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FOOD POLICY

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IN SEARCH OF THE
GOLDEN NUGGET

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SOURCE LOCALLY

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CANADA'S FOOD & BEVERAGE PROCESSING MAGAZINE



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BOTH SAFETY AND ECONOMIC ADVANTAGE PG.25

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

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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.

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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.

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ISSN 1188-9187 (Print) ISSN 1929-6444 (Online)



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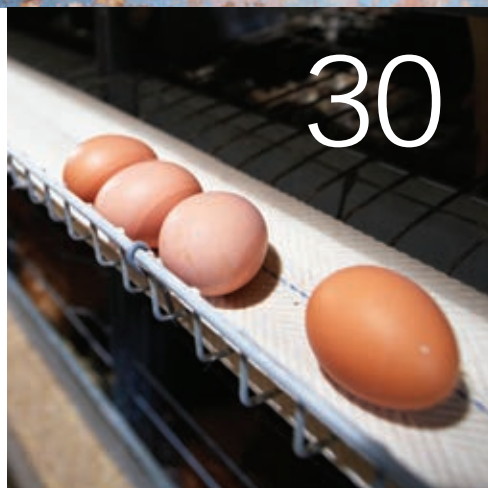
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I have a confession

Last month I learned something about my eating habits that I'm still coming to grips with.

In February I was lucky enough to attend a lunch and learn hosted by the Eastern Canadian regional chapter of the Research Chefs Association, held at the Maple Leaf ThinkFOOD! Innovation Centre in Mississauga, Ont. The main event was a speech by Dr. Lisa Duizer, professor of Sensory Science at Guelph University, entitled "It's Not About You! Designing Foods for Your Target Demographic."

This fascinating talk examined the physiological and psychological factors influencing how we perceive taste, flavour, texture and mouth feel of foods. On the physiological side, food choice can be affected by things like our taste buds, our saliva and our sense of smell. Psychological effects include a wider variety of potential influences, such as experience, genetics, culture, education and learned behaviour.

Dr. Duizer's talk included a series of interactive sensory evaluations and attitude scales that, through audience participation, collectively revealed the wide disparity in consumer perceptions surrounding flavour, food choice and eating. It's important that food developers consider this variety when creating foods for a particular consumer group — such as seniors, for instance — who might hold very different perceptions of the final product.

Not surprisingly, a Variety-Seeking Tendency Scale revealed that most audience members, which included

chefs, food scientists and other food professionals, were interested in eating a wide range of different foods. On the Food Neophobia Scale, also not surprisingly, most scored low — in other words, they were very likely to experiment with new tastes and foods.

This is where my confession comes in. I learned that not only am I a supertaster — the 25 per cent of the population that perceives tastes, especially bitterness, much more intensely — I am also a bit of a food neophobe. Food neophobia, I learned, is the fear of trying unfamiliar foods. While I don't necessarily think I'm actually afraid to try new foods, I already know I can't handle foods that are very bitter, like dark chocolate, and above a mild heat on the spice scale. I avoid sushi and other raw proteins at all cost. And don't even try to put Brussels sprouts on my plate.

While evolution may have made some of us more wary of new foods to protect our health — one theory to explain both the occurrence of supertasters and food neophobia — it also cuts out a lot of good healthy foods from our diets. That's why I'm now determined to try one new dish or ingredient each week.

So do you think you may be a food neophobe? Let me know and we can overcome this together! 🍓

Carolyn

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Turn to **page 33** to learn more about the flavours and trends influencing new products in Canada.

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For über men only

Scottish brewery BrewDog launched a limited-edition beer in time for the Winter Olympics. It's called "Hello, My name is Vladimir" — as in Vladimir Putin. The beer bottle features Putin in an Andy Warhol-style picture on the label. On the BrewDog website the beer is billed as a beverage for "über hetero men who ride horses while topless and carrying knives. I am a beer to mark the 2014 Winter Olympics. But I am not for gays. Love wrestling burly men on the Judo mat or fishing in your Speedos? Then this is the beer for you!" It's all satire, of course. The beer is in protest of Russia's stand on lesbian, gay, bisexual and transgendered people. BrewDog is donating 50 per cent of the profits from the beer to charitable organizations that support LGBT lifestyles.



News > file



Manitoba beef processor expects to be in operation by April

It has been more than 30 years since the last Manitoba beef processing plant went out of business. For decades, Manitoba was home to a thriving beef processing industry. However, during the 1970s the beef processing industry gravitated largely to Alberta, while Manitoba processing facilities closed one by one, with the last plant shutting down in

1982. Come April, however, Manitoba beef producers will once again have a local processing plant to which they can deliver their cattle.

"It has been an incredibly difficult experience starting up a new beef processing plant," says Calvin Vaags, a long time southern Manitoba grain and cattle farmer who first ventured into retail beef in 2004 when he opened the Carver's Knife outlet in Winnipeg (he later expanded to a second retail outlet and started supplying Manitoba beef wholesale.) "There were a lot of people who doubted that we could do this. It was hard getting the permits. It was hard getting the government onside. It was hard getting the financing. But we kept at it and managed to find enough shareholders to put up the funding."

It was in 2008 that Vaags first purchased a 60-year-old former processing plant in Carman about a half hour drive southwest of Winnipeg. He and his

supporters have put \$13 million into upgrading and expanding the facility, and expect Plains Processors to be in operation under provincial license this month or early April. "We will probably have our federal permits by June," he says.

Capacity for the expanded plant will be 200 head of cattle per day. If demand is there, says Vaags, there is potential to expand the plant to accommodate up to 400 head a day.

Manitoba has Canada's third largest supply of cattle, Vaags says. "Local producers of course have been very positive about our new plant," he notes. "We have also had a lot of interest from markets in Asia and the European Union [now that Canada has signed a free trade deal with the EU]."

Vaags adds that the biggest challenge in operating the plant is going to be the long learning curve in going from a small establishment to a much larger operation.

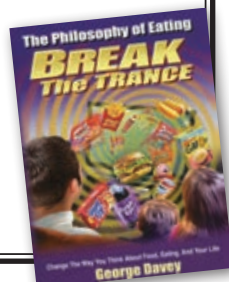
— Myron Love

FROM OUR
LIBRARY

Eating is something we do several times each day, but how often do we stop to think about what and how we eat? George Davey took a year investigating these questions before writing *The Philosophy of Eating: Break the Trance*.

Over the course of that year, Davey, who is an IT professional

with a degree in biomechanics, looked at food advertisements more critically and discovered that while real food isn't touted with catch phrases, high-sugar and chemically engineered foods are. His book aims to help consumers identify real food, and learn about the philosophy of eating and how corporations make us think we're hungry. He also covers the history of food science and portion control, why gimmick diets don't work, the economics of obesity, and how to overcome food addiction.



Canada Bread sold to Mexico-based Grupo Bimbo

Grupo Bimbo of Mexico has acquired Canada Bread Company Limited from Maple Leaf Foods for \$1.83 billion in cash.

Canada Bread manufactures and markets sliced bread, buns, bagels, English muffins and tortillas in Canada, frozen bread in North America, and specialty bakery goods in the U.K. Grupo Bimbo is one of the largest bread makers in the world in terms of production and sales

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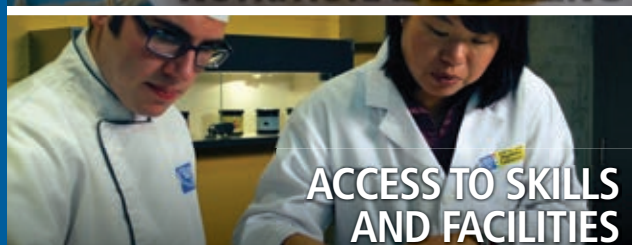
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volume. The company has 144 plants and more than 1,600 distribution centres located in 19 countries. Grupo Bimbo produces more than 10,000 products and has more than 126,000 employees.

In 2010 Bimbo acquired Sara Lee Corp's North American bakery business for \$959 million, and Hostess Brands Inc.'s Beefsteak bread brand last year.



In January, Reuters.com reported that Grupo Bimbo had emerged as the leading candidate to buy Canada Bread, after other parties, includ-

ing private equity firms KKR & Co. and Bain Capital LLC and U.S.-based Flowers Foods Inc, bowed out of the race.

Maple Leaf Foods announced that it was exploring alternatives for its bakery business last October, including putting its 90-per-cent share of the company up for sale.

The move to sell Canada Bread, said Maple Leaf at the time, was part of the company's strategy to increase scale, productivity and profitability in its protein operations, especially as the bread company had been losing sales. Exploring strategic alternatives for Canada Bread was part of the final phase of this strategy. The strategy is on track to be completed by 2015 and is expected to deliver significant returns to shareholders.

Canada Bread, a publicly traded subsidiary, had also been downsizing. It announced in January 2013 that it was shutting two factories in Brad Falls, N.B., and Edmonton, Alta. The two operations had a total of 121 jobs.

ONLY IN CANADA

Nestlé Canada's Coffee Crisp is celebrating its 75th anniversary. Few consumers realize that the candy bar — with its chocolate and coffee flavour and crispy wafer — is only made in Canada. The bar was first introduced in 1939 and was the most popular chocolate bar on the Canadian market less than 10 years later.

Over the years there have been a few memorable taglines. In the 1980s, for instance, it was "Makes a nice light snack." And in 2000 it was "How do you like your coffee?...I like my Coffee Crisp." In 2003 the chocolate bar was made completely peanut-free. In honour of the milestone Nestlé has introduced a new Latte-flavoured version.



Staying on top of food safety

By Mauro Fratarcangeli

Food is a critical commodity and a central component of Canada's economy. Canada is the fourth-largest agriculture and agri-food exporter in the world. Yet food-related imports alone have risen by 50 per cent in the last 10 years. With half of Canada's food coming from outside of the country, the ability to track what comes in and out of Canada plays an important role in keeping Canadians healthy.

According to the Conference Board of Canada's report *Improving Food Safety in Canada: Towards a More Risk Responsive System*, a safe food supply is a major contributing factor to the health of Canadians. The report indicates that food safety is the practice of ensuring that clean and hygienic food is delivered to people. This delivery method includes food producers keeping food secure by enforcing and improving on agricultural, food safety and pest management practices. Manufacturers, distributors, importers and retailers also abide by policies and inspection programs implemented by government.

Solely relying on government food safety programs isn't enough in the current globalized environment. The global food chain may offer consumers access to a variety of food choices, and the global sourcing of food production and raw materials offers cost benefits for consumers. But globalization also brings challenges to the table. According to the Conference Board report, these challenges include:

- **Risky new routes** — The increasing complexity of supply chains makes it difficult for stakeholders to monitor the source and security of food, raising the possibility that food safety hazards will sneak in from new pathways. When foodborne illness outbreaks occur, this complexity makes it difficult to identify

and address the source of contamination.

- **Local to global concerns** — Food hazards can creep up in one area and rapidly spread to others due to the complex flow of food products across national borders, turning a local food alert to a global one.

- **Capacity to respond** — National food safety systems and health governance face a number of new food inputs, products and technologies that challenge their capacity to conduct approval assessments and regulatory amendments.

To keep up with challenges like the ones above, safety planning must involve new strategies and collective approaches by the industry and government. The Conference Board report points to technology as a potential collaborative



avenue to lower food safety risks through innovations in manufacturing processes, better machinery, and in information technologies that can enhance the visibility and traceability of product and ingredient origins.

There's no single solution to the food safety issue. In Canada, retailers, vendors and producers agree that food safety isn't a competitive advantage. So in order to ensure they're meeting the highest public health standards companies need to find best practices that work throughout the supply chain and invest in innovation.

For national grocery store chain Metro Inc., food safety starts with ensuring its vendors have a recognized food safety program. Five years ago, it put in place the Global Food Safety Initiative (GFSI), a globally recognized umbrella platform

with various approved food safety programs. Through their proactive campaigning to encourage their vendors to follow the GFSI, nearly all of their products are GFSI certified. "We went out to our vendors and put a date on getting GFSI certified. Now the vast majority of our vendors are under a GFSI program and the number will continue to climb over the next few years," says Jeff Hall, director of Quality Assurance at Metro Ontario Inc.

ItalPasta believes that food safety programs can also drive innovation across all departments. As companies continue to grow, their information systems and technology need to evolve to support that growth, and food safety needs to be a part of that plan. A robust Enterprise Resource Planning (ERP) program to store and manage their data across the business is critical to success. "We embraced an ERP system, primarily to deal with our supply chain matters, but it also gave us the opportunity to deal with many other aspects of the business. So, not only will it impact all aspects of the business, but it's going to give us a clearer picture of food safety," says Frank DeMichino, COO of ItalPasta.

These are just two examples of what industry leaders are doing to uphold and advance supply chain techniques to provide safe food delivery. They're also evidence that a top-down government model isn't enough when it comes to safeguarding food. Food safety is a constant work in progress comprising food producers, vendors, retailers and government engaged in a conversation to develop and comply with regulation, while amending standards to keep pace with the current global environment. ●

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A new twist on salad

Chicago-based Farmer's Fridge wants to turn the vending machine into a veggie machine. The company opened its first kiosk last October at a food court in Chicago, reports BusinessInsider.com. All consumers need to do is select their choice of salad, sliced veggies and hummus, or Greek yogurt with berries, from the touchscreen. The company creates the salads — which are layered in airtight jars — and delivers them to the kiosk by 10 a.m. each morning. The jars can be recycled or washed and reused. The company hopes to take the concept across the U.S.



Expert claims \$390 million for food safety could be better allocated

In the 2014 federal budget — the Economic Action Plan 2014 — the federal government says it will invest \$390 million over five years to strengthen Canada's food safety system.

