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Ben Heaton, The Grove, Toronto

A CHANGE OF SEASON



“Earlier in the season, KML launched a video series called F&H Live! The offering is part of our expanding stable of digital products. Through the medium of videos, our editors and videographers peruse tradeshow and conferences for new material to interest our readership.”

Scan to watch latest F&H Live! videos



As Canadians, it's interesting to note just how often the conversation turns to the weather. In fact, not surprisingly, the app checked most often on smartphones is the weather. And, you can always tell when spring arrives — not just by the warmer air but by the fact that many of us seem to shake off that slumber of lethargy we all fall into during the winter months when all we want to do is hibernate.

Come March, it seems everyone in the industry suddenly comes alive, and life returns to its chaotic bent. How else do you explain the plethora of goings on that come to fruition every spring, almost like a rite of passage — whether it's the countless tradeshow and conferences across the country, the myriad product launches or the rebranding efforts of various restaurants which realize that sometimes there's nothing like change to reinvigorate a brand.

Closer to home, this spring, we launched a variety of new products ourselves. First off, earlier in the season, KML launched a video series called F&H Live! The offering is part of our expanding stable of digital products. Through the medium of videos, our editors and videographers peruse tradeshow and conferences for new material to interest our readership. We debuted this feature at the 2013 CRFA Show in Toronto where we went on the prowl for new products and technology for restaurant owners and operators, and then we featured a selection of videos in early April on our website, at <http://bit.ly/XHrQDb>. Similarly KML staff visited the SIAL Show in early May for a global look at the unique products showcased at that exposition. Over the next few months, F&H Live! will continue to grow, allowing our editorial team to bring you innovative new ideas and product information directly from a variety of events and conferences and straight to your computer screen.

Additionally, we've also reformulated FoodPlus, an expanded digital edition of our food story. While it used to reside on our website, the new format is available as a digital newsletter sent out four times a year. If you'd like a complimentary subscription, sign up at <http://bit.ly/YRrA4V>.

Finally, this past spring, KML also unveiled the recent edition of “The Bottom Line,” produced in partnership with Doug Fisher of Toronto's FHG International consultancy firm and Ryerson University. The report measures 2012 industry performance by providing operating data from across the country and every dining sector. The digital publication surveyed more than 600 food-service operators, representing almost 3,000 restaurants. With today's operating environment continuing to become more challenged, this report provides operators hungry for statistical analysis an opportunity to gain insight into a number of key operating areas. And, it allows them to compare their own numbers against those represented in the survey. It's yet another tool in our growing portfolio of products that provides operators with essential information to operate more efficiently and effectively. You can obtain your complimentary copy at <http://bit.ly/10m8x17>.

We hope you take advantage of these new products, and, as always, we'd love to hear what you think about them.

Rosanna Caira
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FOODSERVICE AND HOSPITALITY

CANADA'S HOSPITALITY BUSINESS MAGAZINE



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Regional Revival

Burger King's new Canadian master franchisee plans to claim a dominant spot in foodservice **BY JACKIE SLOAT-SPENCER**



Burger King's Canadian subsidiary is destined for change, now that Redberry Investments Corp., a Quebec-based company, acquired the business, becoming the brand's master franchisee in Canada with 94 restaurants.

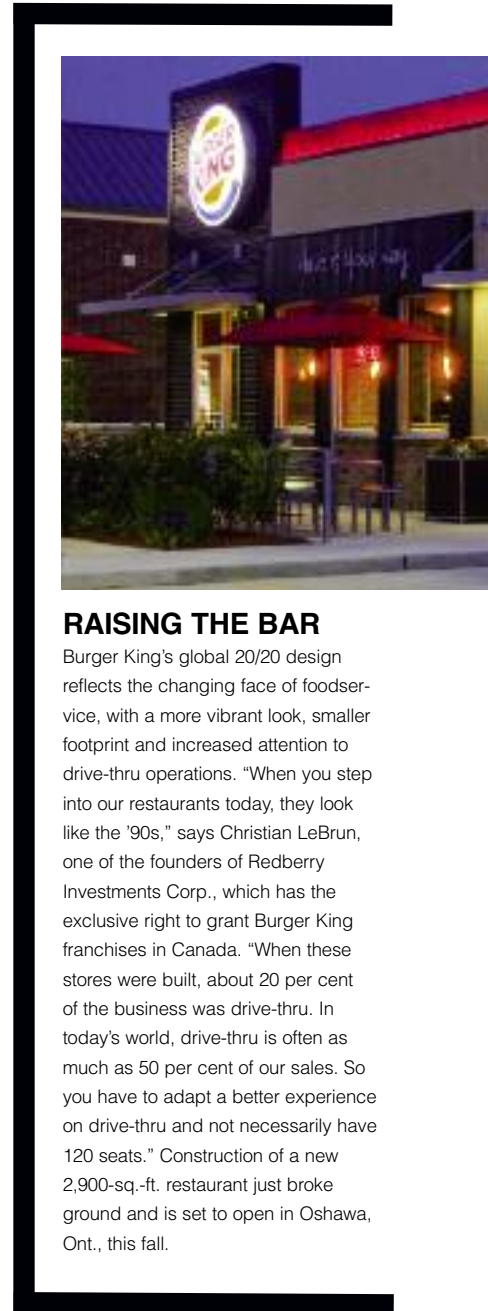
"We believe there is tremendous opportunity to grow the Burger King brand in Canada," says Steve Wiborg, chairman of North America, Burger King Worldwide, Inc. "I look forward to working with our master franchisee as they help expand our footprint across the country by delivering superior products and a positive guest experience in an inviting dining environment."

It helps that Redberry is no stranger to foodservice. Established in 2004 as a privately owned company by three shareholders — Robert Laverdure, Andreas Kragaris and Christian LeBrun — the firm began acquiring Pizza Hut franchises in Quebec under Redberry Resto Brands and has since grown its portfolio to include 130 units in Quebec, Ontario and the U.S.

In addition to aggressively expanding the brand throughout Canada, Redberry will change its look, feel and taste. "We're not going to be changing the recipe of the Whopper, obviously, but we can tweak the marketing image, we can tweak the menu," says LeBrun, co-founder of Redberry, hinting at a more "Canadianized" influence, in the poutine, coffee and breakfast program and in the introduction of more healthy items. The restaurant remodelling strategy will include upgrading units to Burger King's 20/20 global standard, with new signage, kitchen equipment, LCD menu screens, high-efficiency lighting and modern industrial design elements, such as metallic and rustic wood finishes.

The group's recent acquisition spells out big plans for the burger chain. "Today, McDonald's has over 1,000 locations in Canada — Burger King has under 300. The potential for us is huge. Burger King has always been a number-2 brand in the U.S., and in a lot of countries, next to McDonald's, and our goal in Canada is to get that position back," affirms LeBrun, of the \$70-million investment plan, which will see 20 new restaurants open in the next year and at least 10 units remodelled.

FULL-FORCE FRANCHISING As Redberry Investments Corp. turns up the dial as master franchisee of Burger King's Canadian subsidiary — with 20 new planned units in Ontario, Alberta and B.C. — execs say they will focus on franchising three-quarters of the units and keep the rest corporately owned. "In the past, Burger King was franchising a lot to single owners, and, when you do this type of development, you need an infrastructure to support franchisees that would own one or two stores. We will continue to partner with major partners, people or organizations who will want to develop certain territories or areas with more than one unit," says Christian LeBrun, one of the founders of Redberry.



RAISING THE BAR

Burger King's global 20/20 design reflects the changing face of foodservice, with a more vibrant look, smaller footprint and increased attention to drive-thru operations. "When you step into our restaurants today, they look like the '90s," says Christian LeBrun, one of the founders of Redberry Investments Corp., which has the exclusive right to grant Burger King franchises in Canada. "When these stores were built, about 20 per cent of the business was drive-thru. In today's world, drive-thru is often as much as 50 per cent of our sales. So you have to adapt a better experience on drive-thru and not necessarily have 120 seats." Construction of a new 2,900-sq.-ft. restaurant just broke ground and is set to open in Oshawa, Ont., this fall.

COMING EVENTS

June 1: Friends of We Care 30th Anniversary Gala, The International Centre, Mississauga, Ont. Email: trodrigue@friendsofwecare.org; website: friendsofwecare.org.

June 14: Icons & Innovators Breakfast Series featuring Jeff Fuller, president and CEO of Joey Restaurants, Toronto Region Board of Trade, Toronto. Tel: (416) 447-0888 x236; email: tinadim@kostuchmedia.com; website: kostuchmedia.com.

June 15-23: Niagara New Vintage Festival, Niagara Region, Ont. Tel: (905) 688-0212; website: niagarawinefestival.com.

June 24-27: Hospitality Industry Technology Exposition and Conference (HITEC), Minneapolis Convention Center, Minneapolis, Minn. Tel: (800) 646-4387; email: attendee@hftp.org; website: hftp.org.

June 30 - July 2: Summer Fancy Food Show, Jacob K. Javits Convention Center, New York, N.Y. Tel: (708) 486-0708; email: sff@com-pusystems.com; website: specialtyfood.com.

July 10-11: Canada's Fruit & Veg Tech X-Change (CFVTX), 1195 Front Rd., St. Williams, Ont. Tel: (226) 381-0282; email: info@fruitveg.ca; website: fruitveg.ca.

RESTAURANT BUZZ

Jump restaurant in Toronto has reopened after a month-long renovation. The upgraded design features polished wood tables, cognac-coloured leathers, tones of charcoal grey and warm amber woods. Aside from new digs, there's also a new chef de cuisine, **Paul Benallick**, and a revamped bar menu that features delicacies such as pan-seared sea scallops (\$15.95) and Harissa-spiced organic quail (\$13.50)...**Tati Bistro** in Toronto closed its doors after a final Mother's Day brunch last month. Serving French-inspired cuisine such as Braised Rabbit Basquaise with roasted peppers and tomatoes (\$22), the space is set to become a new restaurant...Montreal-based **Mama Sofia**, which serves take-home, ready-to-bake pizzas, such as its Spanacopizza with creamy feta dressing, feta, spinach, chopped onions and parmesan (\$9.65/small), has opened its second location on 4913, Saint-Charles Boul. in Pierrefonds, Que...**Quesada Burritos and Tacos** is expanding across Canada, with the addition of three area developers in Toronto, Eastern Ontario and Western Quebec and plans to add at least 90 new restaurants within the next five years.

Opening a new restaurant? Let us in on the buzz. Send a high-res image, menu and background information about the new establishment to bbinelli@kostuchmedia.com.

PATAK ATTACK

It was a time to lunch and learn in Toronto this spring as chefs and executives representing Patak's Original — which includes Indian sauces, pastes, chutney and pickle products — united to show media how to

incorporate Indian cooking into Western foodservice culture. The lunch lesson began with product information. "What's unique about Patak's in Canada is the relationship with the South-Asian community and everyone else," explained Jean Francois Dery, regional GM – Americas of AB World Foods, Patak's parent company. "We buy the best ingredients, and we make sure we have quality control." Meanwhile, Manish Sharma, Patak's executive development chef and Ryan Marquis, corporate chef of C.W. Shasky & Associates Ltd., national foodservice sales agent for Patak's, showed guests how to use the foodservice company's pastes and sauces to create traditional Indian recipes and Indian recipes with a Western kick. They prepared beef vindaloo and meatballs with pasta; chana masala and curry melon salad as well as butter chicken and butter chicken poutine. The products' consistency and versatility are said to embody AB World Foods flavour profiles. "[It] doesn't look artificial, because we use actual butter and cream," explained Sharma, speaking of the brand's butter chicken sauce as an example. "We start from scratch and build up the product." — *Brianne Binelli*



TIM'S NAMES ITS NEW CEO

It's been a busy time at Tim Hortons with the recent announcement that Marc Caira will replace Paul House as president and CEO, effective July 2. Caira was previously Global CEO of Nestlé Professional, president and CEO of Parmalat North America, COO of Parmalat Canada and president, Foodservices and Nescafé Beverages, for Nestlé Canada. "Marc Caira is an accomplished executive with exceptional knowledge of the North American and global foodservices industry. His knowledge of the out-of-home hot and cold beverage and food sectors is second to none. Marc's strategic leadership capabilities, vision and tremendous depth of experience make him the ideal leader to take Tim Hortons into the future, and I am confident the company is in great hands," said Paul House, executive chairman, Tim Hortons Inc. The former Nestlé Professional will take over at the company, which has been in transition since Don Schroeder abruptly left in 2011 and was temporarily replaced by House, a veteran Tim's professional.



