absorption and help lower cholesterol naturally. The product line can be incorporated into a wide variety of applications, including juice, dairy and salad dressing. The line of CardioAid plant sterols are water-dispersible and shelf stable, with a high purity level and low per-serving cost. www.adm.com



Baking solution

Roquette introduces High Lipid Algal Flour, an innovative and renewable whole food ingredient derived from microalgae. The ingredient is GMO- and gluten-free, and is kosher and halal certified. In baked goods it allows processors to improve texture and the nutritional profile of products, while reducing fat and calories and offering a clean label. www.roquette-food.com

Beauty from within

Gelita's Verisol contains natural Bioactive Collagen Peptides that have been specially optimized for beauty applications designed to address the concerns of aging skin. The product promotes beauty from within, producing noticeably smoother and firmer skin with fewer wrinkles. Verisol can be added to a range of liquid or solid food products, including beverages and chocolate.

www.gelita.com

Super fruit

Baobest Baobab Fruit Powder from Baobab Foods is an organic, wild-harvested, raw whole food that naturally dehydrates inside the fruit of the African Baobab tree. With six times the vitamin C of oranges, baobab fruit is high in fibre, electrolytes and antioxidants, with a high bioavailability. The powder, which has a light, subtly tangy flavour, can be added to a wide variety of food and beverages, including yogurt, baked goods, juice and smoothies. www.baobabfoods.com



Natural fibre

TruBran Corn Bran from Grain Processing Corp. is a light brown fibre made from yellow dent corn. This high-fibre, natural corn bran has added stability and low microbiological counts, and typically contains 85 per cent total dietary fibre, almost all insoluble. The bran is available in two different particle sizes: F75M, which is finely milled and which mixes easily with other flour or dry ingredients; and F75R, which has a coarse particle size and can be used when a more visual fibre is required.

www.grainprocessing.com

Advertisers' index

BDO CANADA LLP	Pg. 2	LUBRIPLATE LUBRICANTS COMPANY	pg. 5
ECKERT MACHINES INC.	pg. 55	MNP LLP	pg. 17
EMBALLAGES MITCHELL-LINCOLN PACKAGING	pg. 45	ONTARIO POWER AUTHORITY	pg. 7
ESPAR HEATING SYSTEMS	pg. 15	PRAXAIR CANADA INC.	pg. 13
EXPORT DEVELOPMENT CANADA	pg. 49	PWC CANADA	pg. 9
FARM CREDIT CANADA	pg. 53, 59	SENSIENT COLORS CANADA	pg. 47
GEA WESTFALIA SPEARATOR	pg. 3	SENSIENT FLAVORS CANADA	pg. 46
HANDTMANN CANADA LTD.	pg. 51, 60	VERSACOLD	pg. 10, 11

Deanna Rosolen



Jason Brass (left), president and CEO of Terra Cotta Cookie Co., and Glen MacDonald, Halton Hills Chamber of Commerce board member.



Terra Cotta Cookie Co., Georgetown, Ont.

When you've worked in the food processing industry, it often leaves its mark. Many people, including Jason Brass, talk about finding other work, but then come back. Brass had worked for a pet food manufacturing company for many years, working his way up through the ranks. Then eight years ago he decided to branch out on his own. He took on two Boston Pizza locations in Ontario, which he still owns and operates, but couldn't shake the fact that something was missing. "I had the food manufacturing itch, and went searching for an opportunity to get into food manufacturing on my own," says Brass.

That was four years ago. With the help of a broker Brass was introduced to Pat Coe, then the owner of Terra Cotta Cookie Co. She had decided to sell the business, which she had started

up in her own kitchen. "I met with Pat," says Brass, "and fell in love with the company, the story, the employees, the feel of it. It just felt really right."

As Brass tells it, back in 1984, Coe's son had a nut allergy and aversion to preservatives. So Coe made him cookies that were nut-free, and without additives, preservatives, artificial flavours or colours. Not many companies could make these

“The challenge was taking the company and positioning it for greater growth.”

claims at that time. Her son took the cookies with him to school, where they caught on. Soon the school had Pat baking cookies, which the school then sold to raise money. And that snowballed to other schools.

When Brass took over the company, shortly after meeting with Coe, its main business was selling to schools. The challenge was taking the company and positioning it for greater growth. Brass says they invested in modernizing the plant and turned it into a HACCP facility. Terra Cotta is also now certified gluten-free, in addition to offering its

traditional products, which are all kosher and halal. Brass says the company is also undertaking BRC certification and moved into a larger facility in November.

The company, which makes well over 100 different kinds of cookies, some of which are found in Ontario under the Terra Cotta brand, is also now working with large caterers and institutions.

Brass says the company has seen double-digit growth in the last couple of years "by being a dedicated focused boutique co-packer. We are working with some very successful and interesting companies co-packing their cookies and snacks right now." ●

Q&A



Q: What advice would you give someone considering buying a food processing company?

A: "Listen to the employees. Take the time to listen to the history of the company. Take your time getting to know how the products are made, and who does what well before really crystallizing your growth plan. It's important to have buy-in from staff. If you don't have their buy-in then you're a one-person show and that's not easy."

Q: What's your best-selling cookie?

A: "Probably our school cookies, but in particular that would be a cookie called Chocolate Chip Delight."

FCC Drive Away Hunger



Thanks for filling plates across Canada

Thanks to the generosity of our partners and community volunteers, there are fewer empty plates this fall.

PLATINUM



Assurance | Accounting | Tax | Advisory



NATIONAL



 @FCCagriculture
#DriveAwayHunger



Easy
quality products
Operation



Hygienic
process reliably
Design

THE VF 600 Series



Quick
with consistent accuracy
Changeover

1% Accuracy, 100% Dependability

- Innovative Vacuum Slide Ensures Perfect Chamber Filling
- Feeding Curve Design Eliminates Mechanical Friction
- Adjustable Vane Cell Feed Provides Gentle Product Treatment
- Intuitive Operation Reduces Training Demands

handtmann
Ideas for the future.