The plan outlines how that funding will be spent. For instance, the federal government says it will provide \$153.6 million over the next five years to enhance the Canadian Food Inspection Agency's (CFIA) food safety programs that target high-risk foods. Funding will go towards hiring new inspectors and other staff, developing programs to minimize food safety risks, and enhancing capacity to prevent unsafe food imports from entering Canada.

Rick Holley, a University of Manitoba food safety expert and professor, calls this reprehensible. "The [investment] is being directed toward improving the CFIA's food safety programs and toward detection of foodborne illness-related events. It doesn't really represent a significant effort to prevent foodborne illness from developing," says Holley. "It's consistent with the approach Canada has taken in recent history, the last 20 to 30 years, which is to direct its resources to identifying the problem rather than preventing it."

Holley adds that in order to make any progress in improving the safety of food, we have to better understand what the high-risk foods are and what organisms are the most important.

Under the plan the feds will provide \$30.7 million over five years to establish

a Food Safety Information Network to link federal and provincial food safety authorities and private food testing laboratories across Canada. The network will allow food safety data to be compiled, analyzed and shared in real time, allowing for more rapid detection of and response to food safety hazards.

The government also plans to provide \$205.5 million over five years to the CFIA, Health Canada and the Public Health Agency of Canada to continue routine BSE-related programming aimed at safeguarding human and animal

health, maintaining consumer confidence in Canadian products and enhancing market access.

But Holley also questions the value of this investment in terms of what it will provide to Canadian consumers. "This will have very little impact on human health," he says. "It's really a trade issue." As Holley explains, this investment is to help Canada maintain its commitments to the U.S. and other countries it trades beef with. From a business perspective it makes good sense, he says, but it shouldn't be represented as a food safety issue.

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Louis Giguère

Are all animals raised equally?

The question is very simple. Are all animals raised equally? Why should we believe this when we know that our own eating habits, not to mention lifestyle, have a direct influence on our health? How do we agree to consume products made from unhealthy animals? Perhaps because certain images of industrial production of animal products are too graphic, pushing us beyond what we can handle, we end up turning a blind eye.

Due to societal values and concerns, the notion of food quality has evolved over time, and now extends far beyond nutritional value to encompass health, physical well-being, and holism, total well-being. In this health and holism

paradigm, food wholesomeness, safety, environmental impacts, animal welfare and local economy all drive the creation of value. Animal welfare alone is increasingly seen as an important attribute of value-added food.

Value-added products created by casting a spotlight on breeding techniques is nothing new. Some of the various breeding practices questioned include force-feeding of geese, milk-fed veal and Bresse chicken, to create delicacies for which the public is ready to pay a premium. What is different today is that certain “gourmet” techniques as much as other mass-rearing techniques are all evaluated using the very specific animal-welfare perspective.

Many countries have forged ahead in applying the standards conducive to animal welfare. The pork industry is a fine

example of this trend, probably because the breeding conditions of these animals is the most outraging imaginable. Already the European Union, Australia and nine U.S. states have adopted new breeding standards. Products from pork producers which fail to comply with certain standards, such as group housing for pregnant sows, are no longer imported. Also, it has been acknowledged that stocking density for fattening pigs needs to be decreased.

To adapt to these new requirements, producers must renovate their facilities or build new ones. The bill is estimated at over \$500 million in Canada. In addition, new shipping standards will apply, with less stressful loading platforms for the animals, and trucks equipped with cooling misters, all intended to foster animal welfare but also yield more



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tender meat. The Canadian pork industry is undergoing a massive transformation. There are plenty of similar examples at all stages of the food chain. We can't ignore the fact that the World Society for the Protection of Animals has applauded Sobeys for being the first major retailer to offer Certified Humane chicken, pork and beef across Canada, another compelling example of activity meeting the health and holism requirements. These are only a few examples of this strength that affects several types of breeding, from egg to beef production — both ends of the spectrum.

These new consumer and processor provisions fostering animal welfare need to be developed to create value. Those who jump on this initiative all have an interest in communicating directly to consumers to justify their products' higher prices. By doing this, the vicious circle of "generic-ation," in which the

consumer is not ready to pay for undifferentiated commodities and the processor only seeks to produce at the lowest possible price, can finally be broken. The end of generic is finally here! Hallelujah! 🍎

Louis Giguère M.Sc., is vice-president, Commercialization and Innovation, Enzyme Commark, The Food and Health Agency. Contact him at LGiguere@enzyme.com



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SUPPLIER NEWS 

- > Eden Prairie, Minn.-based **It'sFresh! Inc.** is expanding and will open a new headquarters in Eden Prairie. The company offers innovations and solutions for food freshness.
- > Chicago-based **PureCircle** says it has supplied enough stevia sweeteners to enable the food and beverage industry to remove 1.8 trillion calories from global diets.
- > Toronto-based **SCA**, a global hygiene and forest products company and maker of the Tork brand of away-from-home paper products, has been recognized by the World Business Council for Sustainable Development (WBCSD) as a best practice example in sustainability reporting.

Food safety winners

NSF-GFTC (Guelph Food Technology Centre) held its annual Safe Food Canada 2014 Symposium in Brampton, Ont. last month.

During the conference the company announced the winners of its Food Safety Recognition Awards, which celebrate Canadian food and beverage companies and individuals helping to advance food safety. Frank Schreurs, NSF-GFTC's Global managing director — Consulting and Technical Services, says the awards were created as a way to celebrate food safety success stories in Canada. NSF-GFTC says submissions were diverse, countrywide and represented various areas within the food industry.

This year the Food Safety Leadership Award went to Randy Huffman, Chief Food Safety Officer and senior vice-president, Six Sigma and Quality, at Toronto-based Maple Leaf Foods Inc. The Food Safety Excellence Award went to Oland Brewery of Dartmouth, N.S., while the finalist in this category was Oakville, Ont.-based Tim Hortons. Finally, the Ontario Allied Trades Food Safety Award went to Sealed Air — Food Care in Ontario, while the finalist was TrainCan Inc. in Toronto, Ont.

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**THE BUZZ ON
BLUEBERRIES**

Syngenta Canada Inc., Dalhousie University and Natural Sciences and Engineering Research Council of Canada are working on a project to increase bee populations and blueberry yields in the Maritime provinces, reports the AtlanticFarmFocus.ca. The research involves planting bee-attractive forage plants and creating bee nesting sites. The partners will analyze the impact of these experiments on bee populations and blueberry pollination over the next two years. One of the forage plants includes annual buckwheat.



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MOOOOVE OVER VODKA

Leche Spirits LLC of Roswell, N.M. has launched Milk Money Vodka. According to the company the vodka is twice distilled from milk and twice filtered to produce a full-bodied light cream taste. It's grain- and gluten-free and has 40 per cent alcohol by volume.

PEOPLE ON THE MOVE

> Montreal-based WeighPack Systems Inc. has appointed **John Cloutier** and **Derek Chandler** as territory managers. Their regions will include Ontario, Manitoba, Michigan and upstate New York.



Chandler



Cloutier

> **Paul Jewer** will replace **Kelly Nelson** as CFO at High Liner Foods Inc. of Lunenburg, N.S. Nelson will retire this May. Jewer was most recently CFO with Sobey's Inc.

> **Art Smith**, the CEO of the Ontario Fruit and Vegetable Growers Association, is retiring this June.

> Cereals Canada has appointed **Cam Dahl** as the organization's first president. Prior to joining Cereals Canada, Dahl served as general manager of the Manitoba Beef Producers, commissioner of the Canadian Grain Commission, chair of the Canadian International Grains Institute Board of Directors, and executive director of the Grain Growers of Canada.

> Toronto-based GreenStar Agricultural Corporation has appointed **G. Michael Newman** to executive chairman of the board of directors.

> **Heather Lamb** has joined Henderson, Colo.-based Birko as vice-president of Finance. Birko provides food safety solutions to the meat, produce and brewery industries.

> Oakbrook Terrace, Ill.-based Pump Solutions Group has named **David Wang** to the newly created position of president of PSG Asia.

> Chicago, Ill.-based Silliker Inc., a Merieux NutriSciences Company, has announced several appointments. **Kurt Westmoreland** is now vice-president Sales and Marketing; **Neda Vaseghi** is regional director of Sales — West; and **John Iams** is now regional director of Sales — East. **Jeff Lucas** has also rejoined the company as a technical consultant.

> Schneider Packaging Equipment Co. of Brewerton, N.Y. has appointed **Barry Rinaldi** to director of Business Development.

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INBRIEF 

> **Food Banks Canada** has recognized **Farm Credit Canada** (FCC) with its 2013 Award of Excellence. The award acknowledges the efforts of FCC and it's more than 1,600 employees and numerous community groups and businesses that have participated in the FCC Drive Away Hunger over the past 10 years. FCC Drive Away Hunger campaign

is the largest employee-led food drive in Canada. It involves driving a tractor and trailer through communities to collect food and cash donations for food banks across the country. Since 2004, FCC employees and community partners have collected over 17 million lbs of food.

> Lunenburg, N.S.-based **High Liner Foods**

Inc. has achieved 99 per cent of its goal to source all its seafood from certified sustainable or responsible fisheries and aquaculture. Of the eight major species of fish and shellfish that High Liner Foods purchases, it has achieved 100 per cent of its goal for Atlantic cod, haddock, pollock, sole/flounder, Pacific cod and Pacific salmon. The company has achieved 98 per cent of its commitment for tilapia and 91 per cent for shrimp. Combined, those species totalled 196 million lbs of product purchased in 2013. Among the species that don't currently meet High Liner's sustainability criteria are various species of squid, ocean perch, and small wild shrimp.

> Delta, B.C.-based **Windset Farms** won the Best Tomato Grower in the World award at the HortiBiz's International Tomato Inspiration Event in Berlin, Germany. The company beat out the top 50 tomato growers in the world. Windset Farms has greenhouses in Abbotsford, B.C., California and Nevada.

> Vancouver-based **Quini** — an interactive wine tasting, rating and recommendations application and data solutions provider — has launched its wine tasting mobile app for iPhone and iPad through the Apple App Store. Quini allows wine experts, enthusiasts and novices to review and rate wines with greater detail. Quini captures user scores and input on five separate aspects: eye, nose, mouth, finish and opinion. Developed with wine experts, scientists and PhDs in food science, sensory evaluation and statistics, Quini analyzes user tasting profiles over time and recommends wines that best match personal preferences, helping to make wine buying decisions more accurate and, for many consumers, less intimidating.



< Toronto-based **BrandSpark International** released its list of **Canada's Most Trusted Brands** of consumer-packaged goods for 2014. BrandSpark polled more than 95,000 Canadians to arrive at the final list, which is organized into 60 categories. Some of the top brands included Kellogg' cereals, Maple Leaf packaged meats, and Tropicana juice. For more, visit: www.brandsparktrustedbrands.com/canada.html

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Canada's Largest Food Processing Industry

By James Laws

Accounting for \$24 billion in revenue, \$5 billion in exports and 68,500 jobs, red meat and poultry processing is the largest component of Canada's food and beverage processing sector.

Overfed but undernourished is a paradox of concern to dietitians, health-care professionals and policy-makers. Bite for bite, meat offers a nutrient-rich, wholesome, nutritious food choice.

Nutrient-rich foods provide high levels of vital proteins, vitamins and minerals accompanied by low concentrations of calories. Research has demonstrated that the benefits of adequate amounts of lean protein include stabilizing blood sugar; increasing satiety (the feeling of fullness after eating); and maintaining muscle mass, even when losing body weight.

Food safety is the highest priority of Canada's meat processors. Food safety management systems include a series of "hurdles" in the processing system. Each hurdle decreases the likelihood and number of pathogens being present. Hot water and steam pasteurization are among the most effective hurdles. Others include the application of organic acids such as lactic acid, a naturally occurring substance.

Canada exports meat products to 120 countries, including the United States, the European Union and Japan. The food safety agencies of these countries permit imports only from countries in which they have confidence in the food safety system. Canadians should be

assured by the world class status of this country's food safety system.

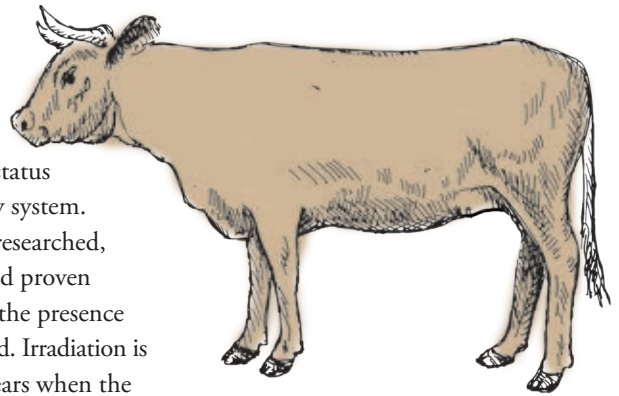
Irradiation offers a well-researched, internationally accepted and proven methodology for reducing the presence of harmful pathogens in food. Irradiation is radiant energy that disappears when the energy source is removed. Like infrared heat and microwaves, irradiation destroys insects, fungi or bacteria that cause food to spoil or result in foodborne illnesses.

In 1997, the U.S. concluded that irradiation is safe for refrigerated and frozen meat. In 2012, approval was expanded to include unrefrigerated uncooked meat, a decision supported by the American Dietetic Association and the American Medical Association.

In 2002, Health Canada concluded that: "Food irradiation can improve food safety by killing disease-causing bacteria such as *E. coli* and *Salmonella*." Regulatory approval by Health Canada of irradiation would reduce human illness and suffering; decrease healthcare expenditures; improve confidence in the food safety system; benefit the nation economically; and, provide Canadians with the opportunity to exercise individual preference.