Marc Caira



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SIAL Canada Returns

International innovation in food, beverage and equipment was on display last month at the SIAL Canada Show, held in conjunction with SET Canada at Toronto's Direct Energy Centre. The show, which rotates between Montreal and Toronto, has seen 10 per cent more exhibitors than last year. It's evidenced in the array of international and Canadian products on display. "SIAL provides the perfect balance between international processors and Canadian processors," explains Xavier Poncin, tradeshow director, SIAL Canada, SET Canada, who explained the show's main draw. "We are targeting ethnic restaurants," he said, explaining that the majority of Canadian food products are expected to be ethnic-based in 15 to 20 years. One point of difference at the Canadian version of the show, which was founded in Europe, is its salient themes and trends. "In Europe, pleasure is the first point of interest, then health," said Poncin. In Canada, it's health first and pleasure second. Many of the products on display are proof of that theme; these include Krinos new all-natural Greek yogurt, 1-2-3 Gluten-Free's line of gluten-free baking products and Dairylicious' Moo Moo bars (yogurt dairy bars). Meanwhile, on the show's main stage, La Cuisine by SIAL showcased black-box chef competitions representing different countries. — *Brianne Binelli*

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IN BRIEF

There's good news for pizza operators — the **Canadian Dairy Commission** has created a new milk class for mozzarella cheese, which is used strictly on fresh pizzas and may result in lower prices in the supply chain...**The Canadian Cattlemen's Association (CCA)** is set to petition **Health Canada** to approve beef irradiation in meat processing plants, which will kill dangerous E. coli bacteria in a range of beef products. This comes in response to recent E. coli outbreaks...**Tim Hortons** is taking its green message one step further with the opening of its first LEED-certified store in Hamilton, Ont. The chain has plans to build 30 similar units by the end of 2016... Montreal's **Joe Beef** topped **Vacay.ca**'s 50 best restaurants' list, followed by **Langdon Hall Country House Hotel & Spa** in Cambridge, Ont., and **Vij's Restaurant** in Vancouver.

PEOPLE

It's been announced that **Don Robinson** has retired as CEO of **Cara Operations Limited**, a position he held since 2006. **Steve Smith** and **Rick McNabb** have been appointed to the office of the president, while **Michael Norris** has been appointed chairman of the Board...**Brenan Madill**, executive sous chef of **Seasons by Atlantica**, inside the **Atlantica Hotel Halifax**, will represent Canada at the **2013 Concours International des Jeunes (International Competition for Young Chefs Rotisseurs)**, to be held in Istanbul in September.

SUPPLYSIDE

David Newcombe, former EVP and COO at **Extreme Pita** has launched **Newcombe Search**



Brenan
Madill

Group, a Guelph, Ont.-based boutique recruitment agency that matches employees to food-service organizations...**3M Canada**, a London, Ont.-based technology innovation company, has introduced its **3M Molecular Detection System**, which detects pathogens in produce, meats and processed foods...**Westin Foods**, a Omaha, Neb.-based packaged-foods business, has expanded its Health-and-Wellness division by acquiring a majority interest in St. Augustine, Fla.-based **Dominex, LC** and forming **Dominex Natural Foods... Cascades Tissue Group**, based in Candiach, Que., has revamped its away-from-home website, **afh.cascades.com**. The company also extended its **Cascades Moka** line with the launch of facial tissue made with 100-per cent recycled, unbleached material...**Rubbermaid Commercial Products**, based in Winchester, Va., has expanded its skincare product line with Health Canada-approved skin soaps and sanitizers...**Rational**, a Landsberg am Lech, Germany-based company, took home first place in the Best-of-Market competition in the cooking technology category, at the **Internorga Trade Fair** in Hamburg, Germany and was named Germany's Most Customer-Oriented Service Provider 2013 by **ServiceRating GmbH**, an online rating agency based in Cologne, Germany. ●

EXPAND YOUR SCOPE

How to capitalize on foodservice growth opportunities in Quebec

Canada has distinct cultural differences across its regions, and nowhere is this more evident than in Quebec. But, it's not just the province's French-speaking residents who make it unique, their eating habits are also very different, which means foodservice use in Quebec differs significantly from the rest of the country.

OPPORTUNITIES ABOUND

NPD's CREST foodservice tracking shows Quebec represents 17 per cent of Canada's commercial foodservice traffic. But, while Quebec's share is smaller than Ontario's (41 per cent), in 2012, it was one of the fastest-growing Canadian regions for restaurant traffic, with traffic and dollar gains in QSR and FSR and total growth of five per cent.

According to NPD's "Eating Patterns in Canada (EPIC)" report, the majority of

Quebecers think it's important to eat complete and regular meals each day. As a result, supper traffic over-indexes considerably in Quebec, compared to the rest of Canada and lunch traffic is also higher. However, afternoon and evening snack occasions are making strong gains at QSRs and retail outlets in the province, and morning and evening snack occasions are also growing at FSR.

In fact, while FSR experienced declines or slow growth in other regions over the past two years, it continues to grow in Quebec with dollar gains of five per cent and traffic gains of four per cent in 2012. The largest increases are in the casual segment, which means casual chains may have an opportunity to expand in this market, especially since 71 per cent of FSRs are independents.

In contrast, Quebec's QSR market is underdeveloped compared to the rest of



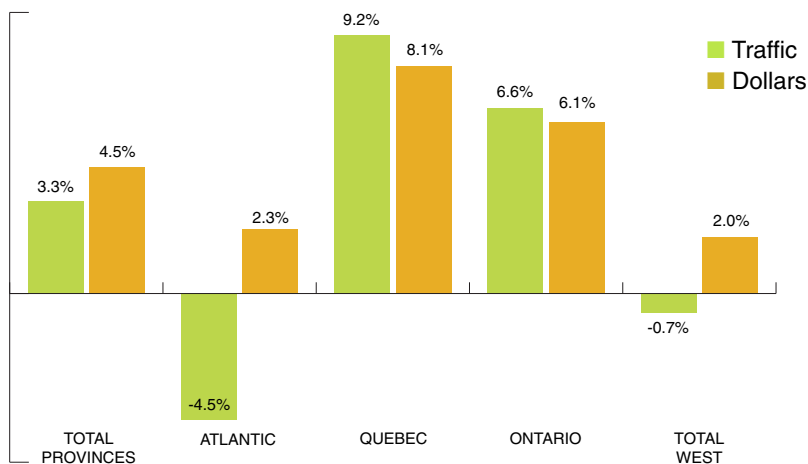
Canada. In Ontario, seven out of 10 visits are made to QSR, while, five out of 10 visits are made to QSR in Quebec. But, in 2012, QSR dollars and traffic grew in the French province, with the majority of increases coming from snacking occasions. More specifically, combined AM, afternoon and evening snacks now account for 36 per cent of the province's QSR traffic. This could be because Quebecers are moving away from QSR at lunch and supper and increasingly using FSR for key meal dayparts.

REAPING THE BENEFITS

In short, foodservice manufacturers and operators should cater to Quebec's culture by understanding the desire for full meals — such as supper — while promoting the benefits of snacking. Moreover, as this sector continues to grow, chain operators may want to explore expansion opportunities, especially those in the casual segment. ●

QUEBEC CASUAL-DINING RESTAURANTS LEAD THE GROWTH IN CANADA

Casual traffic and dollar performance by region



SOURCE: CREST Canada 12 mo November 2012



Robert Carter is executive director, Foodservice Canada, with the NPD Group Inc. He can be reached at robert.carter@npd.com for questions regarding the latest trends and their impact on the foodservice business.



A SILVER ANNIVERSARY

Rabco Foodservice Ltd. celebrates 25 years of excellence



(from l to r) Al Santos, VP Sales & Marketing; Steven Rabkin, President; Jon Scorey, VP Operations

It's been nearly 25 years since that fall day in 1988 when Rabco Foodservice Ltd. was born. At the time, three employees took over 4,000 sq. ft. of office space in Scarborough, Ontario with the goal of acting as the sole distributor of select, high-profile American foodservice brands in Canada. In those early days, the company acquired the exclusive Canadian distribution rights to Edlund and Silite (now Carlisle Foodservice Products).

Today, the company has morphed to include 25 employees who work in its two-year-young 60,000-sq.-ft. head office in Toronto and its 25,000-sq.-ft. distribution centre in Vancouver. "Our new facility has a two-floor office area, including showroom and boardroom," explains Steven J. Rabkin, president, Rabco Foodservice Ltd. "The warehousing area has 24-foot ceilings with six shipping doors. It operates on a floating-bin system to maximize space, and, utilizing hand-held scanning technology, it operates in real time for accurate up-to-date inventory reporting to the customer-service department and outside customers with available online access."

But, the heart of the company is the brands it represents, from APW Wyatt and Bakers Pride (both of the Standex Food Service Equipment Group) to CDN - The Time & Temperature Company, Carlisle Foodservice Products, Focus Foodservice

and its own Magnum line. "We're particularly excited about the growth of our private brand Magnum's line of Asian imports, which have become widely accepted in the marketplace," says Rabkin, before saluting other business boosters. "Our U.S. suppliers continue to innovate and provide excellent opportunities for growth, while our latest acquisition, CDN - The Time & Temperature Company, out of Oregon, has unlimited potential for success."

Of course, this level of success came courtesy of a hardworking team. "Our company's success has been a combination of great employees and supportive factories making quality products at competitive prices," says Rabkin. "We have grown at a steady pace over the years and have maintained high levels of customer satisfaction."

And, that growth is intended to continue with plans for more international business in the future, coupled with movement into light manufacturing and assembly.

It's thanks to the customer that continued growth is possible. "We would at this time like to thank our valued customers for their support over the years," adds Rabkin.

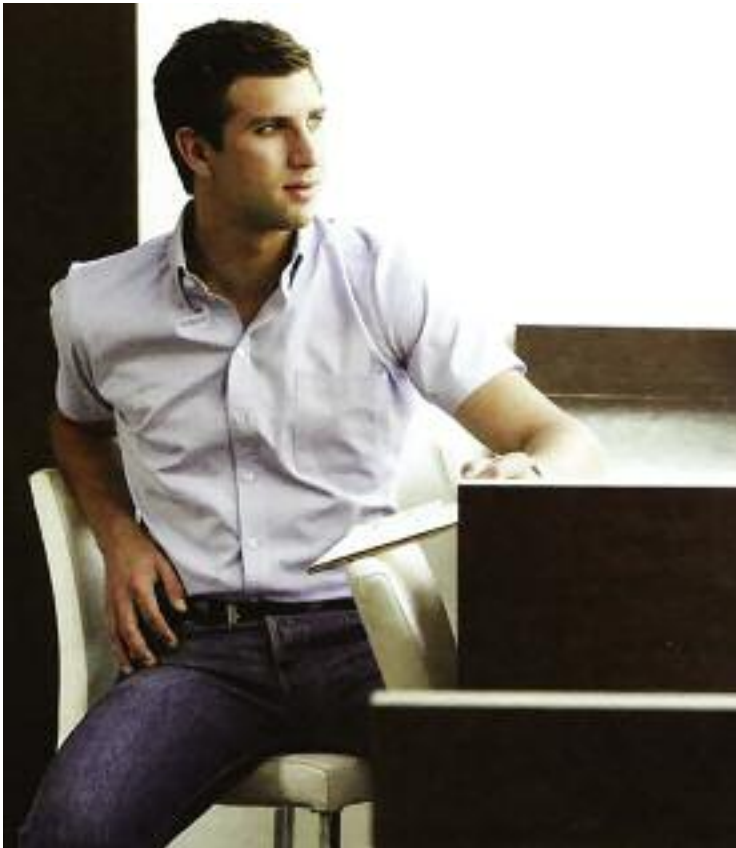
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A FRESH TAKE

Matthew Corrin, founder and CEO of the Toronto-based Freshii restaurant chain, shares what he learned after appearing on TV's *Undercover Boss Canada*

BY MATTHEW CORRIN

After watching the Freshii staff and myself on *Undercover Boss Canada*, I was stricken by how unbelievably hard some people work and how much they are willing to sacrifice for a business owned by someone they've never met.

Aside from the enlightening experience the show gave me, in terms of how the business operates, going undercover in my own company also gave me the opportunity to meet some astoundingly admirable people within the Freshii family. It reinforced not only one of the brand's mantras, but one of mine as an entrepreneur: just as important as what you're serving, is who is serving it. This is something every business should remember.

On one segment of the show, I was working at our Yonge and College franchise in Toronto — one of the first locations in our brand's history. That day my alter ego, Ethan, was testing the manager Afzal's patience while ripping wraps and soiling salads. But, instead of getting angry, Afzal calmly offered a reminder, saying, "I don't want it fast first, I want it slow so you can learn first." This is someone who clearly understands how people respond to criticism and who cares about his employees and the brand. Not only was he trying to calm my nerves, but his principle is one of thousands that have to go right every day for a business to make money. It's next to impossible for restaurants to turn a profit feeding fresh food to the garbage.

So, it's no surprise that our first customer, a blind gentleman who is the first cus-



TAKING DIRECTION:

Matthew Corrin, Freshii founder and CEO, gets his hands dirty as his alter-ego "Ethan" on *Undercover Boss Canada*

tomers every day, was greeted, not like a regular, but like Afzal's very good friend. If every Freshii customer left feeling the way Afzal makes some of his customers feel, we could put honey-lime vinaigrette on a bed of soil and people would line up for the ego boost.

The experience also opened my eyes to the great ideas Freshii staff conceive while working on the ground level and hearing customer feedback all day. One of the best ideas came from Ori, an assistant manager at one of our Vancouver stores, who suggested Freshii stores start taking advantage of regional ingredients and offer local items at each location. Ori noticed the diverse and fresh vegetation growing in the city's backyard, and now it's on our menu.

Freshii is a growing brand, and, like anything else, its strength is dependent upon the people behind it. If you don't listen to your employees' criticisms, if you're not adapting to your customers' complaints, and if you don't get up every single morning thinking about ways to make your brand better, you don't really run a business; you just own one that's destined to fail. Listen to your staff — they might say something worth hearing. ●

GLOBAL TASTES COLLIDE

Although Latin, Indian and Japanese food is popular in Canada, ethnic fusion is heating up

BY CINDA CHAVICH

When Toshi Karino and Kazu Kawashima developed their unique fusion menu for Calgary's Carino Japanese Bistro, they may not have been thinking about the latest restaurant research. But, as their logo of a geisha on a Vespa so aptly illustrates, Canadians love Italian and Japanese flavours.

"In the latest full-service dining report, Canadians were asked which ethnic food they would order most frequently and Italian was number 1," says Joel Gregoire, analyst for the NPD Group, "but Japanese was also in the top five."

The NPD data shows servings of ethnic foods grew in all restaurants by four per cent in the past year, but Mexican food outpaced others, surging by seven per cent.

TASTE EXPLOSION:

A fusion of tastes are filling the plates in foodservice, (clockwise from top left) from Qdoba Mexican Grill's mango salad and España's Marinated white anchovies on toast to Ox & Angela's patatas bravas, España's ling cod, catalan spinach, chorizo and saffron sofrito as well as its crispy pork belly, slow-cooked white beans with Romesco sauce and its daily paella



BURST OF COLOUR:
Spanish tapas continue to delight at places such as Vancouver's España, which serves dishes like this combination of baby red beets, blood oranges, fresh mint and harissa yogurt



**INGREDIENT OF THE MONTH:
SPANISH PAPRIKA**

Paprika may be one of the most ubiquitous spices in the kitchen, but consider the source when buying it. In its basic form, it's made by grinding sweet or hot red peppers into a fine powder, the type you might sprinkle over a deviled egg to add a dash of colour. But, when added to dishes such as Hungarian goulash or Spanish chorizo sausage, it improves the taste of the food. There are both mild and hot versions of the spice from both of these paprika-producing countries, with the addition of a distinctive smoky paprika from Spain. In Spain, the DO (Denomination of Origin) system controls the production of the finest paprika. Spanish paprika is usually lighter in flavour than Hungarian paprika, though it can also be sweet (*dulce*) or hot (*picante*), depending on the types of peppers used. The smoked Spanish spice, or *Pimenton de la Vera*, is dried over smoky wood fires in little drying houses after the peppers are harvested in the fall. Producers grind the dried peppers slowly as too much heat or friction can damage the spice.

And, with current immigration patterns, it's not surprising that Thai, Japanese and Indian continue to dominate, says Gregoire, but restaurateurs are getting creative with foreign flavours. "It's a competitive market in major urban centres," he says, "with restaurants looking for that point of differentiation. Japanese-Italian fusion — I'd like to try that."

Andrew Waddington of Toronto's FsStrategy consultancy firm agrees. Ethnic lines continue to blur in the restaurant kitchen, he says, with "cooking methods being borrowed from every cuisine, from stir-fry and tacos to confit."

It's all part of the globalization of our lives, in a world where a multi-ethnic dining experience is the new normal. A chipotle pork taco with kimchee, or a pizza topped with butter chicken, combines our love of spice and innovation.

According to the NPD "Full-Service Restaurant Chain Menu Tracker," Indian and Mexican items are popping up more often on Canadian restaurant menus, with Indian foods up 35 per cent and Mexican more than doubling year over year, up 108

per cent in 2012.

"I see Latin showing up, as has real traditional Spanish in Toronto where two of the top restaurants in a recent survey were Spanish," adds Waddington. "Though we look at the top 50 chains for our numbers, they all look to independents for inspiration."

And, the new love of Latin flavour runs the gamut, from authentic Spanish spots, serving imported Jamon Serrano, to the ubiquitous fish taco. In the QSR category, Mexican is on the rise, whether it's the street eats at Arturo's Mexico-to-Go food cart in Vancouver or the homegrown Burrito Boyz chain in southern Ontario.

Denver-based Qdoba Mexican Grill (owned by Jack in the Box Inc.), one of the largest fast-casual concepts in the U.S., recently cracked the Canadian market with franchises opening in Brandon, Man., and London, Ont. Qdoba has 600 stores in 44 states and 70 to 85 new locations in North America planned for 2013. "Our interest in entering Canada had a lot to do with the fresh, healthy trends that exist there, and part of this is the growth in the ethnic food category across the country," says John



DID YOU KNOW?

Spanish chefs are infiltrating. They've opened up more than 30 restaurants abroad in the past few years, according to Inés Menéndez de Luarca, director of Gastronomy of Spanish Trade and Investment (ICEX), as referenced by CNN.

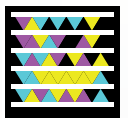
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FRESH AND FAST:

The Denver-based Qdoba Mexican Grill sets itself apart in the quick-service market by producing, fresh, made-from-scratch fare, such as its chicken queso burrito

Dikos, Qdoba’s director of Franchise Development. “The Mexican food segment has been under-represented and expansion into Canada seemed like a natural extension of our brand.”

Qdoba differentiates itself with its fresh, made-from-scratch fare, says Dikos. Its employees cut and fry tortilla chips daily, making fresh guacamole and grilling marinated meats to order, and the counter service puts customers in control of their choices. “Everything is made fresh in front of the guest, they can customize their order to fit their exact dietary needs and taste

preferences,” says Dikos.

Meanwhile, sandwiches are a big place where ethnic trends collide. Corn tortillas (the gluten-free option) and arepas (savory corncakes made with cornmeal or corn flour) are standing in for the bread at places such as Toronto’s Arepa Café, where the cooks recreate an authentic Venezuelan diner experience. Their version of the South American snack is filled with a variety of tasty combinations, from roasted chicken and avocado (\$9.25) to adobo pork roasted with annatto (\$8.75) or the avocado, black bean, plantain and cheese vegetarian arepa (\$9.75). With warm queso fresco salad (\$11.50) or chayote coleslaw (\$7.50) on the side, it’s a simple meal that’s faithful to its roots.

Latin American flavour is an underlying thread in the international tapas menu at Calgary’s new Candela Lounge, too. Chef and co-owner, Rogelio Herrera, was born in Columbia and says his customers are world travellers who know Latin food. “Ten years ago it was the fake Tex-Mex thing, but that’s over,” says Herrera. “People want the real thing; they want the bold flavours that Latin cuisine can provide.”

But, Herrera is quick to point out that his tapas menu at Candela borrows from many cultures. “It could be sushi or the little snacks we do in Latin America,” he says, “It’s about sharing the food.” Tapas, he says, allows diners to be adventurous, because they don’t need to make the “commitment” to an entrée to try something new. But, it also means every plate must be bursting with flavour. “Nothing on the plate can be flat,” he says, pointing to combinations ranging from papas fritas with spicy bravas sauce (\$8) and pork belly chicharrón with black bean and tomato salsa (\$9), to braised lamb and pork albondigas with manchego (\$10) or red curry-braised beef short-rib taco and heir-

FAST FACT



Spanish cuisine is on the rise, according to a recent CNN report. “Spanish food exports to the rest of the world in 2012 recorded an increase of 11.9 per cent and a total value of over €30 [or \$46.8] billion, which in turn represents 16 per cent of Spain’s total exports,” Inés Menéndez de Lúcar, director of Gastronomy of Spanish Trade and Investment (ICEX), told the U.S. news organization. “These figures certainly indicate a significant growth.”

loom carrot slaw (\$12).

But, as small plates or tapas become the norm, diners are also seeking a true Spanish experience. That's what's on offer at Ox & Angela in Calgary. Owners Jayme MacFayden and Kelly Black researched Spain's specialties before opening their his-and-hers-inspired space — Ox being the dark, masculine cocktail bar side and Angela the lighter, brighter dining room, with both offering the same sharable dishes. From the honey-glazed almonds encrusted in smoky Spanish paprika (\$4) to the individual pans of paella loaded with seafood, chicken and chorizo (\$14 pp/min. two), or pintxos skewers (\$2.50 each) and chunks of Manchego cheese drizzled in Pomegranate molasses (\$7), this is Spanish noshing at its finest.

Chef Steve Smee says Spanish-American chef José Andreas — and his four Jaleo tapas bars — has been an inspiration for his food, which combines local and imported ingredients. And, diners are embracing it all, from albidogas, meatballs made with



Alberta lamb (\$13), to grilled sardines with orange-caper vinaigrette (\$11), a perfect match with a dry Manzanilla sherry. "Spanish wine and food culture has such deep roots, there's just so much to explore,"

LATIN FLAVOUR:
Calgary's Ox & Angela appeals to the Latin palate with paella

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says Smee.

In Victoria, crispy fried octopus with preserved lemon (\$6) and salt-cod fritters (\$5) are on the bar menu at the new Catalanos restaurant in the Magnolia Hotel, where chef Aaron Lawrence is making fresh chorizo in

have created a cosy, 40-seat tapas bar, with a menu that changes constantly. For example, recently the local mussels were cooked in cider with chorizo and butter beans with wild spring onions (\$8), and the bar snacks included fried chickpeas with smoky

perfectly with the ever-changing menu of bocadillo (\$8.50), featuring house-made chorizo or combos such as chicken breast with raisin jam, Mahon cheese and honey aioli, plus small bites such as albondigas, boquerones (marinated fresh anchovies) or crispy fried olives stuffed with blue cheese, and Saturday night paella feasts.

Interestingly, the data from FsStrategy's "Canadian Chain Restaurant Industry Review" also indicates authenticity is key in ethnic ingredients, with specialty cheeses, specialty peppers, aged premium meats and specialty nuts appearing more on the 2012 menus of Canadian chain restaurants. "If that's an ingredient like buffalo mozzarella or chorizo, if it's not imported, it's made locally in the traditional artisan way," Waddington says. "Diners know better."

And, whether it's Japanese sushi, tacos or Spanish tapas, it all makes for a convivial, casual, social style of dining that continues to gain ground, cherry picking flavour and fun from the world of ethnic food. ●

“ AUTHENTICITY IS KEY IN ETHNIC INGREDIENTS, WITH SPECIALTY CHEESES, SPECIALTY PEPPERS, AGED PREMIUM MEATS AND SPECIALTY NUTS APPEARING MORE ON THE 2012 MENUS OF CANADIAN CHAIN RESTAURANTS

— FSTRATEGY'S "CANADIAN CHAIN RESTAURANT INDUSTRY REVIEW"

house, too. Co-owner Tom Ferris, who also has a special Spanish menu every Sunday at his popular Ferris' Oyster Bar, has plans to expand that venue with a Spanish tapas bar later this year.

It's similar at España in Vancouver, where chef Neil Taylor and partner, Ed Perrow,

Spanish paprika (\$4) and nutty slivers of aged Serrano ham (\$10).

And, like the true Spanish tapas bar, we're seeing tiny Spanish spots such as Vancouver's Sardine Can or Chorizo & Co. The latter is a new Spanish deli in downtown Victoria, where Friday night flamenco guitar matches



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PAY IT FORWARD

The green movement isn't just an idea to **Bob Desautels** — it's the lifeblood that feeds his business. The president and group director of Guelph, Ont.'s **Neighbourhood Group of Companies, Limited**, which is comprised of two upscale-casual restaurants called Borealis Grille & Bar and The Woolwich Arrow Neighbourhood Pub, plans to eventually run his operations with a zero carbon footprint. Here he tells *F&H* how he's making a difference on his home turf.

Bob Desautels, the founder of Ontario's Neighbourhood Group of Companies, and winner of F&H's 2013 Green Leadership Award, shares his philosophy on sustainability

**Interview by
Brienne Binelli**

**Photographed by
Margaret Mulligan**

F&H: YOU FOUNDED THE NEIGHBOURHOOD GROUP OF COMPANIES [NGC] WITH THE PURPOSE OF CREATING A RESTAURANT WITH THE SMALLEST ENVIRONMENTAL FOOTPRINT POSSIBLE. CAN YOU TALK ABOUT THAT?