As evidenced by the wide selection of sodium-reduced processed meat products now available, Canada's meat processors are committed to providing sodium-reduced options.

Significant, real and measureable progress has been achieved in formulating products that meet, and in many cases exceed, the reductions envisaged in Canada's voluntary benchmarks for sodium reduction. Just as numerous traditional products have been reformulated to meet the voluntary sodium standards for 2016, it is



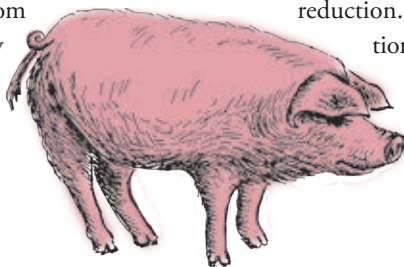
now common practice that new processed meat products are developed from the outset to comply with them.

Vegetables constitute the major source of nitrate in the human diet, providing 85 to 90 per cent of the average dietary intake. Estimated to account for nine to 10 per cent of dietary intake, the concentration of nitrates and nitrites in "cured" meat products has been decreasing.

Once considered to be a harmful food additive, nitrite is now being viewed as not only a beneficial molecule, but one with vital medicinal properties. Scientific evidence demonstrates that nitric oxide insufficiency is the earliest event in the onset and progression of various illnesses, including cardiovascular disease. The lack of nitric oxide can lead to hypertension, arteriosclerosis, peripheral artery disease, heart failure, and thrombosis resulting in heart attack and stroke.

In the context of these new and evolving discoveries, the historical classification of nitrite as a "cure" is acquiring new meaning. Dietary nitrite may be necessary, not only for food safety, but essential also for public health.

As has been the case throughout human history, meat continues to epitomize excellence as a centre-of-plate choice for high-quality nutrition. ●



James Laws, PAg., is executive director of the Canadian Meat Council. Contact him at jiml@cmc-cvc.com



MARKET OUTLOOK

Perhaps the most significant development in the agricultural markets is a little report in the *Los Angeles Times* this week by David Pierson: “For decades, China’s rulers deemed grain production a linchpin to its national security,” wrote Pierson. “The policy of self-sufficiency was a legacy of its planned economy from the days of Mao when China was increasingly isolated from the outside world. But China’s communist founders couldn’t have predicted the nation’s dizzying rise in meat consumption, which has grown nearly ten-fold to 71 million metric tons since 1975. That’s why China has been increasingly importing grains such as soybeans and corn from the U.S. and Brazil to boost its livestock population. Then last week, Beijing called it quits by announcing it was scaling back its annual grain production targets to put a greater emphasis on quality rather than quantity.”

This means that the Chinese have decided that meat production is more important than grain self-sufficiency. It also may suggest a greater willingness to negotiate trade agreements.

We doubt that this announcement will have short-term effects, but it could have huge implications for the next several years. It is possible that we have seen the bottoms in the grain markets, although huge crops in Brazil and the U.S. could force them lower. Moreover, after having personally witnessed the Brazilian juggernaut over the past two weeks, we need to understand that there is a huge production potential in that country and it is in the hands of a fantastic set of entrepreneurs.

As I have said repeatedly here, futures markets are good at anticipating the effect of supply, but very poor with the demand side. This policy change will simply exacerbate that problem, thereby giving us lots more opportunity for volatility in the future. ●

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

The grain complex finally has some bullish news — natural gas is exploding and oil continues to move in its sideways channel. The grains found their bottoms, especially corn, after the January USDA report. The February report actually contributed to a bit of a run up in grain and oilseed prices because it contained lower estimates of carryover for corn and wheat than the market expected.

> **Corn** – The USDA again lowered its predicted carryover and raised the estimates of the U.S. for this crop year. Subsequent reports of drought in southern Brazil and Argentina raised questions about the corn crop there. So far, the key reversal bottom in January has held (at \$4.14 on the May contract) before a rally back to \$4.60 currently. This market probably can carry through to the \$4.75 level on current information. If buyers covered at the bottom, we would take profits around \$4.65 or a little higher. Whether covered or not, be covered above \$4.75.

> **Soy oil** – The soybean complex benefited greatly from both the increased export projections as well as the reports about drought in Brazil and Argentina. The May soy oil contract rallied from a low of \$0.37 to the current \$0.40. After spending two weeks in the soybean growing areas of Paraná and Mato Grosso, I

think the drought reports are an overreaction. Most of the first season crop is off with good yields, the second crop has just been planted and rains now would be constructive. More important perhaps is the fact that the market is eating its way through the huge stockpile of palm oil, and palm has made some recent high prices. We look for the rally to face resistance at current levels. We would buy the next pullback toward \$0.37. However, we would certainly be covered above \$0.43.

> **Wheat** – The combination of lower USDA stock projections, higher exports and severe weather in the winter wheat areas of the U.S. created the basis for a rally in wheat. From a low of \$5.53 in late January, the May contract rallied to the current \$6.10 area. For those covered near the bottom, take profits here and expect a pullback toward support. However, we would be covered above \$6.50.

> **Sugar** – Sugar joined the grains in a rally since our last report. At least part of the rally is attributable to the drought in Brazil. As with soybeans, this probably depends on whether rainfall continues as it is now and for how long. May futures rallied from just below \$0.15 in late January to the current \$0.167. This is a very significant chart point and one that buyers

should use as a target above which to protect against price rises.

> **Natural gas** – Natural gas prices exploded because of the demand from extreme U.S. weather, taking March futures above six cents. Back months also rallied but not to the same extent, underlining the temporary nature of the rally. If you covered as we suggested, look for any topping action to take profits. This is not the time to write long-term contracts!

> **Crude oil** – The oil market continues to move sideways with a current rally bringing the May contract to the \$110 area. We continue to believe it will stay in its trading range. However, as we suggested before, be covered above \$115. Dips down to \$97 or \$98 should trigger long positions or contracts.

> **Canadian dollar** – The loonie finally bottomed out just below \$0.89 on the March contract and then rallied back over \$0.915 before weak manufacturing shipments knocked 1.5 cents off. We think there is major support at \$0.89. We recommend that people who risk a rising loonie buy Calls, at least two strikes out of the money on the September contract. Those covered against a decline should take profits anywhere near the support plane, but be covered below it.



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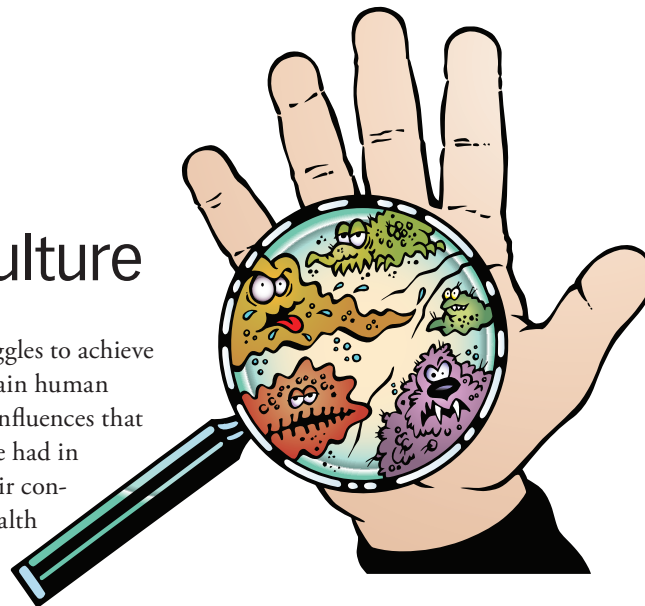
In our on-going struggles to achieve food safety and sustain human health we overlook influences that microorganisms may have had in human evolution and their contributions to our good health and wellness today. This article explores some recent advances in this area.

Scientists believe that the earliest forms of bacteria and viruses evolved not long after the dawn of time from a watery broth of organic compounds. We can learn a lot from their demonstrated ability to overcome everything nature has thrown at them since that time. They survive by evolving and adapting to changing conditions as a single species and symbiotically with all other life forms including humans.

As humans we first encounter microorganisms at birth. From the moment of birth until our passing, we carry, ingest and expel trillions of these organisms. No one has an exact number of bacteria in and on our bodies, but one account I have read speculated that there are at least 10 for every human cell. Some of these microbes are essential for our survival and some we would rather do without.

Are we better because of them?

Anthropologists studying why humans outlive other mammalian species think that bacterial pathogens have played a huge role in extending human longevity over time. Studies done on primitive cultures suggest that the exposure to pathogens in the food and water supplies



accelerated the development of or enhanced the human genes responsible for immunity to these pathogens. There may also be a cognitive benefit to this adaptation as well. Individuals possessing strong immunity in these primitive societies also exhibit higher IQs. It may have been this combination of a better immunological adaptability and higher intelligence that allowed humans not only to survive but to thrive in very hostile conditions.

Scientists are adamant that there was not one pivotal event in our evolution that propelled us to the top of the food chain. As we evolved over the ages, we expanded our diet to include meats, which are higher in protein and energy. This new diet, in turn, led to the development of larger and better brains as well as stronger bodies. However, the exposure to animal pathogens exposed humans to a whole new set of infections that continued the development of our immune system and, as some believe, our intelligence as well.

The good ones within us

The microbiology of the human body is not well understood, and probably the least understood is the microbiology of our digestive system, the largest reservoir of bacteria in our body. We know that our survival depends on certain

bacteria in our guts to break down food ingredients, thus improving their digestibility. But there is more to it than simply aiding digestion. Unfortunately, discovering all that occurs isn't easy. To date scientists have neither been able to replicate in a lab the conditions within our guts, nor have they been able to isolate and identify many of the residents. To put it bluntly, we don't know what we don't know.

Anyone who has experienced a foodborne illness can attest to what happens when the ecosystem within us gets out of balance due to the invasion of a pathogen. The traditional remedy for this situation is often a "scorched-earth" antibiotics therapy that eliminates both good and bad bacteria. Once removed, we hope that the good bacteria will repopulate themselves, but this doesn't always happen.

Another approach being tested by pathologists and physicians is to use what is called a "fecal transplant." This involves treating the patient with the feces from a healthy relative to re-establish as close to the original gut ecosystem as possible in the patient. Results of these treatments to date appear to be very encouraging.

All living things, including humans, exist when a fragile balance is achieved with these small life forms. The foods we eat do more than provide protein, fat, fibre, minerals and vitamins. Our foods play a significant role in establishing and maintaining this delicate balance with life within and around us. ●

Dr. Ron Wasik PhD, MBA, CFS, is president of RJW Consulting Canada Ltd. Contact him at rwasik@rjwconsultingcanada.com



Fortifying Canada's food policy

In upcoming weeks, Health Canada is expected to release a draft guidance document for consultation that will include proposed criteria on the fortification of foods sold under a Temporary Marketing Authorization Letter (TMAL). This draft guidance will outline suggested maximum levels for the addition of vitamins, minerals and amino acids to a new category of “supplemented foods” — providing a window into what a future food fortification policy may look like. Health Canada will look to industry and stakeholders to provide comments on the draft guidance.

But why now? Health Canada has been working on a review of food fortification since 1998. In 2005, Health Canada released a proposed policy, but it was withdrawn after stakeholders expressed concerns about permitting discretionary fortification of foods. At the same time, the *Natural Health Product Regulations* came into force, creating an opening to sell a fortified food-like product as a natural health product (NHP). In all, it is estimated that between 2004 and 2012 more than 750 food-like NHPs obtained market access via this route.

In 2011, Health Canada took the position that products in food-like format, such as energy drinks, should not be regulated and sold as NHPs, and undertook to transition these products to the food regulatory framework. However, many products previously marketed as NHPs

cannot legally be sold as foods because they do not meet the limitations on vitamin and mineral fortification or other requirements in the *Food and Drug Regulations*.

To facilitate the transition, Health Canada used TMALs which permit the sale of a safe, non-compliant food for a limited period of time while information is gathered to address gaps in data and updates to regulations are considered, drafted and approved. Since the transition began, 370 TMALs have been issued, 173 for caffeinated energy drinks and 197 for other food products like sports drinks, cereals and gum. Generally, the TMALs issued are valid for two to five years.

“Hopefully this kick at the can will lead to changes in food policy that will provide greater legal clarity to the food industry.”

This answers the “why now” question — TMALs are a temporary measure and Health Canada can choose to move forward to develop an appropriate regulatory framework for these products, or otherwise risk perpetual uncertainty in the marketplace. But how will Health Canada effect these changes?

The draft guidance is expected to include a proposed definition of a “supplemented food” and will provide specific exclusions for foods intended for vulnerable populations such as children or pregnant women. Maximum levels of vitamins, minerals and amino acids to be added to foods sold under a TMAL will be proposed, likely with similar restrictions on the addition of ingredients such as herbal extracts as outlined in the Category Specific Guidance for Temporary Marketing Authorization for Caffeinated

Energy Drinks. Health Canada has also indicated it will be exploring the use of product identifiers to assist consumers in distinguishing these products from conventional foods.

Future updates to regulations will be informed in part by these consultations as well as data and research gathered by industry on products sold under a TMAL. Health Canada is requiring TMAL holders to submit sales data and conduct research on marketing and consumer understanding. TMALs may also contain a requirement to report any consumption incidents linked to certain foods or ingredients, and guidance on this topic is expected in the near future.

As outlined by Health Canada when the transition began, ultimately, foods sold under TMALs may have to be reformulated or discontinued if they are not compliant with the changes that result from the current review.