BOB DESAUTELS: I founded the group in the early 1990s, determined to follow a 'buy-local' philosophy. My commitment to regional initiatives and purchasing policy dates back to the late '70s — even then I sincerely believed that buying from people in my own area would strengthen the local economy. Then, in 1983, I became a founding member of the Green Party of Canada and started to think in terms of





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GREEN LEADERSHIP



TAKING A STAND: Ava, the granddaughter of Bob Desautels, the president and group director of Ontario's Neighbourhood Group of Companies, proves the value of protecting our environment while standing on the banks of the Speed River in Guelph, Ont.

sustainability as it pertains to restaurant operations. I thought buying local would help eliminate so-called 'food miles' and would lead to other benefits, like supporting the economy in a specific area. The move to reduce waste, and our carbon footprint, began in 2000 with the goal of becoming the leader in the hospitality industry. One of our first moves was to compost some of our food waste. One of my business partners used it for his vegetable garden in the country.

F&H: WHAT ARE YOUR CORE GREEN INITIATIVES?

BD: Serving locally crafted food and beverages is our key modus operandi. Further initiatives include using green electricity [at one location], solar panels for hot water and organic cotton staff uniforms made in Toronto. We also ensure our spent fryer oil goes toward making biodiesel. I've even gone so far to mandate that any company-owned vehicles must be manufactured at Ontario assembly plants. Probably the most important green initiative, and the one I'm most proud of, is our fundraising activities relating to rivers in our communities. For 20 years we have been raising money for Guelph's Speed River Project. This exciting venture involves naturalizing the river itself and planting native trees along its shores. Recently, we partnered with [the Cambridge, Ont.-based] Grand River Conservation Authority to raise money for restoring the Grand River. We also host a river dinner to raise funds for river restoration. Last year, [NGC] raised \$12,000.

F&H: WHAT ARE YOUR MOST INNOVATIVE GREEN INITIATIVES?

BD: Installing solar panels for hot water was one of our most cutting-edge initiatives, as I haven't seen any other restaurant do this.... It's nothing more than windshield washer fluid running through the panels, and it goes down into your basement [where] there's a heat-exchange in a big water tank; the water takes up the heat and then that liquid goes back up into the panels. It supplies about 60 per cent of hot-water needs. And, every year, on Earth Day, we organize staff volunteers to clean up our local neighbourhood.

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GREEN LEADERSHIP

F&H: WHAT ARE YOUR COST SAVINGS AND ENERGY SAVINGS AS QUANTIFIED IN DOLLAR AND METRIC AMOUNTS?

BD: In one of the restaurants that uses solar for hot water we saw a 10 per cent drop in electrical bills [since its hot water tanks were electric]. One of the most amazing impacts on our environment is the conversion to green electricity. We use Bullfrog Power. They told us that by using their wind-and-water generated power we are reducing our CO2 emissions by approximately 38 tons per year. There is also a significant drop in SO2 [sulphur dioxide] emissions. The other bonus of converting to green technologies is the impact it has on sales. When I converted power at my pub in Guelph in 2006 we were only doing \$1.2 million in sales. By 2011, we were doing over \$2 million, and I believe that has a lot to do with customers sharing our values. I've looked at a number of studies that support the view that many consumers want to spend their dollars at like-minded businesses. And, more sales means reduced costs, because, other than food costs and hourly wages, the majority of our expenses are fixed. As a percentage, these fixed costs have been reduced dramatically.

F&H: WHAT ARE SOME OF THE KEY COST INVESTMENTS YOU'VE MADE TO CREATE A GREENER BUSINESS?

BD: The cost of green electricity from Bullfrog Power is one good example. It comes with a \$500/month premium. The solar panels cost approximately \$11,000 each, and the cost recovery is estimated to be six-and-a-half years, but the panels have a 20-year lifespan. At one of my locations, they had to build a new structure to hold the panels since they couldn't be fitted to the roof of the heritage building. Thanks to the city bylaws, and engineering requirements, this structure cost me more than \$10,000 extra.

F&H: HOW DO YOU ENSURE A STAFF COMMITMENT TO YOUR GREEN ETHOS?

BD: We try to reinforce our values through training and staff meetings. We also distribute bi-weekly newsletters, with our paycheques, which highlight new initiatives. A year ago we held a day-long seminar with all key personnel — it was moderated by Kathryn Cooper, a sustainability expert. She spent half the day explaining the impacts of our operational practices. It was a real eye-opener for a lot of us. Perhaps the best part of the day was an exercise Kathryn gave us whereby we calculated our personal footprint. Personally, I'm riding my bike more these days and seriously looking at carbon offset strategies to compensate for my travel on holidays.

F&H: HOW DO YOU COMMUNICATE YOUR ECO-FRIENDLY INITIATIVES TO THE COMMUNITY AND YOUR CUSTOMERS?

BD: Customers see our solar panels, and we put up green eco stickers on windows. On our menu, we state our sustainability plan, which includes a picture of my granddaughter holding up a sign saying 'There is no Planet B.' We also encourage our staff to participate in our green philosophy and reduce their own carbon footprint. By telling their stories, it becomes part of our overall restaurant story.

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F&H: YOU CREATED AN ECO-CHALLENGE WITH ONTARIO'S UNIVERSITY OF WATERLOO STUDENTS IN AN EFFORT TO FIND NEW WAYS TO REDUCE YOUR COMPANY'S CARBON FOOTPRINT. CAN YOU TELL ME ABOUT THE OUTCOME OF THAT PROJECT?

BD: We worked with five students who helped us devise what we called the "Eco-Challenge Contest." We sent information bulletins around to all restaurants and encouraged staff to come up with innovative ideas, too. In the end, we awarded three staff members with a cheque for \$500 each for the best ideas. One great idea was to help suppliers use reusable containers versus cardboard boxes, another outlined ways of reducing our paper usage. They all looked at separating organic waste for farmer pick-ups. The students also provided us with a five-year plan to significantly reduce our carbon footprint and waste, and we're going to hold a summit meeting of managers this fall to prioritize the recommendations, cost them out and look at implementing them.

F&H: THE FOODSERVICE INDUSTRY USES A LOT OF ENERGY. WHAT ARE SOME OF YOUR BIGGEST CHALLENGES IN CREATING A GREEN-FRIENDLY COMPANY?

BD: Cooking equipment. Once you realize the amount of energy used in a commercial kitchen, it blows your mind. For example, a two-foot grill uses enough energy to heat a 2,000-sq.-ft. house. Also, water usage is outrageous. We're looking at water-free urinals as one strategy to reduce water needs; we're also experimenting with induction cooking.

F&H: WHAT ADVICE DO YOU HAVE FOR OTHER FOODSERVICE COMPANIES HOPING TO CREATE A SMALLER ENVIRONMENTAL FOOTPRINT?

BD: Think globally, act locally. I hate to sound sanctimonious, but there are more important things than making money. Sorry, but at some point there has to be a paradigm shift in the way people think about living. You see many articles talking about the triple bottom line — the social, economic and environmental impact. This means every organization, including non-profits, should look at their bottom line differently. They should not only be measuring their economic results, but they should be taking into account the cost to the environment and the community. That should be the new business paradigm. I love the saying from Chief Seattle [a 19th-century American Indian Chief] "We do not inherit the Earth from our parents; we borrow it from our children."

F&H: WHAT'S YOUR NEXT GREEN PROJECT?

BD: My wife, Sue, and I hope to travel across Canada over the next three years and write an e-zine entitled *Locavores Digest*. The goal of this publication will be to champion the best artisanal food and beverage producers. They're our heroes. We hope to meet many of these amazing folks and chronicle their family history, their products and the ways to buy their products. We are mapping out our travel itinerary for 2014 and plan to do this journey in an electrical or hybrid car. Do you know a company that would donate one to us? ●



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EMPLOYEE ENGAGEMENT:

(clockwise from bottom) From teaching staff about products to travelling to Costa Rica for a staff "Origin Trip," Starbucks ingrains culture into its company fabric



CULTURE CLUB

Find out how corporate culture is redefining businesses and cultivating success

BY REBECCA HARRIS



When Alex Rechichi co-founded Extreme Pita in 1997 at the age of 23, he didn't define the brand's corporate culture. "We hired people who were like us and enjoyed being in the restaurants and having fun," he says. "We knew we wanted to create a company that was a reflection of the type of people we were."

The company has grown up a lot since then: it's one of four brands now under the Extreme Brandz umbrella (which includes Mucho Burrito, Purbblendz and Via Cibo - Italian Street Food) and has five values that define its culture, from putting guests first to giving back to the community — it's about embodying core values. "But we'll never forget where we started," says Rechichi, who is now president and CEO of Extreme Brandz. "We don't want to be a stuffy, corporate environment. We want to have some fun and be young at heart."

Workplace culture isn't just about creating a warm-and-fuzzy atmosphere: it has a powerful impact on all activities within an organization. For foodservice operations, a strong culture engages employees, improves service and boosts the bottom line. And, with today's job glut and ever-increasing competition, it's crucial to success.

While companies recognize the importance of a strong workplace culture, many don't live and breathe their own values. According to Deloitte's 2012 U.S. report called "Culture in the Workplace," 94 per cent of executives and 88 per cent of employees surveyed believe a distinct workplace culture is important to business success. The majority of executives and employees (83 per cent and 84 per cent, respectively) rank having engaged and motivated staff as the top factor that contributes to a company's success. However, only 19 per cent of executives and 15 per cent of employees strongly believe their culture is widely upheld within their own organizations.

When it comes to upholding values, the onus is on leaders to walk the talk, says Gerard Seijts, associate professor of organizational behaviour at the University of Western Ontario's Ivey School of Business. "I've seen too



REWARDING SUCCESS: The Keg Oscars rewards top staff at the chain, which creates a workplace culture built on “Keg Spirit”

many organizations where people have these espoused values. They’re just words on the wall. The leader has to live it, communicate it and drive it through the organization — not just sometimes, but all the time.”

That’s the approach Extreme Brandz takes, embedding its values throughout the organization, from programs that introduce new employees to company goals and policies to performance reviews. “You don’t want to tell somebody, ‘this is our corporate culture,’” says Rechichi. “It needs to be embedded into the processes.”

Extreme Brandz also talks about its values at every opportunity, whether it’s a written communication or at franchisee meetings. The company’s perks-and-benefits programs offer further opportunity for driving home the message. During its quarterly town hall meetings for each of its brands, Extreme Brandz recognizes people who have done a great job and upheld the values during that quarter.

The company gives away prizes such as iPads, “but that’s just the bonus,” says Rechichi. “The reality is they want to be recognized, and it’s another way to provide repetition of the message. And, as you provide more and more repetition of that message, it embeds those values further into your culture.”

At the outset, senior leadership must clearly define its corporate culture. “It’s critical to have a clear mission and vision that employees can rally behind and be inspired by,” says Andrew Martin, VP of Human

Resources at Joey Restaurant Group in Vancouver. “It is equally important to spend the time and effort to identify the core cultural traits and behaviours to ensure you hire for them and develop them within the team.”

Martin, who describes the Joey culture as a mix of passion, performance and fun, says it takes incredible time and effort to clarify your culture. “It won’t happen in a planning session,” he says. “However, when you get your culture clear throughout the organization, it enables you to really put the pedal to the ground.”

Having a strong workplace culture has allowed Joey Restaurant Group to avoid having endless rules and protocols for every situation. “When behaviour doesn’t align with our culture, it stands out and can be addressed by the group without quoting a policy number,” says Martin. In addition, its culture of people development has enabled the company to grow by promoting leadership from within. “Each of our restaurants is managed by leaders who have grown up within the company,” says Martin. “In many cases, they have been instrumental in refining [our] culture.”

At Keg Restaurants, the workplace culture is known as “Keg Spirit,” and it’s been engrained in the company since it was founded in 1971, says Doug Smith, the company’s EVP and COO. “We provide a casual, friendly, professional work environment for our staff and managers, and we hope that filters down to our guests,” he says.

To keep staff engaged, and encourage teamwork, the company puts on the Keg Cup, a three-day event held each winter in Collingwood, Ont., and Penticton, B.C. Activities include a ski race, snow volleyball and air-band competitions. There’s also the Keg Oscars, which give top staff the red-carpet treatment at a company awards’ show.

The real benefit of Keg’s culture is lower staff turnover rates, and, as a result, lower training costs. “That’s the most significant thing in terms of hard costs, but, obviously, the longer we have staff, the better service we can deliver to our guests.” The Keg is clearly doing something right: the company landed at number 13 on AON Hewitt’s 2013 Top 50 Best Employers list.

Starbucks Coffee Company, meanwhile, was named one of the best places to work in Canada by Great Place to Work Institute Canada for the third-consecutive year; it placed 18th on a list of the top 50 large and multinational companies.

While many companies may just talk about their mission statement, Starbucks’ guiding principles are “absolutely alive and well each and every day,” says Sara Presutto, director of Partner Resources at Starbucks Canada. “From our executives right down to our store-level hourly employees, it really is something that we hire against and develop against.”

One of Starbucks’ guiding principles is to provide “a

CORPORATE CULTURE GONE BAD

Kathleen Bell once worked at a company where the culture immediately changed when a new president took the helm. “I knew it didn’t suit me, and, so instead of wading through, I left,” says Bell, now director of Marketing at Subway Restaurants of Canada. “I learned that if a culture is bad, you don’t keep people.” Aside from losing employees, companies with poor cultures also risk a reputational hit, says Gerard Seijts, associate professor of Organizational Behaviour at the University of Western Ontario’s Ivey School of Business. “When the brand gets tarnished, you don’t have to be a rocket scientist to figure out this might affect organizational performance.” Unfortunately, many executives are wearing rose-coloured glasses. Deloitte’s 2012 “Culture in the Workplace” study found that executives have an inflated sense of their workplace culture, with 83 per cent believing senior leadership regularly communicates the company’s core values and beliefs, while only 67 per cent of employees agreed. Furthermore, 81 per cent of executives agree that senior leadership acts in accordance with core values and beliefs, compared to 69 per cent of employees. “We’ve seen this in a great number of organizations where people in senior leadership positions really have no clue what’s happening at levels below them,” says Seijts. “That is an example of disengagement — people in leadership positions not listening to the whispers in an organization [and being] way too optimistic about what’s happening.” At Subway, Bell tries to foster a culture of support and remains attuned to her team at all levels. “Everyone can offer a gym membership and pension plans,” says Bell. “But I can listen to my team and what they want and help engineer the culture around that. It’s making sure everyone’s needs and wants are taken care of.”



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STAR TREATMENT:
The Keg staff get red-carpet attention at the chain's annual award show

great work environment" and "treat each other with respect and dignity," says Presutto. When that's achieved, "partners (what Starbucks calls employees) in turn treat our customers in the same fashion, which then translates into positive business results."

For Starbucks, a key part of its corporate culture is the level playing field it has when it comes to benefits. Its total pay package — called Your Special Blend — is available for all staff. "There really isn't much difference in what's offered to an executive versus an hourly employee," says Presutto. The package includes extensive health-care ben-

efits, unique programs such as adoption assistance, stock options, employee discounts and a free pound of coffee or box of tea for every employee each week.

Another perk gives a select group of employees the opportunity to visit coffee-growing regions for three days every year. Launched in 2010, Starbucks' Origin Experience program has sent 150 partners from 37 countries to Costa Rica, Tanzania and Sumatra, an island off Indonesia, during their respective harvests.

The program allows partners to "really understand our origins, where we source our coffee from and how we treat our farmers and our partners in that location," says Presutto. Program alumni then share their experience and knowledge with fellow staff and customers, which elevates the coffee experience in stores.

While not every company can afford to send staff to far-flung places, investing in culture is critical. "People sometimes don't like to spend money when it comes to building team unity and even letting departments work together off-site, but you have to spend the money," says Extreme Brandz's Rechichi. "You need to make investments into helping unify your culture. If you do it consistently, then you no longer think of culture as a strategy, it just becomes what you are." ●



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BREAKING OUT THE BRANDS

F&H makes major changes to its “Top 100 Report”
BY ROSANNA CAIRA
LISTINGS COMPILED BY AMANDA BERTUCCI



ILLUSTRATION BY JACOPO ROSATI/THREE IN A BOX

With the summer season now in full swing, there's a promise of sunny days to come. But, this year, the change in season brings more than anticipation for better weather and the patio season, it also brings a change of focus for one of our best-read reports — the “Top 100.” More than 40 years ago, when we started producing the comprehensive statistical overview of the industry, the “Top 100” was published in September. Eventually it was moved to July, a time period usually reserved for vacations and a slower pace. But, this year, we decided to move the mammoth project up a month to June. In doing so, we

mark what many consider the “end of the year,” which coincides with the culmination of the school year.

But the changes don't end there. To make the “Top 100” stronger, and the listings more relevant to our readership, we've changed the composition of this report significantly. While once it highlighted both individual brands and corporate entities, this year we broke out the brands from their parent companies. So, for example, instead of listing total sales for companies such as Cara (operator of Swiss Chalet, Harvey's, Milestone's and others) or Prime Restaurants (Casey's, East

Side Mario's and Bier Markt, among others) we have listed the individual sales of each of those brands. This provides a more accurate read of the industry and allows readers to compare apples to apples. And, of course, in an age where it's all about the brands, it allows our readers to better understand who's leading the pack. However, in an effort to ease the transition to this new approach, we've also provided a chart outlining the top 20 multi-unit chains (see “*The Way We Were*” on p. 32) as they have appeared in the past, so interested readers can compare their results from that perspective as well. It's

METHODOLOGY

In compiling this annual report, every effort is taken to ensure a comprehensive and accurate overview of the foodservice-and-hospitality industry.

Typically, in early January, surveys are mailed out to 600 of the leading foodservice chains across Canada, asking for detailed information on gross sales for the year ended 2012, the number of units in Canada and outside the country, as well as the number of units and expansion plans for the coming year. With the exception of several publicly listed operations, which report sales on a fiscal year basis, the majority of the companies surveyed provided year-end sales. We have noted those companies reporting fiscal-year sales.

Keep in mind that Canadian-owned companies report sales for all their units in Canada and internationally (denoted on the chart with a \$) while American subsidiaries report only sales achieved in their Canadian units.

Ironically, in an age where social media has made privacy a thing of the past, there are still many companies that refuse to divulge sales figures. In those instances, *F&H* and Technomic have provided estimates based on said company's prior history, industry growth averages as well as its average unit volume. This is done to ensure consistency in our report and to provide as accurate a representation as possible of the major players in the industry.

Almost half a century after *F&H* produced its first "Top 100," this report continues to be the most authoritative barometer of the leading companies in the \$65-billion foodservice-and-hospitality industry. However, it's only as good as the information we receive from the companies surveyed. Where there are anomalies or discrepancies, we do our best to ensure they are explained. In sending out our annual surveys, we consistently face great challenges in receiving completed information in a timely fashion, which necessitates a great deal of time and energy being expended on chasing companies to ensure they are included. We hope when it comes time to fill out next year's questionnaire, your company will keep in mind the importance and value of this report, not only to your specific company, but to readers across the country and the industry at large.

THE WAY WE WERE

A look at how *F&H* used to rank multi-unit operators on its "Top 100 Report"

Rank 2013	Company	Location	Units 2012	Gross Sales 2012 (millions)
1	Cara Operations	Vaughan, Ont.	713	\$1,283.5
2	Yum Restaurants International (Canada) Company	Vaughan, Ont.	999	*\$1,100.0
3	MTY Tiki Ming Enterprises Inc.	St. Laurent, Que.	2,199	\$689.0
4	Northland Properties Corp.	Vancouver, B.C.	114	\$515.0
5	Pizza Pizza Limited	Toronto, Ont.	694	\$480.0
6	Yogen Früz Canada Inc.	Markham, Ont.	1,149	\$421.6
7	Imvescor Restaurant Group Inc.	Moncton, N.B.	251	\$396.5
8	Prime Restaurants Inc.	Mississauga, Ont.	150	\$335.1
9	SIR Corp.	Burlington, Ont.	49	◇\$221.6
10	Chairman's Brands Corporation	Toronto, Ont.	506	*\$219.1
11	White Spot Limited	Vancouver, B.C.	126	\$204.0
12	Ricky's Restaurants	Burnaby, B.C.	100	\$120.0
13	Extreme Brandz	Mississauga, Ont.	382	\$111.0
14	Obsidian Group Inc.	Mississauga, Ont.	105	\$109.6
15	Darden Restaurants	Orlando, Fla.	33	\$99.5
16	New York Fries & South St. Burger Co.	Toronto, Ont.	185	\$85.0
17	RAMMP Hospitality Brands Inc.	Surrey, B.C.	37	\$65.0
18	Humpty's Restaurants International Inc.	Calgary, Alta.	49	\$51.7
19	Threecaf Brands Canada Inc. (does not include Michel's Baguette)	Vaughan, Ont.	110	*\$47.9
20	Café Depot Group	Montreal, Que.	115	\$43.7

◇Y/E Fiscal August 2012 * estimate



“
THIS YEAR, THE “TOP 100” CHART ONLY PROVIDES 2012 SALES WITHOUT REFERENCING 2011. NEXT YEAR, HOWEVER, WE WILL ONCE AGAIN PROVIDE THAT COMPARATIVE REFERENCE
 ”

meant to help the transition to our new format. Keep in mind, too, that because of this dramatic change in format, this year, the “Top 100” chart only provides 2012 sales without referencing 2011. Next year, however, we will once again provide that comparative reference.

In another major departure from how we've normally produced this report, we've removed the hotel brands, which once provided F&B sales for this report. Those interested in learning more about how the hotel brands are faring can turn to our sister publication, *Hotelier*, and its “Top 50 Report,” which will appear in the July/August issue. And, where once we ranked the companies based on their fiscal year-end sales, we now provide a consistent barometer by asking companies to provide sales for the last calendar year (except where it's been noted).

It's important to note that

there are more estimates this year than in prior years. This is a result of several companies choosing not to disclose sales of their individual brands. The most notable of these companies is Montreal-based MTY Tiki Ming Enterprises Inc., which operates nearly 30 brands. While not all of these brands are listed, there are several that we have chosen to estimate to provide a comprehensive overview of the entire industry.

The report's new format allows us to maintain consistency with our project partner, Technomic Inc., which has provided two of the feature stories in this issue (*see stories on p. 34 and p. 44*). Together with Technomic, we also produce an expanded “Top 250 Chains’ Report,” which lists contact information as well as menu trends and in-depth analysis. The report is available for purchase at technomic.com (*for more information, turn to p. 57*). ●

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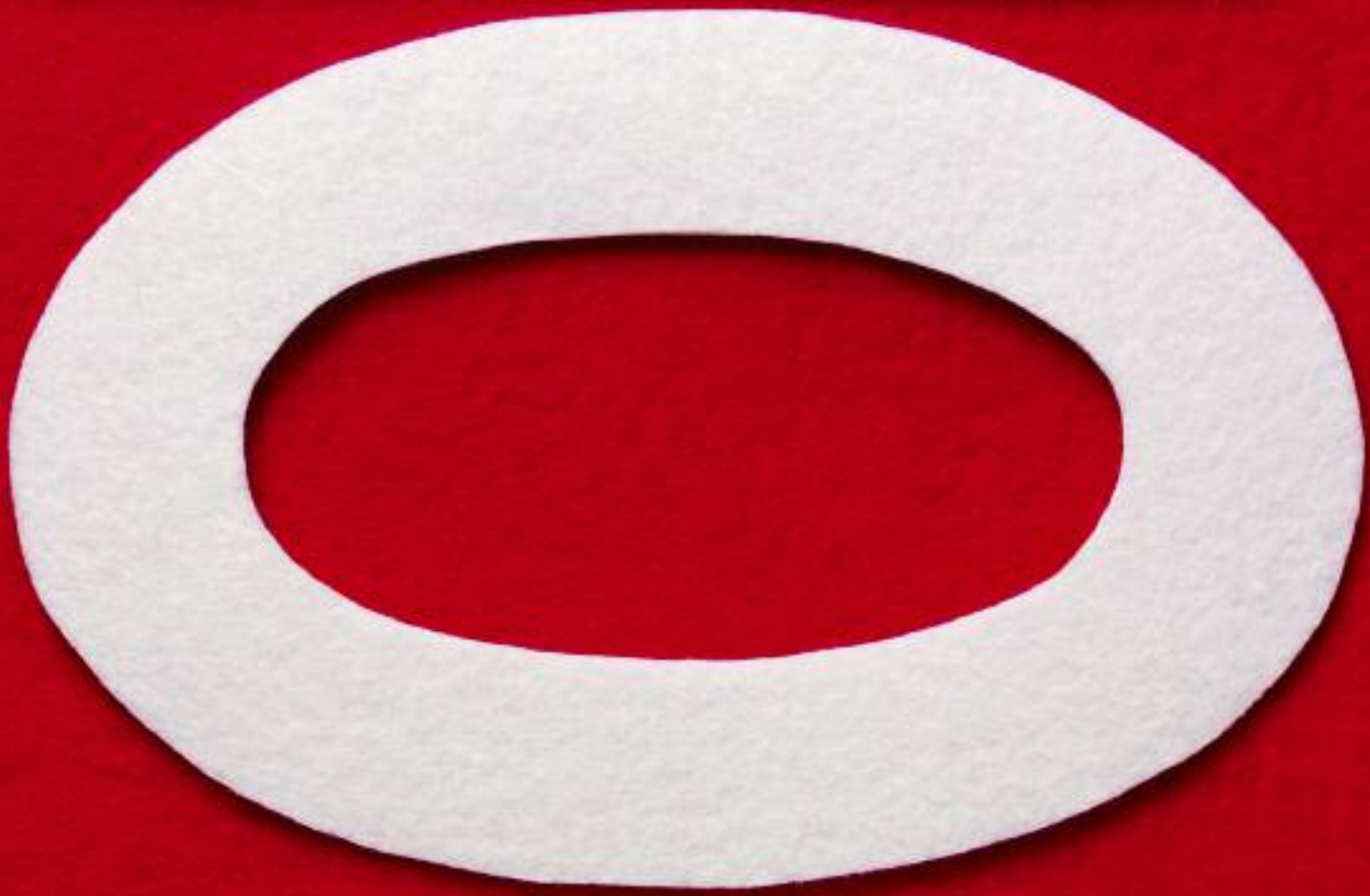


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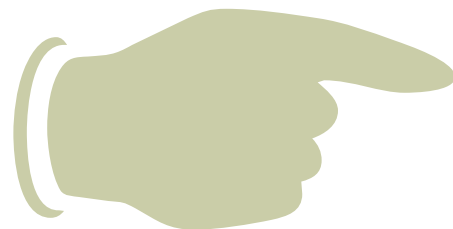
GREATEST HITS, REMASTERED

In the past year, Canada's foodservice operators emphasized bolder versions of menu classics while using social media to communicate with their guests

BY DARREN TRISTANO & CHRISTINE LAFAVE GRACE, TECHNOMIC INC.