While the transition of NHPs to the food regulatory framework was achieved without much fanfare, this draft guidance is likely to raise a few eyebrows. It is not yet clear how Health Canada will address the concerns expressed by stakeholders which halted prior attempts at regulatory change — including controversial issues such as the fortification of so called “junk foods” versus the right of Canadians to have choice. While change may be contentious, hopefully this kick at the can will lead to changes in food policy that will provide greater legal clarity to the food industry. ●

Laura Gomez (above left) and Katrina Coughlin work at the Ottawa offices of Gowlings, practicing primarily in the area of regulatory law. Contact Laura Gomez at Laura.Gomez@gowlings.com. Ron Doering returns next month.

Gary Gnirss



A matter of nutrition facts

The U.S. FDA has recently made it obvious that it is planning to introduce changes to nutrition labelling. The last major reform in this regard was in 1993. In contrast, mandatory nutrition labelling (MNL) was introduced in Canada in 2002, with transitional provisions for compliance up to 2005, and 2007 for smaller businesses. The interest building in the U.S. will spill over to Canada. A Canadian nutrition facts table (NFT) is highly leveraged on the U.S. nutrition facts panel (NFP). If the U.S. NFP is deemed to be inadequate, what does that say about our NFT?

One pet peeve of the U.S. NFP concerns the mandatory requirement to include calories from fat. In Canada this is a voluntary feature rarely seen. Twenty years ago fat was the bad ingredient. Today we view saturated fat as bad and polyunsaturated fat such as the omega fatty acids (FA) as good, although too much omega FA still isn't good. Then there are medium chain saturated fats that might in fact be beneficial. It's no longer about avoiding fats, but finding the right balance in our diets. The advantage of a Canadian NFT is that there is a provision to list, although voluntary unless claims are made, polyunsaturated fat, omega-3 and omega-6 FA. There is no current provision to distinguish the type of saturated fats. In the U.S. there is a provision to include polyunsaturates in an NFP, but not to differentiate between omega-3 or omega-6 FA. Nutrition labelling modernization without addressing fat will shortchange the next 20 years of MNL.

Calories are now public enemy number-1. It has become very obvious that the

majority of the population over-consume energy. After 20 years of MNL in the U.S. the disconnect between the NFP's role in supporting good dietary practices has become obvious. Nutrition labelling modernization would be hard to imagine if calories were not a target for special emphasis. The U.S. has been toying with front-of-packaging nutrition labelling to clearly expose key nutrition information. While the idea has had mixed reviews, it is perhaps unrealistic not to expect the FDA to employ such a strategy since the current one is not effective. In Canada, front-of-package nutrition labelling is accommodated, but is not mandatory. The U.S. is already ahead of Canada when it comes to providing calorie and nutrition information on non-prepackaged food such as those in restaurants. If the U.S. enhances calorie labelling, will Canada follow?

Sodium is the jewel in our love affair with food. We crave it, but are told to limit our intake. This is a hard nut to crack. Both Canada and the U.S. are also looking at strategies to reduce the presence of sodium in foods. Enhanced sodium labelling on its own is likely not sufficient to achieve a more reasonable sodium intake and better health outcomes. We may need stronger intervention on this one!

Serving sizes are often not well understood by consumers on both sides of the border, particularly when they may differ for single and multiple-serve containers of the same food. The U.S. system is far more rigid when it comes to serving sizes. The Canadian system provides, with limits, more flexibility for a manufacturer to determine what a reasonable serving

size should be for their products. Many nutrition-related claims are then tempered by having to also be qualified based on regulated reference amounts (RA) for that food type. Rounding values to zero in Canada is also far more precise than in the U.S. Constructing a Canadian NFT is thus more complex than a U.S. NFP, but that may be to the advantage of consumers. More flexibility here, but with a more effective use of RAs to perhaps trigger nutrient disclosures, might be a better way to deliver the information.

It has become evident that current nutrition labelling is not delivering on its promise of driving consumers to healthy eating. Perhaps that might be an over expectation. MNL at best is just a delivery system of information. As a bit of irony, it was the *Nutrition Labeling and Education Act* that ushered in MNL in the U.S. So where's the education? There are good consumer web resources and programs offered by Health Canada and the U.S. FDA. Is that sufficient and are those agencies promoting themselves assertively enough as a competent authority in an OZ of competing nutrition wizards? They might want to think about stepping up that part of their game. ●

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



FOLLOWING THE FOOTPRINTS

WHY TRACEABILITY IN
THE MEAT CHAIN BRINGS
BOTH SAFETY AND
ECONOMIC ADVANTAGE

BY VALERIE WARD

Of the estimated four million cases of foodborne illness in Canada each year, most are fairly mild. But when high-profile incidents occur (think the BSE and avian flu scares, or the Maple Leaf and XL Foods recalls), consumers and industry pay a heavy price. The costs aren't easy to quantify, but there's no question that large-scale outbreaks take their toll in product recalls, reduced consumer confidence, lower sales, health care expenses and lost productivity. Recognition is growing in Canada and internationally that foodborne illness not only affects consumer health, it undermines economic strength.

To help boost product safety, competitiveness and market access, government and industry players are embracing traceability systems. The ability to quickly and accurately trace foods back through production, processing and distribution also offers the agri-food sector a powerful way to document the value of their products for consumers and customers.

Of course, traceability is nothing new for Canada's meat and poultry supply. Bar-tag codes, tattoos, brands and paper-based logbooks have been around for years. And the large-scale animal traceability databases administered by the Canadian Cattle Identification Agency (CCIA) and Agri-Traçabilité Québec (ATQ) got their start more than a decade ago. ➔



However, as the global supply chain grows more complex, there's pressure to develop faster, more integrated systems. On the live animal side, governments and sector groups are collaborating on an integrated multi-species National Agriculture and Food Traceability System (NAFTS), starting with livestock and poultry, and scheduled for completion next year. Under it, traceability services will be provided to the CCIA, ATQ and other interested sectors through Canadian Agri-Traceability Services, an independent, not-for-profit corporation. In the event of a safety issue, NAFTS must be able to deliver specific details about an animal or herd within 48 hours.

A patchwork of approaches

Planning and implementing any national system in Canada has to take into account that various governments and industry sectors have taken different approaches to traceability and its three basic elements: animal ID, premises ID, and movement reporting. "It's a patchwork," says Dr. Martin Appelt, national manager, policy development, with the Canadian Food Inspection Agency (CFIA), meat programs division. "The goal is to create an overarching system that's flexible enough to accommodate the patchwork."

“As the global supply chain grows more complex, there's pressure to develop faster, more integrated systems.”

At the provincial level, Quebec's ATQ is perhaps the most sophisticated system, providing a single, multi-species database that tracks animals from birth to slaughter, identifying multiple animal locations and movement. Other provinces are at different stages. For example, Ontario is setting up a voluntary premises registry, while Manitoba has introduced mandatory premises ID for livestock and poultry.

Traceability strategies also vary at the sector level. In Canada's chicken industry, traceability is handled through the 10 provincial chicken boards, says Steve Leech, national program manager with Chicken Farmers of Canada. "Each province has premises ID numbers and many have unique numbers for each barn on a given premises. The numbers are geo-referenced and stored on industry or government databases." Detailed information is gathered for each lifecycle of chickens in a barn, such as arrival and shipping dates, and particulars on the hatchery, processor and trucking companies involved. While much of this data is gathered as a normal part of chicken's supply-management regime, other elements, such as GPS information, were added after the industry's experience with avian flu. "We aim for continuous improvement," Leech adds. "For example, the Chicken Farmers of Ontario is introducing an initiative to digitize traceability documentation for even faster emergency response."

Provincial pork councils will soon be rolling out PigTrace Canada, a mandatory program for reporting animal movement that comes into force ➔



IN THE CASE OF A MEDIUM-SCALE DISEASE OUTBREAK, IT'S ESTIMATED THAT A **NATIONAL PIG TRACEABILITY SYSTEM** WOULD REDUCE A **12-MONTH** EMBARGO TO SLIGHTLY LESS THAN **THREE MONTHS**, AND LOWER OVERALL COSTS BY **\$4.27 BILLION**.





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July 1. The other two elements of traceability — identifying groups of animals and location — have been in place for some time, says PigTrace Canada manager Jeff Clark. Under the new program, users must report animals entering or leaving their premises by logging into a central database and recording details such as the date, the number of animals, and the license plate number of the truck carrying them. Besides making tracking faster and easier, PigTrace will result in significant cost benefits, Clark says. “For instance, in the case of a medium-scale disease outbreak, it’s estimated that a national pig traceability system would reduce a 12-month embargo to slightly less than three months, and lower overall costs by \$4.27 billion.”

Observers note that the beef industry has been slower to move on traceability, in part because of its view that the CCIA’s current animal ID program already meets many basic traceability principles and requirements. According to a CCIA summary of the industry’s position, new initiatives will move forward as their benefits become clearer and as existing concerns are resolved in areas such as technology and confidentiality of producer information.

Mastering the supply chain

While Canada is making progress on the traceability file, it lags behind the EU, Japan and Australia, says Brian Sterling, senior program advisor with the Global Food Traceability Center. “Industry and government have roles in meat production, but Canada needs to look at what other countries are

“As much as anything, traceability is about getting control of your supply chain.”

doing. What we have now are mainly sectoral efforts. Retailers will probably be the ones to force action, but they may have different requirements, which will add cost.”

Recognizing the strategic business benefits of traceability would help drive it forward faster, Sterling believes. “As much as anything, traceability is about getting control of your supply chain. For regulatory purposes, traceability only requires seven or eight pieces of information. But for commercial purposes, you can track anything that’s of value to your business and your customers and have data to back up your claim, as well as tools to improve market access and market share, cut waste and reduce costs.”

Richard Halenda of Oshawa, Ont.-based Halenda’s Fine Foods has discovered traceability’s business advantages first-hand. An award-winning processor of deli meats and a meat distributor to independent retailers,



IN CANADA'S CHICKEN
INDUSTRY, TRACEABILITY IS
HANDLED THROUGH THE 10
PROVINCIAL CHICKEN
BOARDS



Halenda has introduced an integrated software solution that allows his businesses to trace all aspects of meat production, along with real-time costing, inventory and other functions. Trace back can be especially challenging with deli meats because they use components from other meat products to make a new product, such as sausage. With the electronic footprints the company's tracking system leaves behind, Halenda's Fine Foods has the data to monitor how well it is meeting efficiency and customer service goals. It can also correct problems as they arise, pinpoint costs, and supply provincial inspectors with a high level of detail during mock recalls. During a recent mock recall, the company had to trace an instance of higher-than-regulation nitrate levels. "Data from all the critical control points was captured within three hours," Halenda says. "Not everyone realizes how useful this kind of information can be. I sometimes wonder how we managed before." ●

In search of the Golden Nugget...

By Daniel Scholes

Chicken nuggets are one of the most popular items in the freezers of the on-the-go family. And nowadays there is a wide variety of brand choice — some differentiated on nutritional elements, others kid-friendliness, not to mention price point. So we set out to find if, when it comes to the sensory profile, is there a "Golden Nugget" among them?

Methodology: Bring in the judges

We recruited 50 moms with at least one child living at home, who are the primary grocery shoppers in the household and who purchase and consume frozen chicken nuggets on a regular basis.

We tested 12 samples of frozen chicken nuggets ranging in price from \$4.99/900 g to \$11.99/700 g, including both national brands and private label. Three of the 12 samples were marketed as "healthier" options. The samples were evaluated blind, followed by an evaluation of the nutrition and ingredient panels.

Results: The pecking order

Two products stood apart from the rest with top scores on overall liking and purchase intent. A few interesting observations about this unlikely duo: one was a private label, the other a national brand; one ranked first on flavour and seventh on texture, while the other ranked first on texture and seventh on flavour; neither was the most expensive (or cheapest) of the samples, and neither had the most (or least) fat or sodium levels.

On the other end of the spectrum, three nuggets had very low overall appeal — posting the lowest scores for overall liking, flavour and texture. Incidentally, these were also the "healthiest" nuggets, with the lowest declared amounts of fat, sodium and calories.



And as for the seven brands in the middle of the pack, one was much too greasy, another did not have enough breading, and some had an unpleasant aftertaste. The bottom line: there was not one single attribute driving dislike.

Great taste vs healthiness: If it ain't chicken, it's feathers

While the healthiest nuggets did not score well in blind trial, their nutritional values were a hit. The product with the lowest declared fat and sodium had the greatest increase in purchase interest (60 per cent more), while the highest sodium and fat product dropped by 52 per cent. But are mainstream consumers ready to sacrifice on taste? Not according to our moms: when asked what features are most important to them when buying chicken nuggets, "great taste" topped the list, with little regard for the features of low fat and sodium.

The Golden Nugget... or the Holy Grail?

Our search revealed two winners, driven by the attributes of both flavour and texture. But did we find the Golden Nugget we set out to find? Perhaps the true Golden Nugget is one which has all the positive taste and textural properties but with the benefits of low fat and sodium. If achievable, it will be worth a pot of gold...uh, gold nuggets 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. For questions about this research, or how you can leverage consumer taste buds in your business, contact Dan Scholes at info@contracttesting.com or at (905) 456-0783.



The Future of Supply Management

From those who say it's working just fine, to others who want to dismantle it altogether, *Food in Canada* examines the controversial state of Canada's supply management systems for dairy, poultry and eggs

By Carol Neshevich

Kee it exactly as is? Make a few minor tweaks? Undergo a major overhaul? Or just get rid of these systems altogether? These are some of the options being considered — and hotly debated — when it comes to Canada's supply management systems for dairy, poultry and eggs in 2014.

First implemented in the early 1970s, national supply management systems were put in place as a way to protect Canada's farmers in these sectors from economic instability. "The Canadian dairy sector opted to operate under a system of supply management in the early 1970s to address unstable prices, uncertain supplies and fluctuating producer and processor revenues, which were common in the 1950s and 1960s," explains Patrick Girard, senior media relations officer with Agriculture and Agri-Food Canada.

The dairy industry was the first to institute supply management in 1970. It was quickly joined by the egg sector in 1972, followed by turkey and chicken later in the decade, and the broiler hatching egg industry in 1986. Each of these sectors has its own supply management boards, but all of these industries share three basic pillars of supply management in common: price setting, protection from foreign competition, and control of supply.

Basically, these systems operate as such: the supply management board for each sector sets the prices that consumers and/or food processors pay for the raw goods, be it milk, poultry or eggs. These prices may vary from the standard in many other countries, so there also must be protection from excessive

foreign competition. There is therefore a very small, set amount of each of these products that can be easily imported each year, and anything above that is subject to prohibitively high tariffs. At the same time, to prevent the problem of overproduction, farmers in these sectors have all been issued production quotas, which nobody is permitted to exceed.

Even critics of the system typically agree that when supply management was first implemented in the '70s it was for good reason. And indeed, farmers in these sectors are still benefiting today from the stability these systems provide. In general, dairy, poultry and egg farmers strongly support maintaining the status quo. The Dairy Farmers of Canada is certainly working hard to publicize the benefits of supply management. As it explains on its website: "While farmers around the world face unexpected and inexplicable wild market fluctuations, Canadian farmers sell their milk at constant and stable prices. As a result, Canadian dairy farming is one of the few agricultural sectors that is self-sufficient — providing income security for farmers and requiring no government subsidy."

And from the Canadian government perspective — at least when it comes to an "official" stance — it's all good. "Supply management has served Canadian farmers and consumers well for over four decades. In the recent speech from the throne, our government underscored our strong support for supply management," says Girard. But Martha Hall Findlay, a former Liberal MP from Toronto (currently working as Chief Legal Officer at EnStream LP and as an executive fellow at the University of Calgary's School of Public Policy), says that while she was working on Parliament Hill she encountered a great number of fellow MPs who would secretly say, "We know [supply management] has to go, but we just don't have the votes." Says Hall Findlay, "That just drove me crazy." She feels many politicians are with her in the belief that supply management should be dismantled, but that doing anything that might be perceived as harming farmers can be a political landmine.

In Hall Findlay's opinion, there are several reasons why Canada should completely dismantle supply management. Canadian consumers are paying much more for supply-managed products — particularly milk and dairy



products — in comparison with other countries. Canada is being hindered on the international trade table in general because of its refusal to budge from a system that so strictly limits and hinders imports in these sectors. And food processors that produce food items based on dairy, poultry or egg ingredients are being obstructed from successfully exporting their products because of the high price of their raw ingredients.

Some food processors, says Hall Findlay, may be quite happy operating solely within the Canadian marketplace right now, and they might not see supply management as a huge problem. “If you’re charging more than you might otherwise for a tub of ice cream, you’re only competing against other Canadian processors who are buying their ingredients at the same prices. And quite honestly, it’s kind of cushy — because any time you have a product that sells for \$5 instead of a product that sells for \$4, you have that much more of an

“ We need to get beyond this ‘good vs. evil’ dialogue around [supply management]. Let’s be fair, systems like this have advantages. They also have disadvantages. ”

opportunity for a margin,” she explains. “But it’s a shame that we’re exporting all of these jobs to other countries when, if we were dealing with world market-priced milk, we could actually be dealing with world markets for our processed foods...the opportunities could be huge.”

Robin Horel, president and CEO of the Ottawa-based Canadian Poultry and Egg Processors Council — an organization whose membership consists of food processors who all buy their most significant raw materials from supply-managed farmers — also has some concerns with supply management. “The supply management boards were set up in the 1970s to eliminate the difficult boom-and-bust cycles, and if you look at the last 40 years, it’s done that remarkably well. Great if you’re the farmers — but we’re not the farmers,” he says. Still, “we have learned over 40 years how to live in the system, and have actually

become supporters of the system, provided it works for everybody in the supply chain. For the most part, our members would say it’s been good for us, but it could be better for us as the next step in the supply chain.”

Unlike Hall Findlay, Horel isn’t looking to dismantle supply management; he just thinks it needs updating. When it comes to his members, the chicken, turkey and egg processors each have their own particular issues with the system, he says. With chicken, for instance, “it’s the supply [control] pillar...that’s the part that we constantly have issues with on the chicken side,” says Horel. “We as the customer give input and rationale as to why a certain amount of supply is right, but at the end of the day, the board determines what they think, and we cannot outvote them.” The majority of the board members are farmers, and when it comes to the farmers’ viewpoint regarding the appropriate amount of supply, “It’s in their best interest to produce as much as possible. And the folks who have to deal with that in the marketplace are my members, who have to buy whatever is produced, and then somehow sell it into the marketplace. And if there’s too much production, my guys still have to pay the full price — because that’s one of the other pillars of supply management — and then they can’t get their costs recovered in the market.”

Modernizing the system is going to be crucial, says Horel. “If we don’t modernize it — and by we I mean the farmers and the whole supply chain, we’ll be in danger of losing the system. The system has good support from government, but the government support is, in our opinion, based on consumer ➔

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SPECIALREPORT

support. If we lose consumer support for the system, government support will follow. So in order to keep consumer support, we need transparency in cost; and we need to ensure that the farmers understand that this is a privilege, not a right.”

But how, exactly, should all this be done? When asked, Horel says, “That’s the \$64,000 question,” with a laugh. “To be honest, we’re still working on that. We’ve had our new strategic plan for about a year now, and we’re working on what modernization means, and it likely means different things in each of those different sectors. It’s almost certain that there’s no silver bullet here. It will be a number of little things and they will vary by sector; but transparency, and ensuring that you can justify the price structure that you’ve got, that has to be one of the keys in all of those sectors.”

The Guelph, Ont.-based George Morris Centre, an economic research institute focused exclusively on the agriculture and food industry, has done a great deal of work on supply management research. In March 2013, the centre released a report with recommendations for reforming the dairy supply management system, which advocates that the system needs some “bold” changes rather than dismantling or replacement. The essential reforms, detailed in the report, fall into the following categories:

1. Make growth in dairy markets a top objective of milk supply management, and mandate growth.
2. Improve the efficiency of the milk supply management system, which includes: eliminating the provincial balkanization (or fragmentation) of the dairy market; improving the efficiency of milk allocation to processing plants; improving the governance of supply management agencies; and liberalizing milk quota transfers.
3. Liberalize milk pricing.
4. Improve the broader trade positioning.

Titled *Canada’s Supply-Managed Dairy Policy: An Agenda for Reform*, the report explains that “the first element (market growth) and the second (improved efficiency) can create a reduction in costs that helps make feasible the third (liberalized pricing). The third leads logically to the fourth element (improved trade positioning).” The report also stresses that all four of these recommendations must be put in place together to be effective. If only one or two of these were to be implemented, it might make no difference at all.

Al Mussell, a senior research associate at the George Morris Centre and co-author of the report, says those who advocate simply getting rid of the whole system aren’t seeing the bigger picture. “We need to get beyond this ‘good vs. evil’ dialogue around it,” he says. “Let’s be fair, systems like this have advantages. They also have disadvantages... We’ve wasted a tremendous amount of time just trying to demonize this or sanctifying it. Or to make an analogy, many of us might say we’re concerned about the Canadian healthcare system and its ability to fund itself in the future, but we don’t use that as an argument to say, ‘Hey, we should get rid of this. It’s not working perfectly, so let’s just chuck it.’ We need to say, ‘OK, let’s work at this a little bit and see if we can make it better.’” ●



Grilled shrimp tandoori salad with mango dressing

Think globally, source locally

BY DON DOULOFF

Asian and European flavours, along with comfort food and locally sourced ingredients, are among the influences shaping food in Canada

more than ever in our hyper-connected, cuisine-obsessed world, influences from around the world and our own backyard are shaping the prepared foods showing up on retail shelves across the country. On top of that, Canada's multicultural population provides a large and receptive audience for bold global flavours.

"Asian, especially Thai, is big now," says Dana Speers, executive chef of the President's Choice (PC) private label carried at Loblaw's Supermarkets' 1,100-plus Canadian stores. Inspired by

street-food stalls in Thailand, in 2013 Loblaw's introduced the PC Pad Thai Spring Rolls frozen appetizer featuring tamarind-accented rice noodles stuffed into crisp pastry.

Another hot trend, says Speers, is "mixing cuisines." In that vein, in 2013 Loblaw's brought to market a hummus fusing Asian and Middle Eastern flavours by incorporating ginger and wasabi. It also introduced two hybrid lasagnas, one layering béchamel sauce, feta, ricotta and Greek-style chicken souvlaki between pasta sheets ("higher-end Greek food is huge in Australia," notes Speers), and a Tex-Mex beef version echoing the Southwestern U.S. ↗

THE FUTURE OF FLAVOUR

What does the future of flavour hold? Providing clues is the Flavour Forecast 2014 compiled by a global team of chefs, culinary professionals, trend trackers and food technologists at

McCormick & Company, producer of spices, seasoning mixes and dry sauces.

Among McCormick's forecasted trends:

- **The world is craving heat** in a big way. Beyond just discovering new chili varieties, this obsession extends to using techniques like grilling, smoking, pickling, fermenting and candying to tease out their flavour potential.

- **Indian food** is finally having its global moment. Already familiar with basic curries, people around the world are taking their appreciation for this richly spiced cuisine to the next level, exploring more flavours in new contexts, from food trucks to fine dining.

Flavours to explore: Kashmiri masala (Northern Indian spice blend of cumin, cardamom, cinnamon, black cloves and ginger) and paneer (versatile, fresh cheese with a mild flavour).

- **Mexican flavours** are on the move.

From a growing taste for regional Mexican fare in North America to early exploration in China, cultures across the world are embracing authentic elements of this bright, bold and casual cuisine. Flavours to explore: chamoy (a condiment combining apricot, lime, chilis and spices) and tomatillos (a tomato-like ingredient imparting a bright, lemony flavour).

- As host to the 2014 FIFA World Cup, **Brazil** will bask in a global spotlight that will illuminate the vibrant flavours and traditions of a dynamic culture that includes European, African, Asian and native Amazonian influences. Brazilian tastes are poised

to emerge as a powerful influence in cooking around the globe. Ingredients on the rise: guava (tropical fruit enjoyed fresh or as a nectar and paste) and tempero baiano (a Bahian seasoning blend containing oregano, parsley, varieties of pepper and cumin).



At Burnaby, B.C.-based Happy Planet Foods, Inc., CEO Rex Sheehy says that Asian and European influences informed the Globally Inspired line of fresh soups. Packaged in clear pouches, they're available in the deli/refrigerated sections of health food stores, major Canadian supermarkets and specialty stores like Whole Foods.

During the development process, Sheehy says the Happy Planet team gleaned insights from New Zealand, where they discovered that Thai flavours, particularly red curry, and exotic Moroccan spice blends resonated strongly. From that research sprang two soups, Thai Coconut (Happy Planet's biggest seller) and Moroccan Chickpea.

The team also looked to the United Kingdom — like New Zealand, a “highly developed soup market,” notes Sheehy — and created mint-scented Somerset Garden Pea based on that soup's popularity in England's Oxford area. Sheehy adds that the Canadian fresh-soup market, estimated at \$30-million annually, is growing by more than 20 per cent each year.

Closer to home, demand continues to grow among North American restaurant-goers for foods made with locally sourced ingredients. In 2013, Happy Planet introduced the Locally Inspired line of soups built on Canadian-grown vegetables such as carrots from Chatham-Kent, Ont., accented with ginger, coconut cream and curry, and mushrooms from B.C.'s Fraser Valley zinged with mascarpone and thyme.

At Campbell Company of Canada, pub food inspired three Chunky Soups that were introduced in August. “[Campbell] wanted to take Chunky back to its roots as a masculine brand — a soup that eats like a meal,” says senior director of Marketing Moya Brown.

To that end, Campbell's research and development team looked at the rebirth of pubs and identified the continuing trend towards sliders (mini-hamburgers) and the enduring popularity of shepherd's pie, an iconic pub food. Pasta-with-meat Chunky varieties hold strong appeal for families, a key target demographic for the brand. The result was three Pub Inspired Chunky Soups: Smokin' Bacon Cheese Sliders; Alehouse Shepherd's Pie; and Meatball Bustin' Sausage Rigatoni — developed in Canada for the Canadian market and produced at Campbell's west-end Toronto plant.

Beretta Family Farms' frozen entrées also have their origins in “comfort food flavourful enough to appeal to a broad Canadian palate, but not excessively spicy,” says founder and brand ambassador Cynthia Beretta.

The line, introduced in summer 2012, includes shepherd's pie, lasagna, beef chili and meatballs, all featuring



Photo: Beretta Family Farms



Angus beef raised without antibiotics or hormones at the company's home farm in King City, Ont., and at affiliated family farms in Ontario and Alberta. Available at Loblaws, Whole Foods and Toronto-area specialty stores, Beretta's frozen entrées rang up sales of more than \$300,000 between April and December 2013.

A range of international food trends figure prominently in the product line of Summer Fresh Salads, a Toronto-based supplier of dips, hummus, salads, sauces and desserts available Canada-wide. Among the trends spotted by the Summer Fresh R&D team, according to Michael Schmidt, director of Art and Marketing, are rich desserts in a "mini" size like those featured on restaurant menus worldwide, and seen in the company's Chocolate and Sweet Salted Caramel mini-mousses.



After extensively researching the methods and ingredients chefs at high-end restaurants employ to prepare their sauces, early last year the company introduced nine fresh cooking sauces, including Cranberry Madeira and Butter Chicken, created so time-starved Canadians can "add some excitement to homemade dinners," says Schmidt. Summer Fresh's annual sales exceed \$80 million.