ILLUSTRATION BY JACOPO ROSATI

It's often been said: "don't mess with a good thing," and the foodservice operators on *F&H's* annual Top 100 took that to heart in 2012. In fact, the top foodservice performers kept a balanced approach and realized gross sales of \$29.4 billion. In response to moderate sales growth and cautious consumer optimism, the "Top 100" peak performers, which represent approximately 45 per cent of the country's foodservice market, have been introducing menu favourites with a twist and value deals designed to encourage more traffic.



Perhaps nothing better captures this capitalize-on-a-classic theme than poutine. The Québécois favourite, far from being relegated to cliché status, is being embraced by chain restaurant operators across the country. Poutine's appearance on Canadian chain restaurant menus surged 43 per cent from the first quarter of 2012 to the first quarter of this year, from 160 items on 63 restaurants' menus to 229 items on 77 menus, according to Menu-Monitor, Technomic's online menu-tracking resource. And, how restaurants are touting their versions of the comfort-food smorgasbord is telling. This year, Jack Astor's introduced the Pulled-Pork Not Your Routine Poutine; Kelsey's describes its new Potato Wedge Poutine as "Kelsey's Twist on a Canadian Classic;" and Eggspectation's Classic Poutine is described as "Our Take on Quebec's Classic Late-Night Staple."

Indeed, across dayparts, menu parts and industry segments, one of the top themes to emerge in Canadian foodservice is to take what the consumer knows well and offer it done better. Beyond the rise of poutine, standout trends include better beverage choices, (more) better burgers and more barbecue.

BETTER BURGERS, BETTER BEERS

Seeking to take their burger-and-a-beer programs up a notch, Canadian casual-dining chains in particular have expanded their beer menus, focusing on craft and premium beers and introducing more specialty burgers.

In fact, craft and premium beer offerings at Canadian casual-dining chains were up 33 per cent in the first quarter of 2013 compared to the same period a year earlier. One chain that



TOP 5 BURGER CHAINS (MILLIONS)

McDonald's Restaurants of Canada Ltd.	\$3,751
A&W Food Services of Canada Inc.	\$850.6
Wendy's Restaurants of Canada Inc.	* \$642
Burger King Restaurants of Canada Inc.	\$377.9
Harvey's (Cara)	\$220.3



TOP 5 PIZZA BRANDS (MILLIONS)

Pizza Pizza (Pizza Pizza Limited)	‡ \$401
Pizza Hut (Yum Restaurants International (Canada) Company)	* \$250
Domino's Pizza of Canada	* \$230
Panago Pizza Inc.	\$134.4
Pizza Nova	\$96

* Denotes Estimate ‡ Canadian-owned company whose operations outside Canada are reflected in gross sales and units

sought to highlight its craft selections was Casey's Grill + Bar, which promoted its fall seasonal menu as providing the perfect pairing for "six carefully selected Ontario craft beers." Mr. Mikes is taking a slightly different tack by touting exclusive in-house offerings; its beer menu features two brands brewed specially for Mr. Mikes by the Delta, B.C.-based Okanagan Spring Brewery.

Continued burger innovation is appearing on casual-dining menus in the form of non-beef patties, additional proteins, out-

of-the-ordinary cheeses and boldly flavoured toppings. But, new burgers added in 2012 included Turtle Jack's Muskoka Grill's Apple and Brie Burger; the autumn-appropriate item featured a burger patty brushed with apple butter, topped with brie cheese and julienned apples and finished with Dijon mustard, baby spinach, tomatoes and red onion. Crabby Joe's introduced a Smokin' Maple Chipotle Burger, with maple-chipotle sauce, smoked gouda and crispy onion strings on an asiago-and-jalapeño

bun. In 2013, Brewsters Brewing Company & Restaurant debuted an Aussie Lamb burger, featuring a lamb patty, barbecue sauce, goat cheese, mint mayo, pickled red onion and green leaf lettuce. And, East Side Mario's introduced its Fat Tony burger, which tops a traditional beef patty with smoked pulled pork, barbecue sauce and provolone cheese.

Limited-service restaurants, too, boosted their selections of bolder burgers. Last summer, McDonald's Canada rolled out the limited-time offer Angus



TOP 5 ASIAN CHAINS (MILLIONS)

Mandarin Restaurant Franchise Corporation	\$119.1
Thai Express (MTY)	* \$60.0
Manchu Wok	* \$59.0
Sushi Shop (MTY)	* \$45.4
Teriyaki Experience	‡ \$41.9

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Third Pounder Smoky BBQ Bacon burger. And, in March of this year, Burger King added chipotle versions of the Whopper and Whopper Junior (as well as chipotle chicken sandwiches) featuring Monterey Jack cheese, jalapeño, bacon, caramelized onions and chipotle sauce.



TOP 5 CHICKEN CHAINS (MILLIONS)

KFC (Yum Restaurants International (Canada) Company)	* \$649
Swiss Chalet (Cara)	\$515.9
St. Hubert	* \$375
Scores (Imvescor)	\$114.3
Mary Brown's Inc.	\$70

RIGHT ON 'CUE

East Side Mario's Fat Tony shows the rise of barbecued pork — and pulled pork, especially — on menus. Canadian diners are growing more familiar with this regional specialty, and pork is increasingly appealing to operators as a lower-cost alternative to beef, which had high prices in 2012. The number of pulled-pork entrées on Canadian chain restaurant menus surged to 60 in the first quarter of 2013 from 34 a year earlier — an increase of 76.5 per cent.

Interestingly, pulled pork's popularity is growing across dayparts and menu segments. White Spot offers a Santa Fe Breakfast Burrito with Pork, featuring Canadian pulled pork, scrambled eggs, sautéed tomatoes and green peppers wrapped in a whole-wheat tortilla. Last year, Boston Pizza added pulled-pork pizza, topped with whisky barbecue sauce and baked with mozzarella and red onions. Finally, Montana's Cookhouse recently introduced pulled-pork nachos and pulled-pork sliders, while Burger King Canada debuted a limited-time-only BBQ Pulled Pork Sandwich.

ADULT-FOCUSED BEVERAGES WITHOUT THE ALCOHOL

On the beverage side, innovation isn't limited to alcohol offerings. For example, exotic teas and tea-based beverages (such as chai tea

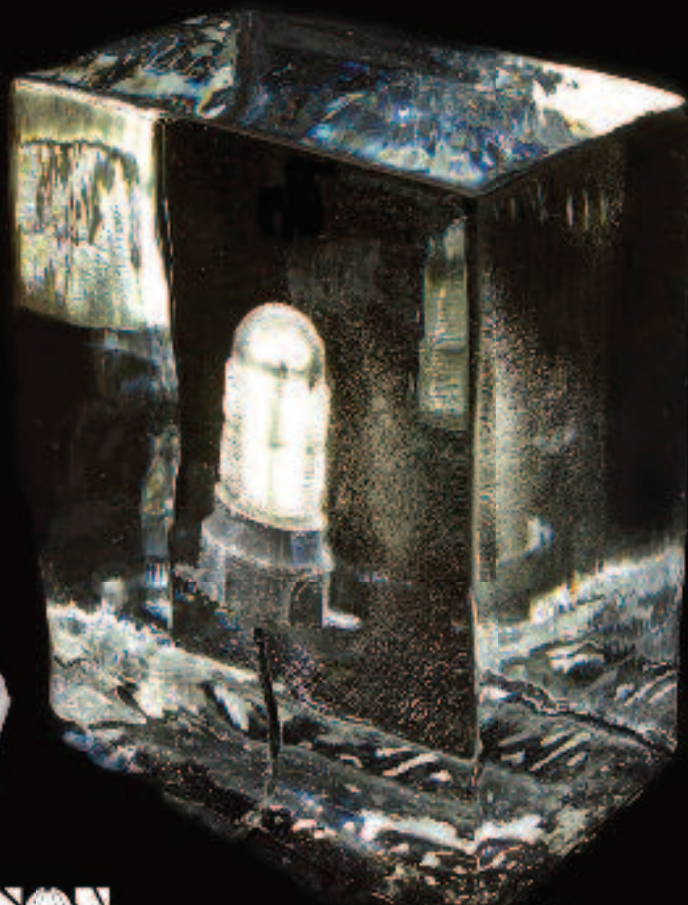
lattes) are appealing to health-seekers, while signature smoothies are positioned as a sweetly refreshing, healthful treat for guests of all ages.

Country Style recently introduced tea lattes in chai, London Fog, green tea and matcha green tea varieties, as well as frozen tea frappes. The specialty-tea market is poised for further growth in the near future, too. In fact, of those consumers who have consumed a specialty tea, 40 per cent say they're likely to increase their orders of these types of drinks in the next two years, according to Technomic's 2012 "Canadian Beverage Consumer Trend Report."

Within the limited-service segment, Burger King went the fruity-and-creamy route with yogurt-based Tropical Mango Smoothies, a limited-time offering introduced for spring. Meanwhile, Tim Hortons and

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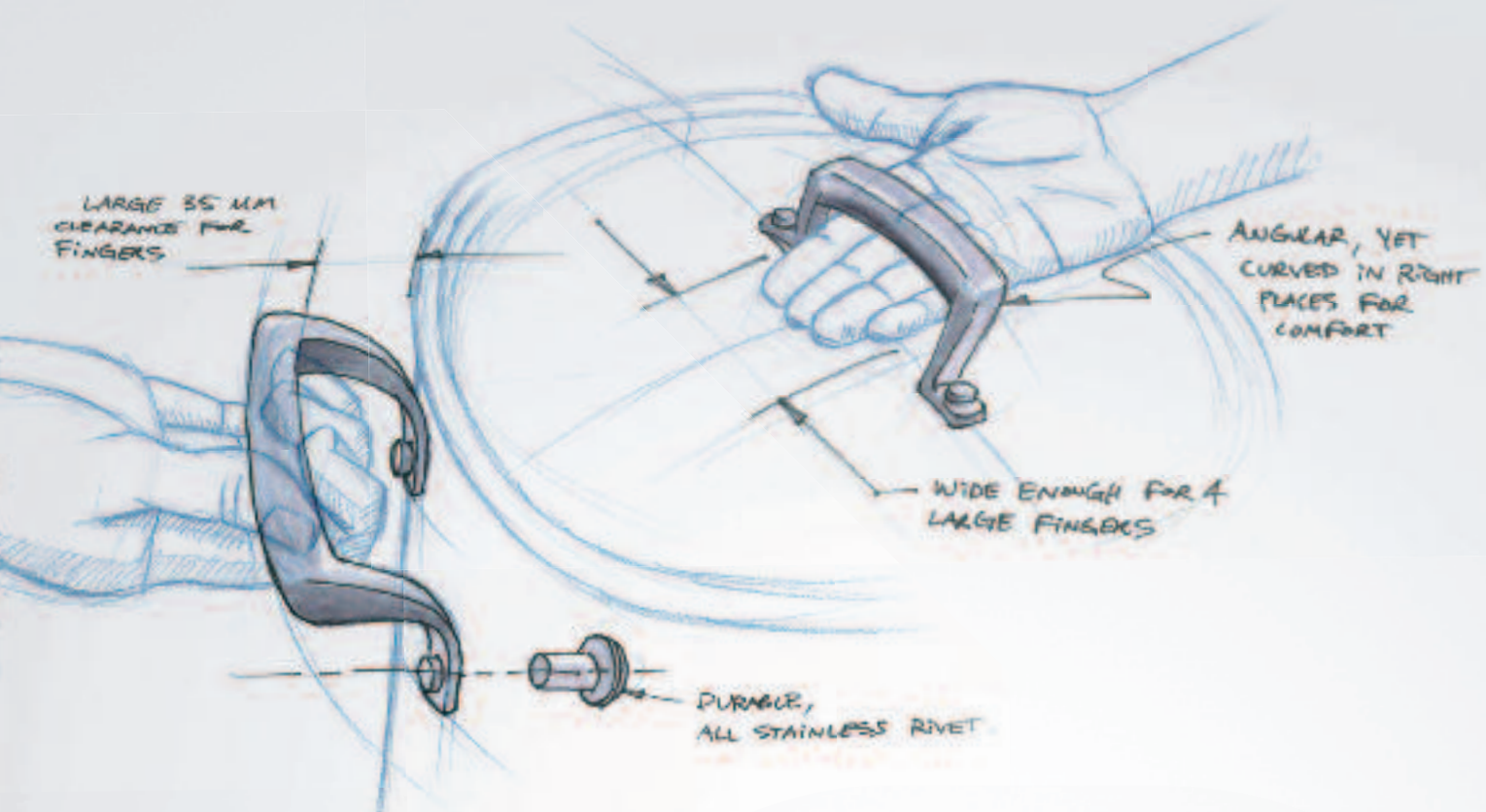


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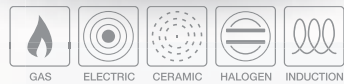
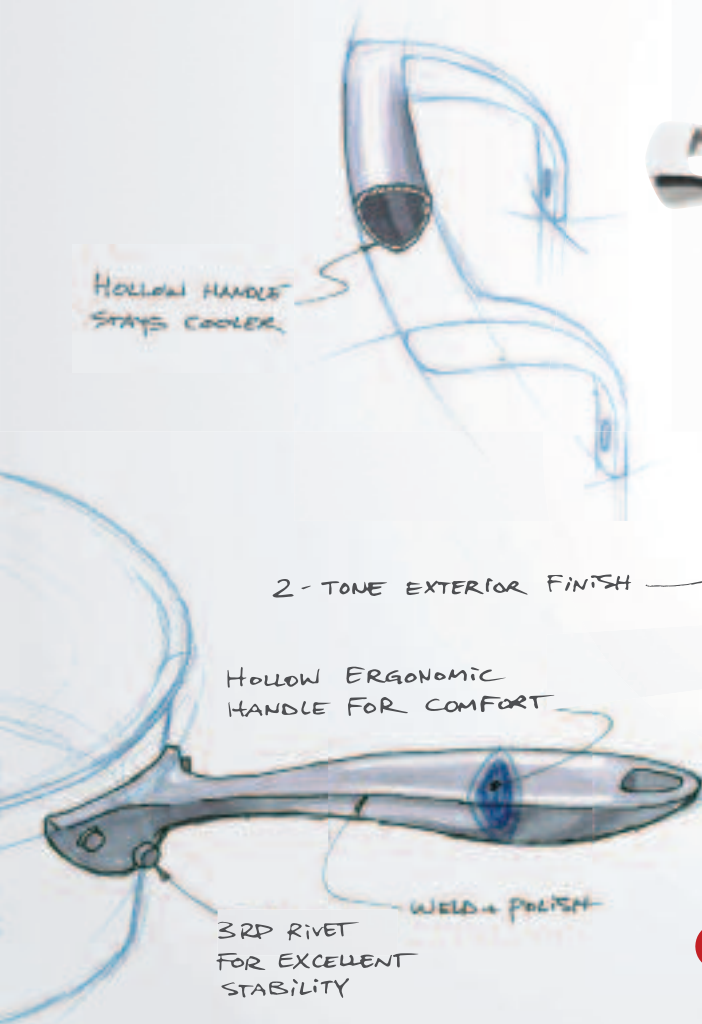
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INNOVATIVE FOODSERVICE PRODUCTS



McDonald's Canada dialed up the frozen-beverage competition. In April, McDonald's added a limited-time-offer strawberry-mango orange smoothie to its Real Fruit Smoothies lineup and announced a promotion, offering four of the cool treats for \$1 each for a snack size. And, Tim Hortons also announced a summer promotion, offering its frozen lemonade and frozen raspberry lemonade as well as an iced coffee and iced latte for \$1 each for a small.

As 2013 plays out, look for soft drinks and soft drink-based beverages to take centre stage. In fact, the Canadian Restaurant and Foodservices Association named house-made soft drinks as one of its up-and-coming menu items for 2013, based on a survey of more than 350 professional chefs. Interestingly, soft drinks are number 4 on Technomic's list of the fastest-



AS 2013 PLAYS OUT, LOOK FOR SOFT DRINKS AND SOFT DRINK-BASED BEVERAGES TO TAKE CENTRE STAGE



growing five types of non-alcohol beverages on Canadian menus.

SEEING DOUBLE IN VALUE DEALS

When it comes to promoting menus, two-for promotions are proving popular with operators. In the fourth quarter of 2012, McDonald's Canada's limited-time offer in December of a two-can-dine-for-\$9.98 deal featured two Big Mac Extra Value Meals for the special promotional price. In the casual-dining segment, Applebee's is promoting its two-for-\$25 menu, from which guests can choose one shareable appetizer and two entrées (two-for-\$30 entrée options also are available).

COURTING CONVENIENCE-SEEKERS

On the tech side, operators are focusing on ways to make it easi-

er for guests to get their favourite foods. Mobile ordering apps, grab-and-go cases and tap-to-pay technology are gaining traction as restaurant operators seek to deliver convenience to time-pressed guests.

One of the biggest tech developments in foodservice in the past year was Tim Hortons' introduction of smartphone-based payments. As of November, customers who have a CIBC Visa or CIBC MasterCard and a Rogers smartphone, and who download the CIBC mobile-payment app, can pay for their purchases at thousands of Tim Hortons units across Canada by holding their phone up to a contactless PIN pad. Tim Hortons also rolled out free high-speed Wi-Fi at its restaurants throughout 2012. Not to be outdone, McDonald's is testing mobile-payment at one of its units in Toronto, trying a



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Meanwhile, this past January Pizza Pizza launched an app for iPads so customers can create, customize and order their selection (and save it for future reference). Users also can play a Spin-to-Win game that offers the chance to win free menu items with their order.

SOCIALLY ENGAGED

Through 2012, and the start of 2013, increasingly chain restaurants have been using social media as a platform for engaging guests in conversation. For example, Jack Astor's Bar and Grill used Twitter to generate buzz when it hopped on the food-truck bandwagon last fall, launching a 12-day food-truck tour to promote new menu items. The chain accepted requests for truck visits from consumers who tweeted with the #TweetToTaste hashtag; guests

who visited the truck could try free samples of three new menu selections.

Facebook was also the platform of choice for chicken specialist St. Hubert in a contest earlier this year to find the chain's biggest fans. Visitors to St. Hubert's Facebook page were invited to select one of six phrases describing their feelings about St. Hubert. The options included: "I prefer St. Hubert to my mom's cooking," and "I down the sauce like a beverage." Those who registered for the contest were entered into a draw for a \$500 St. Hubert gift card or one of four \$25 cards.

And, in March of this year, looking to capitalize on consumers' social-media photo frenzy, Starbucks introduced the #MyMacchiato Photo Challenge. The contest asked guests to tag their Twitter or Instagram photos — spotlighting a different



TOP 3 COFFEE CHAINS (MILLIONS)

Tim Hortons Inc.

‡ \$6,439

Starbucks Coffee Canada Inc.

\$978

The Second Cup Ltd.

‡ \$194.4

theme each day for a chance to have the photos published on the Starbucks Canada Facebook page.

SEEKING TRANSPARENCY

Social media plays a key role in another foodservice trend: the drive toward being more transparent with guests about ingredients, food sourcing and food preparation. McDonald's Canada, notably, took to YouTube last year to solicit and answer consumer questions — even tough ones. The company launched an "Our Food, Your Questions" digital platform whereby McDonald's corporate employees answered, via video, consumer-submitted questions such as "Why does your food look different in the advertising than what it is in the store?" and "Are we supposed to believe your burgers are 100-per-cent

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beef?" The campaign earned McDonald's the Marketer of the Year 2012 distinction from Toronto's *Marketing* magazine.

Tim Hortons, meanwhile, also devotes an interactive page on its website to its annual Sustainability & Responsibility Report, which details the chain's environment- and health-related initiatives, goals and accomplishments. Visitors to the page

can watch a YouTube video that showcases Tim Hortons' eco-friendly coffee cup, read a Twitter feed of posts tagged with the chain's #MakingATrueDifference hashtag and link to a Facebook poll on travel-mug use (Tim Hortons offers 10 cents off hot beverages for all travel-mug users). The chain's efforts seem to be resonating as Tim Hortons was named



TOP 3 CONTRACT-CATERING SERVICES (MILLIONS)

Compass Group Canada	\$1,500
Aramark Canada Ltd.	\$988
Sodexo Canada Ltd.	* \$546

TOP 5 CASUAL-DINING CHAINS (MILLIONS)

Boston Pizza	‡ \$943
Swiss Chalet (Cara)	\$515.9
Keg Restaurants Ltd.	‡ \$487.4
Montana's (Cara)	\$222.5
Moxie's Grill & Bar (Northland Properties)	* \$204.0

Canada's highest-rated restaurant chain on social responsibility in 2012, according to Technomic's Consumer Brand Metrics program.

In the end, 2012 was a year to hail the classics, parade in technology and be open and honest with today's informed customer who will, no doubt, continue to demand the best in 2013 and onward. ●

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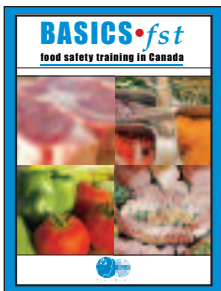
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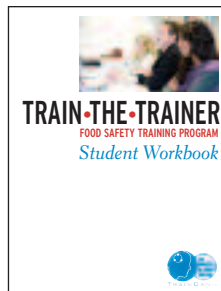
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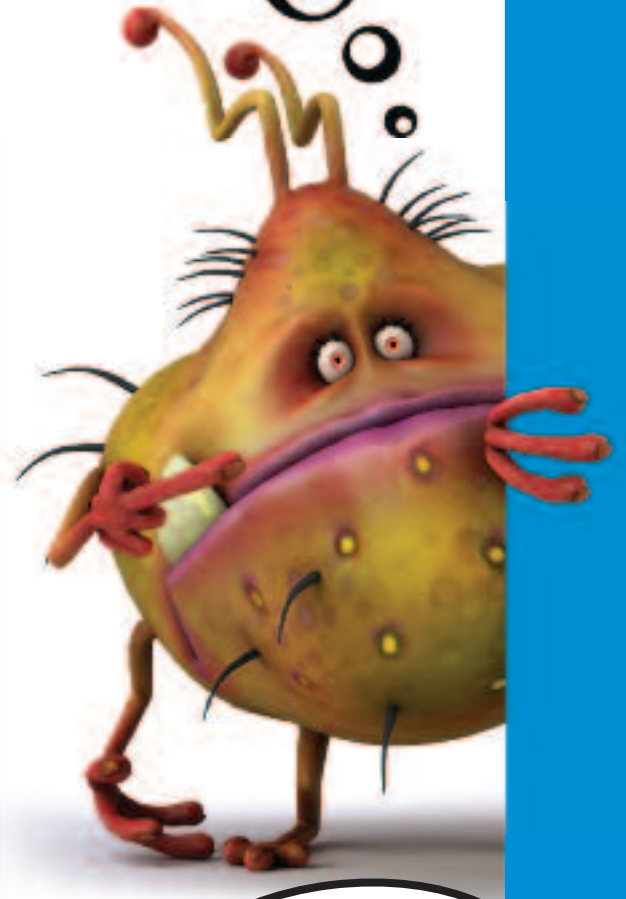
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GROWING FOR IT

Canada's limited-service and full-service chains battle for top billing on *F&H's* "Top 100"

BY MARY CHAPMAN, TECHNOMIC INC.

IT HASN'T BEEN a banner year, but it has been fruitful. Although there was growth in the industry, it's difficult to single out a specific segment that leads the pack. There are winners and losers in almost every category, but *F&H's* Top 100 highlights top performers in the limited-service and full-service segment who rose to the challenges, while creating new opportunities for growth.