Diverse culinary forces are influencing baked goods as well. For example, Dufflet Pastries' Milk Chocolate Salted Caramel Euro Tart is on-trend with Canadians' fondness for restaurant desserts combining sweet-and-salty. Gluten-free continues to be strong, says company founder and CEO Dufflet Rosenberg. Addressing that niche are the company's chocolate-dipped Coconut Macarons and Carrot and Chocolate Cakelets.

Also gluten-free are the cocoa/vanilla and ginger/cinnamon buckwheat snacks produced by organic artisanal bakery ShaSha Co. Founder and CEO Shasha Shaun Navazesh scours the world to track international food trends, and witnessed buckwheat's popularity in Russia and Ukraine while visiting those countries. ShaSha's products are sold in about 1,000 Canadian stores and rack up annual sales of approximately \$10 million. ●



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Super weed!

Seaweed is shedding its stinky image in the Western world to emerge as a new superfood

Most North American consumers know seaweed in only one form: sushi. But that's beginning to change. Consumers can now find seaweed on a variety of restaurant menus, and we're now starting to see them in food products. In our quest for foods that are new, different, exotic — and good for us — what we know now about seaweed has turned it into a superfood.

Food in Canada spoke with Lynn Cornish, a Seed Stock manager at Acadian Seaplants Limited in Dartmouth, N.S., about the edible saltwater plant.

Food in Canada: What is seaweed?

Lynn Cornish: Seaweeds are multicellular marine algae (macroalgae) found in all coastal areas of the world, from the warm tropics to polar regions. There are about 10,000 different species. Seaweeds in their ocean home evolved a couple hundred million years before land plants appeared on earth. This means that present day macroalgae originated in the primordial soup, and have flourished and evolved.

FIC: How long has it been used as food?

Cornish: The earliest known evidence was uncovered in Chile at a site dated to 12,000 BCE. People in Japan have eaten a variety of seaweeds at least as early as the seventh century, and in Ancient China seaweeds were a standard food and medicinal resource. Throughout the ages seaweeds were commonly consumed by



people in Asia, Polynesia, South America, Australia and New Zealand. Europe, Ireland, Wales, Scotland, Brittany, Iceland and Norway all have significant connections to seaweeds as a nutritional foodstuff.

FIC: So why is it popular now?

Cornish: There's an increased focus on developing nutrient-dense, low-fat, high-fibre foods. Macroalgae easily fill the bill. With a global obesity epidemic and critically high rates of cardiovascular and other non-communicable diseases, there's renewed scientific interest in dietary seaweeds. Research and advances in scientific technologies and Big Data analysis are producing hard evidence regarding the health and wellness benefits associated with eating seaweeds. The perception of seaweed as "stinky stuff" that washes up on the beach is gradually being replaced by education and logic, recipes and food development.

FIC: What are the benefits of consuming macroalgae?

Cornish: There's an increased awareness of umami, the fifth basic taste, which induces the sensation of deliciousness, and that has helped fuel the development of new gastronomic cuisines using mac-



roalgae. In addition, a variety of visual and textural effects can be achieved since dietary seaweeds come in a variety of colours, shapes and sizes. From a nutritional perspective, seaweeds in general are packed with protein, complex carbohydrates, vitamins, minerals, all the essential amino acids, B vitamins, lipids and antioxidant capacities.

FIC: How difficult is it to formulate with?

Cornish: The immense versatility of seaweeds as food and ingredients is as broad as there are numbers of species. Seaweeds differ in flavour and sensory characteristics, and should be used accordingly. Most seaweeds dry easily and can be quickly reconstituted. Many have preservative, or antimicrobial qualities, especially when used in meat preparations. Seaweeds can be readily used in salads, pasta noodles, breads and baked goods, ground meat products, snack foods, chocolate, pickles, pesto, frozen entrées, pizza, beverages, and more.

The unique hydrocolloid properties of many seaweeds increase their versatility in food development programs. Emerging new food sciences such as gastrophysics, and dietary preferences for gluten free or vegan, offer ideal opportunities to produce innovative foods from macroalgae. The science and the seaweed are there, but food developers need to realize the magnitude of the opportunities associated with the sustainable exploitation of thousands of species of edible, nutrient dense, ocean-based vegetables. Also, a variety of macroalgae in many foods enhances nutritional values across the board. A little bit in a lot of things would contribute substantially to society's health and wellness, naturally. 🍓

Get into the dance

Our dancing cows spot for iÖGO Greko has created quite a buzz. We've already had nearly 800,000 hits on YouTube. We've also been a big hit on Facebook and Twitter with lots of people asking "where can I get it?" Well, we'd like it to be your store. You'll not only profit from the increased interest; you'll be selling a great Greek yogurt that's nice and thick with twice the protein,* and a taste that speaks for itself. Stock up now, and get into the dance.

iÖGO. Owned by Canadian dairy farmers.



*compared to our regular yogurts



Plastic packaging: Doing more with less

The connection between plastic food packaging and sustainability

Many people assume that packaging must be recyclable to be “sustainable.” Recycling certainly does help reduce the environmental impact of packaging. Recycling reduces energy use, and it cuts greenhouse gas. Plus, recycling industries create significantly more and better jobs than simply hauling and burying garbage. Simply put, when materials have value, burying them in a big hole in the ground is an egregious waste of resources.

But looking only at recycling when reviewing the sustainability of packaging is sort of like choosing a spouse based solely on good looks — there’s lots more to consider. There are actually standards for measuring environmental sustainability that look at impacts across the entire life cycle of packaging. This includes all the material and energy inputs and outputs of the packaging. We need to look at energy used in manufacturing, water use, energy used in transportation, greenhouse gas and other emissions, impacts of solid waste disposal, and so on.

And then there’s the big impact: food waste. Just imagine all the energy and resources invested in growing, protecting, delivering, preparing and serving our food, and the accompanying impact on the environment. To protect that investment, we should use the packaging that



delivers more food with less food and packaging waste.

And this is precisely where plastic packaging contributes to sustainability.

The very nature of plastics — lightweight yet strong — makes them ideal for all sorts of packaging and helps minimize the environmental impact of

“Plastic packaging delivers more food with significantly less waste, energy use and global warming potential.”

the packaging. A recent life-cycle study compared six types of plastic packaging (caps and closures, beverage containers, other rigid containers, carrier bags, stretch/shrink wrap, and other flexible packaging) to the alternatives made with other materials.

The findings are stark. The alternatives for these six types of plastic packaging would:

- Require 450 per cent more material by weight;
- Require 80 per cent more energy demand — on an annual basis, that’s

equivalent to the energy from more than 3,800 oil supertankers;

- Result in 130 per cent more global warming potential impacts — that’s equivalent to adding 15.7 million more cars to our roads each year.

This means that plastic packaging delivers more food with significantly less waste, energy use and global warming potential.

In addition to these benefits, plastic packaging can provide barriers to oxygen, light, temperatures, moisture, microbes, critters and dirt, which can greatly extend the shelf life of food and retard spoilage — leading to less food waste. Studies find that up to 10 times more resources (materials, energy, water) are used to make and distribute food than are used to make the packaging that protects it. In the case of plastic packaging, the numbers can be even better.

For example, only three per cent of the energy used to produce a loaf of store-bought bread is needed to make its thin, lightweight plastic bread bag.

In other words, plastic packaging is an investment in protecting our food, as well as the resources we use to produce it. More food delivered without damage and loss. Less packaging waste, less food waste. Now that’s a healthy contribution to sustainability.

Today’s intelligent plastics are vital to the modern world. These materials enhance our lifestyles, our economy and the environment. ●

Carol Hochu is president and CEO of the Canadian Plastics Industry Association. For more information, visit: www.intelligentplastics.ca

NOUVELLES

Scotsburn fait l'acquisition d'un fabricant de crème glacée à Lachute



Juste après avoir vendu sa division laitière à Saputo inc. pour 61 millions de dollars, la coopérative Scotsburn Services Itée a acquis Les Aliments Lebel Foods inc., un fabricant de crème glacée situé à Lachute.

Scotsburn en a fait l'annonce le 22 janvier, sans toutefois révéler les détails financiers de la transaction.

Doug Ettinger, président-directeur général de Scotsburn, a déclaré à TheChronicleHerald.ca que cette acquisition s'avérait une décision stratégique et donnait un sérieux coup de pouce aux plans de l'entreprise de devenir un fabricant de crème glacée majeur. « Ils sont très forts au Québec, mais leur exploitation se révèle également nationale », a précisé M. Ettinger à TheChronicleHerald.ca. Ce nouvel actif contribuera en outre à la croissance internationale de Scotsburn, peut-on lire dans le communiqué.

Gaétan Lebel, qui a fondé l'entreprise de crème glacée en 1986, demeurera en poste à Lachute pour superviser les activités de l'usine, dans laquelle oeuvrent 160 employés.

L'usine de Lachute a été construite

ENBREF

> **Élevages Buffalo Maciocia** a reçu une aide financière de \$ 300 000 d'Agriculture et Agroalimentaire Canada et du ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec dans le cadre du Programme de soutien aux stratégies sectorielles de développement. L'aide financière servira à la transformation du lait de bufflonne au Québec.

Élevages Buffalo Maciocia, établie à Saint-Charles-sur-Richelieu, est le seul élevage laitier de bufflonne de la province. La compagnie mène un projet en partenariat avec **la Fromagerie Polyethnique** afin de développer des produits à valeur ajoutée comme le fromage et le yogourt pour le marché nord-américain.

> **Hewitt Équipement Itée** de Pointe-Claire a reçu un prix Concessionnaire d'excellence 2014 de Mitsubishi Caterpillar Forklift America inc. Ce prix reconnaît les niveaux élevés de satisfaction à la clientèle dans le cadre des activités de vente et de soutien de l'entreprise.

> **Natur+L XTD inc.** de Saint-Hyacinthe va doubler sa capacité de transformation avec sa nouvelle usine de 20 000 pi ca qui sera construite dans la ville aux coûts de 6,5 millions de dollars. Natur+L XTD est la seule entreprise au Canada à avoir recours à un procédé de pascalisation unique qui utilise la haute pression pour préserver et stériliser les aliments et leurs ingrédients, offrant ainsi une plus grande fraîcheur tout en réduisant l'utilisation d'agents de conservation et d'additifs. Les nouvelles installations, dont l'ouverture est prévue au printemps 2015, permettront de créer environ 20 nouveaux emplois.



> Un nouvel abattoir de bovins ouvrira à Saint-Cyrille-de-Wendover, lequel sera exploité par la **Coopérative d'abattage du Québec** nouvellement formée. Les installations étaient anciennement détenues par Levinoff-Colbex, qui a fermé ses portes en mai 2012, et qui était le seul abattoir d'importance dans l'est du Canada. Depuis cette fermeture, 80 % des bovins du Québec sont envoyés hors de la province pour être abattus, principalement en Ontario et en Pennsylvanie.

Au moment d'écrire ces lignes, la nouvelle coop — comptant 460 producteurs membres — espère voir les installations opérationnelles ce mois-ci.

> Deux entreprises situées à Saint-Louis-du-Ha! Ha! ont reçu une aide financière des gouvernements fédéral et provincial pour des projets de conservation des sols. L'entreprise caprine **Ferme Emmental SENC** et l'entreprise laitière **Ferme Gérald Marquis inc.** utiliseront cette aide financière d'Agriculture et Agroalimentaire Canada et du ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec pour effectuer des aménagements visant à résoudre leurs problèmes d'érosion du sol.

en 2000, pour ensuite être agrandie en 2008, alors que la compagnie a procédé à l'installation de nouvelles machines pour confectionner des desserts glacés. Un an plus tard, l'entreprise a de nouveau pris de l'expansion, devenant jusqu'à aujourd'hui la plus grande usine de fabrication de crème glacée et de desserts glacés au Québec. Aliments Lebel mentionne aussi être le seul producteur de sucettes glacées dans la province.

Scotsburn est le plus grand fabricant

de crème glacée et de spécialités glacées dans les provinces de l'Atlantique. La compagnie fabrique également des produits de marque maison pour des grands détaillants, et elle distribue des produits à l'ouest des Maritimes et dans le monde. L'entreprise compte plus de 350 actionnaires, dont plus de 100 producteurs laitiers, et elle exploite des activités en Nouvelle-Écosse, au Nouveau-Brunswick, à Terre-Neuve et au Labrador. ➔

LECLERC POURSUIT SA CROISSANCE AMÉRICAINNE

Le Groupe Biscuits Leclerc inc. de Saint-Augustin-de-Desmaures prend de l'expansion aux États-Unis en faisant l'acquisition d'un nouveau bâtiment de 166 500 pi ca à Phoenix en Arizona.

Selon Denis Leclerc, président du Groupe Biscuits Leclerc, ces nouvelles installations permettront à la compagnie d'accroître ses activités de fabrication dans la ville tout en se rapprochant des clients américains et des tendances alimentaires de la côte Ouest. L'usine sera dotée d'une toute nouvelle chaîne



de production pour la fabrication de barres nutritives, incluant des produits biologiques et sans OGM.

M. Leclerc explique que cette acquisition permettra à la compagnie de se localiser stratégiquement afin de desservir plus facilement les marchés des États-Unis, du Mexique et de l'Amérique du Sud.

“Non seulement augmentons-nous notre capacité de production, mais nous réaliserons également des économies substantielles en transport en nous rapprochant de nos marchés clés”, précise-t-il.

Nouvelles installations du Groupe Biscuits Leclerc à Phoenix en Arizona.

Coop reconnue pour son excellence en recherche

La coopérative Agropur et le professeur Sylvain Moineau de l'Université Laval ont reçu le prix Synergie pour l'innovation, catégorie Grandes entreprise, du Conseil de recherches en sciences naturelles et en génie du Canada.



Michel Pouliot (g), vice-président R et D, coopérative Agropur, recevant un prix Synergie pour l'innovation du gouverneur général du Canada, Son Excellence le très honorable David Johnston.

Les prix Synergie ont été remis le mois dernier à Rideau Hall, Ottawa, à l'occasion de la cérémonie d'hommage aux meilleurs chercheurs du Canada en sciences naturelles et en génie. Ces Prix reconnaissent les collaborations entre l'industrie et le milieu universitaire.

Le professeur Moineau et les membres de l'équipe Agropur — Maryse Lamoureux, directrice technique de l'unité d'affaires des Fromages fins et Manon Duquenne, agente de R et D — ont été reconnus pour leurs travaux communs ayant permis l'élaboration d'un programme de recherche sur la fabrication du fromage, les bactéries lactiques et leurs phages. L'amélioration de la qualité et de la constance des fromages ainsi que l'augmentation de la productivité des usines ont été à la base de ce partenariat, lequel a également mené à développer des programmes visant à prévenir l'apparition de nouveaux phages et préserver la qualité des fromages cheddar d'Agropur.

Nous fournissons les ingrédients de votre succès.

Gestion du risque

Crédit-bail mobilier et immobilier

Grande connaissance du secteur

Titrisation des créances

Rabobank. Le lien financier dans la chaîne alimentaire mondiale^{MC}.

Financement du commerce et des matières premières

Syndication de prêt

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INNOVATION³

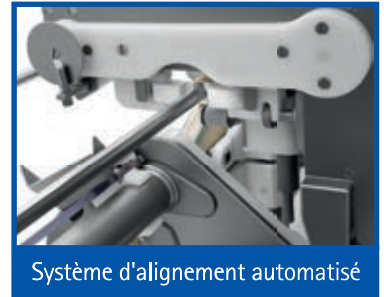
Nouveau système automatisé haute vitesse d'accrochage et de découpage

SOUPLESSE VITESSE FIABILITÉ



PVLS 143 Ligne de découpage

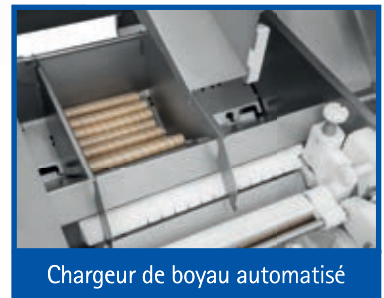
PVLH 246 Système d'accrochage



Système d'alignement automatisé



Triple tuyau de remplissage automatisé



Chargeur de boyau automatisé

Atteignez des vitesses de production industrielle sans précédent pour tous les types de boyaux grâce à la nouvelle ligne de découpage PVLS 143 et au nouveau système d'accrochage PVLH 246, utilisant les technologies évoluées de chargement de boyau et d'alignement d'embout de Handtmann, ainsi que le nouveau système de tourette tournante micro-précise à 3 embouts de Handtmann.

- **Changements de boyau en 1,7 à 2,0 secondes**
- **Production haute vitesse avec des boyaux naturels, cellulose et collagène**
- **Poids et longueurs de haute précision**

handtmann
Ideas for the future.

LA SAVEUR AU NIVEAU SUPÉRIEUR.



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Une nouvelle cuvée de Créatifs de l'érable

Les Produits d'érable du Québec (de la FPAQ) a ajouté 11 nouveaux artisans à la cohorte 2014 des 100 Créatifs de l'érable.

Les Créatifs de l'érable proviennent de tous les secteurs de l'industrie alimentaire, offrant ensemble des milliers de façons de servir et de savourer des mets et des recettes à base de produits d'érable, incluant des restaurants, compagnies alimentaires, fabricants de crème glacée, confiseries, boulangeries et plus encore.

Cette année, la liste comprend, entre autres, la boulangerie et pâtisserie Arhoma de Montréal; la Crème glacée du terroir Hudson et Oui! Desserts, tous deux de la Montérégie; la crèmerie et pâtisserie Les Givrés de Montréal; la confiserie Wakefield en Outaouais;



L'ambassadeur de l'érable, Christophe Bacqué (deuxième à gauche) présente les Créatifs de l'érable 2014 en compagnie (g. à d.) de Philippe Mollé, chef et chroniqueur, ainsi que Serge Beaulieu et Geneviève Béland de la FPAQ.

la Fudgerie de Québec et Le Fumoir d'Antan des Îles-de-la-Madeleine.

Comme par les années passées, les Créatifs de l'érable feront équipe avec un ambassadeur dont la mission est de promouvoir les produits de l'érable à l'échelle internationale. En 2014, c'est Christophe Bacqué, chef au restaurant MonteCristo de l'hôtel du Castellet dans le Var en Provence, qui sera représentant à l'étranger des produits de l'érable du Québec.

BIENS DE CONSOMMATION

> **Indianlife** offre désormais une gamme de croustilles végétales 100 % naturelles sous la marque Indianlife. Les croustilles sont faibles en sodium, sans agent de conservation et certifiées sans OGM. Ces collations sont faites à partir de farine de blé enrichie pure, d'huile de tournesol, de sel de mer, d'ail, de graines de cumin ou de Cayenne et d'un mélange d'épices Indianlife. La compagnie a reçu une certification sans OGM du Non-GMO Project pour plusieurs de ses produits l'année dernière.

> **Danone** a amélioré le profil nutritionnel de son **yogourt à boire Danino**. La nouvelle formule contient moins de sucre: 9 g par contenant de 93 ml, comparé à 11 g ou plus. La bouteille est maintenant disponible sous forme de dinosaure, spécialement conçue pour les petites mains. Le Danino ne contient aucun colorant ni saveur artificiels et il est fait avec de la purée de vrais fruits.



Prenez de l'expansion en augmentant votre capacité de production



Contrôle de la température



Conditionnement sous atmosphère



Service et soutien technique

Résultats

Livraisons ponctuelles

Contrôle de la qualité des produits transformés à l'usine (température, rendement et apparence)

Capacité de production accrue (1 000 kg de poitrines de poulet par heure)

Occasion avantageuse pour le client :
Ramener sous un même toit la portion externalisée de la production en la faisant passer à 1 000 kg/h.

Défi à surmonter :
Contraintes d'espace limitant l'expansion.

Solution Praxair :
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Maîtrisez la chaîne du froid et optimisez vos procédés en faisant confiance à Praxair. Soyez certain d'obtenir la meilleure qualité possible de produits, durée de conservation et marges bénéficiaires. Contactez-nous pour un audit gratuit de votre procédé au 514 856-7334 ou rendez-nous visite sur www.praxair.ca

«Grâce au système de surgélation cryogénique de **Praxair**, notre client a rapatrié sous un même toit l'ensemble de sa production, **réduit ses coûts** et amélioré le contrôle de la qualité.»

— **Norman Leung**

Ingénieur d'application,
Marketing, Praxair



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PRAXAIR
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Le goût réinventé

D'Origina offre les saveurs uniques de la forêt boréale du Québec

B PAR CAROLYN COOPER
 eaucoup de chefs et producteurs alimentaires parcourent le monde à la recherche de la prochaine saveur ou du prochain ingrédient unique qui saura séduire le palais des consommateurs. Par contre, quand il s'agit de reconnaître de nouveaux ingrédients créatifs, l'arbre cache souvent la forêt. Heureusement, ce n'était pas le cas pour les épices et herbes de marque d'Origina, Être Boréal qui renferment une richesse de saveurs distinctives florissant dans la forêt boréale du Québec.

D'Origina est le nom de commerce de la gamme d'herbes, fleurs, baies, plantes et épices vendue par la Coopérative forestière de Girardville au nord du Lac Saint-Jean. Mise sur pied dans le double objectif de promouvoir l'emploi régional et de gérer la croissance durable de la forêt environnante, la coop a vu le jour en 1979 avec des activités de sylvicul-



ture, telles que la récupération d'aiguilles et de branches d'épinettes noires. Le premier produit développé par ces activités a été une huile essentielle à base d'épinette noire, pouvant servir de vaporisateur d'ambiance, de décongestionnant et d'odeur de camouflage pour les chasseurs.

D'autres services de gestion forestière traditionnels ont bientôt suivi à mesure que la coop prenait de l'expansion et se diversifiait. "Notre vision a toujours été d'être un chef de file en gestion de la forêt tout en valorisant les terres forestières", explique Élise Lavoué, directrice des ventes et du marketing. "Nous voulons maximiser ce que nous retrouvons dans la forêt en termes de produits non ligneux." ↪

photo: @Audrey Loze - Papilles Souriantes



↪ Ragout pattes de cochon boulettes d'origina.



Salade grecque
graines de Myrica.

photo: ©Audrey Loze – Papilles Souriantes

En 2000, la coopérative a mené cette idée un cran plus haut en jetant les bases d'une gamme de produits de la forêt comestibles, qui allait éventuellement devenir d'Origina. "Il s'agissait d'un vaste projet de recherche pour notre biologiste, explique Mme Lavoué. Il a trouvé 100 plantes différentes qui étaient comestibles. Il lui a ensuite fallu huit ans pour développer une gamme d'épices et la commercialiser."

La gamme de produits d'Origina découlant de ces recherches comprend des thés, baies séchées, racines de plante, épices, pastilles et fleurs séchées. Tous les ingrédients sont cueillis à la main par des cueilleurs spécialement formés, qui savent exactement quelle quantité de plantes sauvages délicates prendre et quand elles doivent être récoltées pour en saisir tout l'arôme et toute la saveur; sans négliger de préserver la santé optimale de la plante. Mme Lavoué précise que certaines espèces peuvent uniquement être ramassées une ou deux semaines par année. Les plantes recueillies sont ensuite déposées dans une pièce à température contrôlée où elles sont traitées

selon un procédé de séchage à froid. Ce procédé peut prendre un peu plus de temps que le séchage thermique traditionnel, note Mme Lavoué, mais ce dernier assure la conservation de la couleur, de la fraîcheur et des propriétés

“ De nouveaux produits sont toujours nécessaires, mais plutôt que d'ajouter de nouvelles épices, nous préférons aider les gens à découvrir la gamme complète de saveurs, et développer un produit à valeur ajoutée. ”

tés bénéfiques des plantes. Tous les produits D'Origina sont certifiés biologiques.

Mme Lavoué exprime qu'il est difficile de décrire le profil de la "saveur boréale", comme chaque produit comporte des caractéristiques qui lui sont propres. "Certains ont un goût prononcé, certains autres en ont un plus délicat", élabore-t-elle, ajoutant qu'il se dégage néanmoins de chacun une saveur fraîche du terroir. "Nous ne proposons pas de produits épicés, mais nous avons un éventail de bouquets sucrés et salés." Parmi les meilleurs vendeurs, nous retrouvons le poivre des dunes (un substitut au poivre rose et noir), la poudre de thé des bois (qui donne un parfum de ↪



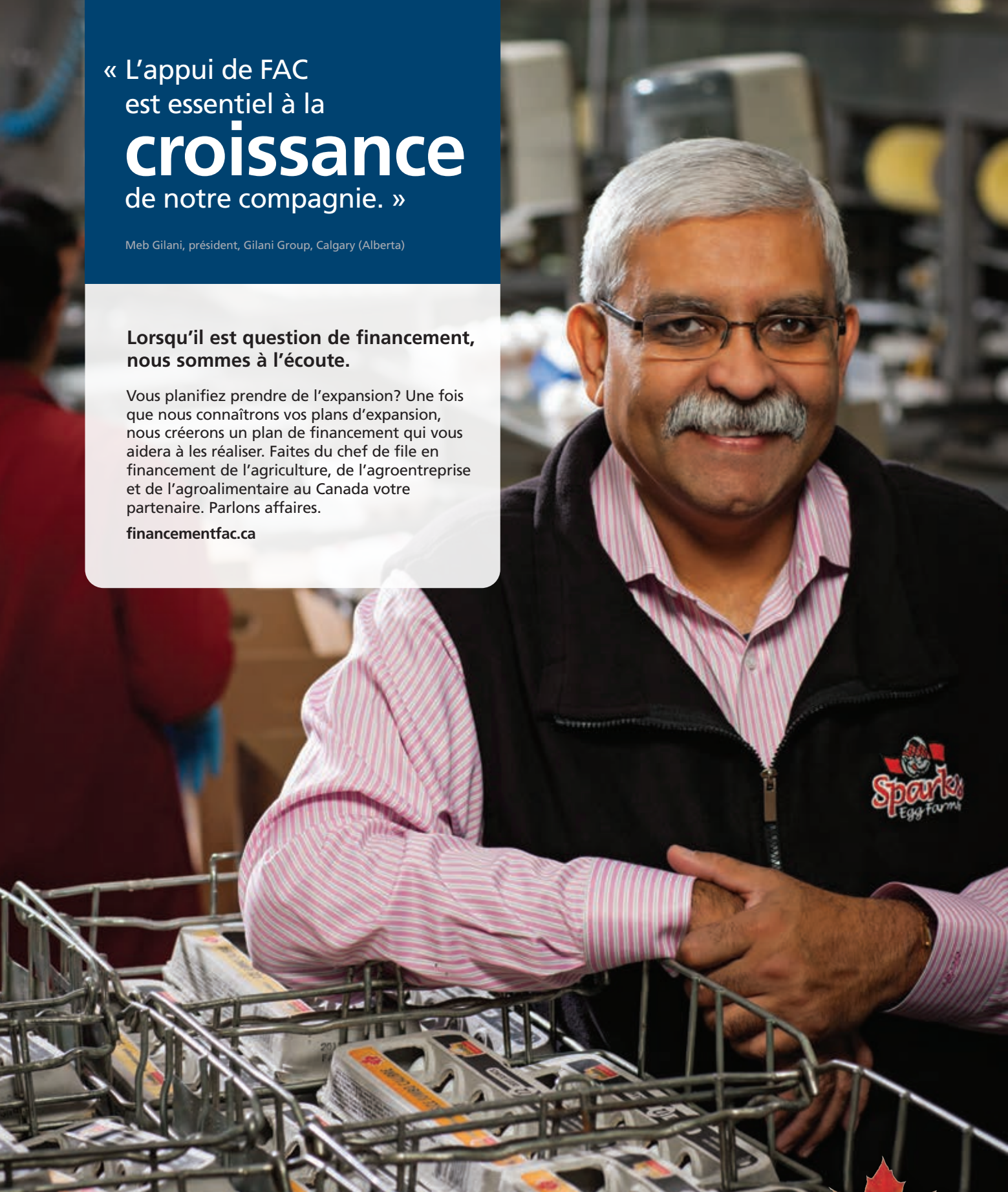
« L'appui de FAC
est essentiel à la
croissance
de notre compagnie. »

Meb Gilani, président, Gilani Group, Calgary (Alberta)

**Lorsqu'il est question de financement,
nous sommes à l'écoute.**

Vous planifiez prendre de l'expansion? Une fois que nous connaissons vos plans d'expansion, nous créerons un plan de financement qui vous aidera à les réaliser. Faites du chef de file en financement de l'agriculture, de l'agroentreprise et de l'agroalimentaire au Canada votre partenaire. Parlons affaires.

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menthe poivrée rose aux pâtisseries et aux confitures), les graines de myrica (parfaites pour la viande et le gibier) et l'épice de thé du Labrador: un thé en épice populaire réputé favoriser la relaxation. La racine de céleri sauvage — une épice polyvalente qui complète bien les plats salés — s'avère un autre choix populaire, en plus d'être le produit favori de Mme Lavoué. La gamme de produits se vend au détail entre 7 et 10 \$ l'unité, et la compagnie livre également en vrac aux producteurs et aux restaurants.

Bien que certains produits, comme le thé du Labrador, soient déjà bien connus au Québec, Mme Lavoué raconte que le défi a été d'éduquer les consommateurs et les chefs sur le bon usage des épices. "Même si les saveurs sont très différentes d'un produit à l'autre, elles peuvent cependant toutes être comparées à des



Racine celeri sauvage.

saveurs plus familières, ajoute-t-elle. Le défi d'éducation des gens réside dans la quantité et la façon d'utiliser les épices." Pour cette raison, la coopérative propose de nombreuses recettes sur son site Internet, de même qu'un tableau d'équivalence des saveurs qui décrit les bénéfices pour la santé et fait des comparaisons de goût. On y retrouve également les quantités suggérées et des jumelages d'aliments pour chaque article.

Les produits se vendent actuellement à travers le Québec chez les détaillants spécialisés, les boulangeries artisanales et les supermarchés disposant de produits biologiques. Cette année, la coopérative prévoit développer plus de produits au détail mais, précise Mme Lavoué, pas par l'ajout de nouvelles plantes. "De nouveaux produits sont toujours nécessaires, mais plutôt que d'ajouter de nouvelles épices, nous préférons aider les gens à découvrir la gamme complète de saveurs, et développer un produit à valeur ajoutée."

Mme Lavoué mentionne que les herbes et les épices ont déjà été découvertes par des chefs du Québec, et maintenant de Toronto, et qu'il y a aussi deux entreprises québécoises de produits alimentaires qui utilisent les épices dans la confection de leurs produits artisanaux. La Microbrasserie du Lac St-Jean brasse plusieurs bières boréales épicées, tandis que La Boucherie Charcuterie Perron propose des longes de porc fumées au bois d'érable et épicées de poivre d'Origina.

D'autres transformateurs alimentaires sont actuellement en phase d'essais avec les épices, informe Mme Lavoué. "Nous voulons développer davantage de partenariats avec davantage de transformateurs", dit-elle, ajoutant que l'objectif se veut de créer des associations de marques affichant l'étiquette d'Origina. "Absolument toutes les entreprises alimentaires peuvent utiliser nos épices. Chacune recherche des "saveurs boréales", aux goûts locaux et, plus important encore, innovatrices et nouvelles." ●



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3RD CANADIAN FOOD SUMMIT

The Canadian Food Strategy will be launched at the 3rd Canadian Food Summit in Toronto on March 18 & 19. The Strategy is an action-oriented framework—connecting all parts and players in our food system. The Summit is engaging over 300 senior leaders from private and public sectors to implement the actions recommended in the Strategy.



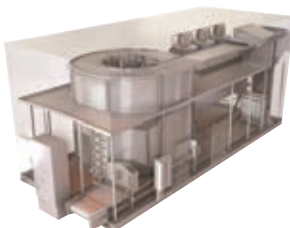
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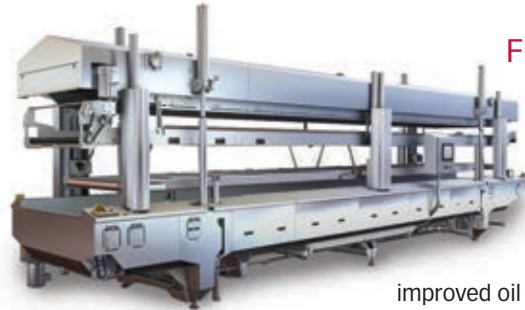


JBT FOODTECH'S HYGIENE-BY-DESIGN™ FREEZER

The Frigoscandia GYRoCOMPACT® (GC) M10 Tight Curve Spiral Freezer uses no recycled cleaning materials, a 100 per cent cleanable product zone and a high hygiene coil. In addition, the GC M10 TC utilizes a self-stacking stainless steel belt and internal single pass Clean-In-Place (CIP) system to make cleaning the entire spiral freezer automatic.

Special Coverage: International Production & Processing Expo 2014

The International Production & Processing Expo (IPPE) took place from Jan. 28 to 30 in Atlanta, Ga. The show, which now combines the International Poultry Expo, International Feed Expo, and International Meat Expo, welcomed 1,148 exhibitors and more than 24,000 attendees to over 410,000-sq.-ft. of exhibit space. IPPE Expo represents animal agriculture, from farm to point-of-sale, and is the world's largest annual poultry, meat and feed industry event of its kind. *Food in Canada* attended the show and brought back a sample of some of the innovative products we saw there. The next IPPE show takes place Jan. 27 to 29, 2015 in Atlanta.



Fry, freeze, portion

JBT FoodTech debuted its reduced emission, high-performance Stein TFF-V THERMoFIN fryer. The TFF-V includes new oil mist separation capability,

improved oil level control and sediment

handling. The company also highlighted its DSI Lane-Master portion harvester. The harvester is part of the DSI 800 Series portioning system line-up.

www.jbtfoodtech.com

Fresher, longer

Praxair Inc. provides gases to the food and beverage industry to help manufacturers achieve the characteristics they need in their products. Frozen, chilled, crisp, fresh, fizzy — are all possible with the company's various products. The gases can increase yield, quality and food safety. www.praxair.ca

X-ray vision

Loma Systems showcased its new X5 Standard X-ray inspection system, which detects metallic and non-metallic contaminants. It comes with rounded surfaces to ensure food particles and wash-down drop-



lets cannot accumulate. The company also highlighted its X4 Pipeline X-ray system, designed for pumped liquids, pastes, slurries and meats.

www.loma.com

Ingredient systems

Hawkins Inc. showcased its liquid food ingredients, functional dry blends and flavour systems. One product is Chees-Phos, a liquid sodium phosphate system used in cheese production. The company also offers antimicrobial systems such UltraLac and UltraPure, and the antimicrobial line e(Lm)inate.

www.hawkinsinc.com

Tests for safety

Bio-Rad Laboratories Inc. highlighted its food safety solutions. The company offers chromogenic media to detect and enumerate micro-organisms; TSE testing systems; a rapid and sensitive PCR test to monitor wine for damaging yeasts; and test kits for major zoonotic agents in swine. www.bio-rad.com

Clean feed

Anitox highlighted its Termin-8, which can control feed contaminations caused by *E. coli*, *Salmonella spp.*, *Clostridium spp.*, moulds, *Staphylococcus spp.*, and *Streptococcus spp.*

Applying Termin-8 allows producers to reduce pathogen incidence in the food chain. It has a targeted effect only in feed. www.anitox.com



Clean water

Biolonix Inc. showcased its liquid steam disinfection process, which disinfects and oxidizes contaminants in liquid streams by applying a proprietary electrochemical field to the liquid. The process can disinfect turbid and coloured liquids, liquids containing solids and those with high organic loads. The system eliminates the need for chemicals. www.biolonix.com

Food safe at work

Alchemy offers food manufacturers training programs on how to build successful food safety cultures for large and diverse workforces. The programs help companies and employees increase productivity, ensure regulatory compliance, foster a safe working environment and produce quality products. www.alchemysystems.com

Grind it up!

Rome Ltd. showcased its meat grinders, which include the company's precision CNC machining. Its lines of grinders include the Maximus Series, the Titan Series and the Brutus 6. The Maximus line can grind 150,000 lbs per hour, the Titan line can grind 75,000 lbs per hour, and the Brutus can grind up to 6,000 lbs per hour. www.rome-ltd.com

Smart packaging

VC999 Packaging Systems designs and manufactures packaging machine systems. The company offers thermoforming, vacuum chamber, tray sealing, shrink and dryer systems, slicing, conveying, labelling, and robotics and optics equipment. www.VC999.com

Meat and poultry tools

Vac Air Inc. offers meat and poultry processing equipment. For poultry there's the Hock & Neck Knife, Clippers, Oil Gland Cutters, Air Scissors and Lung

Removal Nozzles. For meat there's the Toe Web Cutters, Clippers, Spinal Cord Pullers, and Stick Hole Cutters. And for seafood the company offers Removal Nozzles and Air Scissors. www.vac-airinc.com

Food safety controls

Neogen Corporation showcased its dehydrated culture media and rapid diagnostic test kits to detect foodborne bacteria, spoilage organisms, mycotoxins, food allergens, genetic modifications, drug residues, plant diseases and sanitation concerns. Products include the Reveal 2.0 lateral flow pathogen tests, Neo-SEEK STEC confirmation service, food allergen tests, rapid pathogen detection, and Soleris microbial detection system. www.neogen.com



Fry, colour, chill

Unitherm Food Systems displayed its Micro Frying Line, which can form, batter, bread or fry. It has a spiral oven and chiller/freezer. The company also highlighted its Rapidflow for rapid colour while cooking; and its Water Cook/Chill System for eggs in a bag, turkey, chicken and soups. www.unithermfoodsystems.com

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Deanna Rosolen



Some of Perl's many kosher meat products.



Hershel Perl

Perl's Fine Foods, Toronto

This is a story of a man who lost everything, came to Canada and started over. He's Hershel Perl, a Jew from Romania and a holocaust survivor who was interned at Schachendorf in Austria, and who lost his family during the war. Today in Toronto he is the owner of Perl's Fine Foods, a manufacturer of kosher meats and prepared kosher foods. It's not bad at all for a man who had no money, and no experience in the meat industry.

Perl came to Canada in 1950 and worked as a textile engineer, explains Matis Stebben, the company's plant manager and kosher supervisor. As an orthodox Jew Perl didn't want to work on Shabbat, or Saturdays, something that was at odds with his first two employers. So Perl found himself unemployed, until he decided, with some encouragement from the Jewish community, to start a kosher butcher shop. It was a niche that was wide open at that time. "He opened up this little store in downtown Toronto

and he didn't know the difference between a rib steak and chuck," says Stebben. "Women would come in and ask for a piece of meat and he'd say, 'OK, you pick it. Show me what you would like and how you want it cut.' And that's how he learned. And he grew the business."

In fact, business was bustling, with strong ties in the community. He was the first butcher to offer meat and chicken already soaked and salted, one of the last stages for kosher meats. He was also loyal. When it looked as if one of his customers with a large family might be without meat for a high holiday, Perl walked with the 75-lb. order to their home outside of the city.

In the early 1960s, Perl uprooted his business to follow the Jewish community, which was moving just north of Toronto. In this new location, Perl began producing kosher salamis and wieners and prepared kosher foods like salads, knishes, kreplach, gefilte fish and latkes. Now the offerings include deli meats and sandwiches, cooked meat dishes, vegetarian dishes, soups and stir fries. "At the business' height he had more than 62 people working for him, 25 just working in the kitchen," says Stebben. "He had more than 10 butchers. Before any Jewish holidays there was so much traffic he had to hire police officers."

Perl also added another location and a fast-food restaurant called Bais Burger.

Consumers can find his products, under the Perl's brand, in grocery stores in the Toronto area, Ottawa and Montreal, and even in B.C. Next, says Stebben, the company is looking to sell into the U.S. 🍎

Q&A



Q: What challenges did Hershel face when he first opened his business?

A: "Number-1, lack of knowledge — that's huge. And lack of funds. He told me a story of how the business was growing and he wanted to follow the community out of the city. He used to work very long hours. His bank manager could see him through the window. So when he went to the bank manager for a loan, the bank manager said, 'Not a problem, Mr. Perl, I see how hard you work. I'll give you a loan to start a new store.'"

Q: He had to start over twice. What happened?

A: "He had a fire in 2006 and had to shut down the whole operation. But he had the second store just outside the city, which he had opened in the late 1990s. He sold the property and bought a federally inspected facility, a 20,000-sq.-ft. plant in an industrial zone."



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