EVOLUTION FAVOURS SPECIALISTS

Within limited service, the specialists performed well. One of the fastest growers in 2012 was Toronto-based Smoke's Poutinerie, whose unit count grew by 87 per cent to reach 43 from 23 units in 2011, with sales of \$25 million (on the 'Next 30' list). The quick-service concept

QSR VS. FSR:

From Better Burgers competition at chains such as (top left) The Works Gourmet Burger Bistro and McDonald's (left), to international expansion at restaurants such as Second Cup, it's clear growth wasn't segmented in 2012

serves poutine in 20-some iterations as well as a create-your-own-option. Besides the classic Quebec comfort food, consumers are attracted to the irreverent attitude, retro rock music and opportunity to be a part of the scene — customers draw and leave messages on a chalkboard while they wait in line. Nearly five years old, the chain is expanding with the help of franchisees and innovative marketing that includes a food truck and a World Poutine Eating Championship.

Switching gears, Extreme Brandz made an impact in 2012, capitalizing on a growing trend toward Mexican nosh and healthful, fresh ingredients. The parent company of four brands, including Extreme Pita, Mucho Burrito, Purlblenz and Via Cibo, introduced 30 units and increased

sales by nearly 14 per cent to \$111 million (*see story on p. 61*). Its breakout numbers include \$71 million for Extreme Pita and \$40 million for Mucho Burrito.

Meanwhile, Toronto's Hero Certified Burgers (*see story on p. 60*) made a big splash last year. Its gourmet heritage Angus beef burger, topped with gourmet ingredients, won many fans as 14 units were added to the system and sales increased by nearly 29 per cent to \$31 million.

Another "better-burger" concept, The Works Gourmet Burger Bistro — a fast-casual chain with a family friendly setting — grew from 11 to 16 restaurants in 2012, landing on the 'Next 30' list with sales of \$20.4 million. Last year, the executives announced their intention to open 50 stores across the country. The Ottawa-



SPECIALISTS VS. GENERALISTS:

Specialists such as Mucho Burrito, Smoke's Poutinerie (above) and Mary Brown's Famous Chicken & Taters came out ahead in 2012, while QSR giants such as Tim Hortons and full-service concepts such as Cora's (right) also appealed to customers with broader food offerings

based chain represents an emerging fast-casual segment in Canada that has yet to be saturated by major U.S. players such as Chipotle, Panera Bread and Five Guys Burgers and Fries. The fast-casual concept is alluring to consumers, because it satisfies the niche between fast food and casual dining. These restaurants are perceived as offering fresher, higher-quality food in a more comfortable atmosphere than traditional quick-service chains, while also providing a lower price point than full-service restaurants.

But, among the other chains achieving double-digit sales growth are: Mary Brown's Famous Chicken & Taters, the quick-service fried-chicken chain known for its large chicken portions and signature wedge-cut fried potatoes, saw sales rise by 17 per cent, for total sales of \$70 million; Jimmy the Greek, headquartered in

Toronto, whose 45 restaurants offer fresh, healthy and traditional Greek specialties, increased sales 12 per cent for total sales of \$37 million; and Kingston, Ont.-based Pita Pit, a quick-service chain offering Lebanese-style pita sandwiches grew sales by 10 per cent, for total sales of \$143 million.

Of course, menu specialists weren't the only limited-service chains to experience healthy sales and unit growth in the past year. Segment leaders Tim Hortons (6.3 per cent), McDonald's of Canada (5.6 per cent) and Subway (6.8 per cent) grew sales, too. Such growth came after continued coffee wars, especially between Tim Hortons and McDonald's.

BROAD IS SOMETIMES BETTER

Likewise, within full-service, many of the concepts that earned significant increases in sales from 2011 to 2012 could hardly be called specialists. In fact, many of them pride themselves on offering broad menus to appeal to a variety of consumers. More specifically, much of the full-service segment

growth can be attributed to the family dining concepts, which tend to be top-of-mind for breakfast, lunch and occasions that include young children.

One big winner is Sunset Grill, a California bistro-style eatery serving breakfast favourites for the morning and afternoon meals. Based in Mississauga, Ont., it has 95 units (up from 80 in 2011) and raised sales 60 per cent from \$45 million to \$72 million. Meanwhile, with sales growth of 21 per cent and total sales of \$33.9 million, Chicken Chef, which is known for its pressure-cooked poultry, also offers a broad menu that includes ribs, pizza, hamburgers and seafood. The Winnipeg-based chain has a casual, homey atmosphere that appeals to a variety of consumers, but it primarily targets families. And, Ste. Therese, Que.-based Cora, known for its whimsical atmosphere and signature breakfast dishes, increased sales by eight per cent to realize total sales of \$141.9 million in 2012.

While the family dining segment is growing, there are plenty of successes in casual-dining, too. The segment includes a

variety of concept and menu positionings. Traditional casual-dining restaurants are well suited to dinners, late-night meals and social occasions that include friends and colleagues. Examples include growth chains such as the Pickle Barrel, a Markham, Ont.-based concept with a 300-plus-item menu served in a contemporary space with a prominent bar. It increased sales by 25 per cent for total sales of \$75 million. At the same time, St. Louis Bar & Grill, the varied-menu, neighbourhood-focused concept, based in Toronto and known for its “devilishly good wings,” raised sales by 19 per cent to \$47.8 million in 2012.

Consumers find the premium offerings, high-quality service and intimate atmosphere at more upscale venues especially appropriate for dates and special dinners with their spouse, partner or significant other. For example, Browns Socialhouse strives to offer the social elements of a neighbourhood pub while still creating an upscale yet casual experience. Based in Vancouver, Browns caters to a range of diners with everything from its signature bar-and-lounge area to its laid-back dining-room atmosphere. It increased sales by 13 per cent for total sales of \$33.5 million in 2012.

As the economy improves and consumer confidence rises, both midscale and casual-dining concepts will need to differentiate themselves from the competition within and outside of their sectors.

INTERNATIONAL OPPORTUNITIES

While competing in Canada, a growing number of chains are also looking beyond the borders for expansion. Booster Juice, the Edmonton-based quick-service smoothie-and-juice chain, signed a franchise deal to enter Brazil.

Fulton Nogueira, the master franchisee, plans to commence development in Curitiba, which has a population of approximately 1.8-million people.

MTY Food Group Inc. opened its first location in the United Kingdom, a Thai Express in Guildford, Surrey, in July. The company also plans to develop two of its brands, Vanellis Fresh Italian Foods and Country Style, in Lebanon. And, its wholly owned subsidiary, MTY Tiki Ming Enterprises Inc., has signed two area master development agreements with a master franchisee to expand the brands into the country. That growth continues this year. In February, MTY Tiki Ming signed a master development agreement to open La Crémère in Saudi Arabia, while, Yogen Früz opened its first unit in Malaysia in May 2012 with the help of master licensee Timeless Commitment Sdn Bhd (TC); in November, the brand opened a unit in Lahore, Pakistan.

Closer to home, Second Cup opened a flagship Florida location in November in Pembroke Pines and announced it would open additional South Florida locations in the future. The Surrey, B.C.-based Wok Box Fresh Asian Kitchen opened its first U.S. location in Hillsboro, Ore., in September and another in Scottsdale, Ariz., this past January. The chain also announced plans to open additional units in Texas, Colorado, Oregon and Washington as well as in the Middle East throughout 2013.

TAKING THE NON-TRADITIONAL ROUTE

It's worth noting that some chains have fought against competitive saturation by expanding within non-traditional locations. The trend is not new, but concepts are finding more interesting places to open businesses.

For example, Tim Hortons opened a non-traditional unit in

Oxford House, a First Nations community in northern Manitoba. The community can only be accessed by plane, making the new location the chain's first “fly-in” franchise. The restaurant will be supplied through regular flights from Winnipeg.

Meanwhile, Boston Pizza opened a unit at SAIT Polytechnic, the Southern Alberta Institute of Technology.

What's more, Starbucks partnered with the Target Corporation, which means Canadian Target locations will feature licensed Starbucks stores. Target is opening 125 to 135 locations across Canada this year, with a handful already open. Many of the new Starbucks stores will feature breakfast and lunch sandwiches, whole-bean coffee, Starbucks Via Ready Brew coffee and other merchandise as well as Starbucks' signature customized beverages. It's also opening units in Longo's grocery stores.

Meanwhile, MTY Food Group Inc. opened its first food-court concept in Toronto, featuring six of its branded restaurants. Called 7 King Court, the food court is comprised of Mr. Sub, Country Style, Thai Express, Villa Madina, Tiki-Ming and Sushi Shop.

FUTURE OUTLOOK

Canada's foodservice reach is steadily growing; Technomic Inc. expects limited-service restaurants to increase a nominal 4.2 per cent in 2013, while the full-service segment is expected to grow by 3.9 per cent. With a projected sales growth for 2013, the short-term future of Canada's foodservice industry looks bright. ●

Mary Chapman is director of Product Innovation at Technomic Inc., a Chicago-based research firm. She can be reached at mchapman@technomic.com.

“
AS THE ECONOMY IMPROVES AND CONSUMER CONFIDENCE RISES, BOTH MIDSCALE AND CASUAL-DINING CONCEPTS WILL NEED TO DIFFERENTIATE THEMSELVES FROM THE COMPETITION WITHIN AND OUTSIDE OF THEIR SECTORS
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THE 2013 TOP 100



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
1	Tim Hortons Inc. In 2012, Tim Hortons introduced free Wi-Fi, digital menu boards and enhanced drive-thrus. The company also launched panini and single-servings of its coffee for Tassimo's home brewer. In 2013, the company plans to open 159 units in Canada and 85 in the U.S.	Oakville, Ont.	4,240	+\$6,439.0
2	McDonald's Restaurants of Canada Ltd. In 2012, McDonald's expanded its McCafé line with McCafé Premium Roast Take Home Coffee and McCafé Real Fruit Smoothies; it also launched an interactive digital platform, 'Our Food. Your Questions.'	Toronto, Ont.	1,405	\$3,751.0
3	Subway (Doctor's Associates Inc.) In 2012, Subway added an egg-salad sandwich to its menu. In 2013, it plans to open an additional 150 units in Canada.	Milford, Conn.	2,870	\$1,600.0
4	Compass Group Canada In November 2012, Compass acquired Nova Services Group Inc.	Mississauga, Ont.	2,228	\$1,500.0
5	Aramark Canada Ltd. In 2012, Aramark expanded its Blue Cleaning program using Hydris technology.	Toronto, Ont.	1,500	\$988.0
6	Starbucks Coffee Canada Inc. In 2012, Starbucks partnered with Boston Pizza to offer Starbucks coffee on the full-service restaurant's menu. It also introduced its Blonde Roast, a lighter-roasted coffee variety, and launched its Refresher line of beverages, made with green coffee extract and real fruit.	Toronto, Ont.	1,181	\$978.0
7	Boston Pizza International Inc. In 2012, Boston Pizza introduced a redesigned menu and revealed plans for a redesigned look in all restaurants across the country. It continues to open traditional locations in new markets across the country. It also opened its first fast-casual counter concept at SAIT in Calgary.	Mississauga, Ont.	347	+\$943.0
8	A&W Food Services of Canada Inc. A&W added 24 new units in 2012, including a new urban-concept location at Toronto's Pearson International Airport, featuring self-serve ordering kiosks and eco-conscious packaging such as reusable french fry baskets.	North Vancouver, B.C.	773	\$850.6
9	KFC (Yum Restaurants International (Canada) Company) Yum Restaurants is concentrating on expanding its brands internationally, in China, Russia, Africa, France, Germany, Asia and in the Middle East and Latin America.	Vaughan, Ont.	650	*\$649.0
10	Wendy's Restaurants of Canada Inc. In 2012, Wendy's introduced Dave's Hot'n'Juicy hamburgers and poutine.	Oakville, Ont.	369	*\$642.0
11	Sodexo Canada, Ltd. In 2012, Sodexo partnered with Michael Smith to open The Canadian Grilling Company by Chef Michael Smith, at Queens University in Kingston, Ont.	Burlington, Ont	750	*\$546.0
12	Swiss Chalet (Cara) In 2012, Swiss Chalet opened 25 new restaurants in new markets, introducing the brands first "Fresh Impressions Tour" with three fry trucks that travelled across the country to offer samples of Swiss Chalet's famous fries. A redesigned kid's menu and program was also created to elevate guests' in-restaurant experience. In 2013, Swiss Chalet plans to add 15 new units.	Vaughan, Ont.	219	\$515.9
13	International Dairy Queen Canada Inc. In 2012, Orange Julius products were launched inside DQ locations. The brand continues to focus on remodelling locations in B.C. and in the Maritimes. The company added 13 locations last year; this year there are plans to add 24 new locations.	Burlington, Ont	648	\$510.0
14	Keg Restaurants Ltd. In 2012, The Keg added units in Vancouver, Peterborough, Ont., Calgary, Brampton, Ont., and Laval, Que.	Toronto, Ont.	106	+\$487.4
15	Pizza Pizza (Pizza Pizza Limited) Pizza Pizza introduced chili, poutine and Fresca ultra-thin pizza in 2012. In the coming year, the brand plans to expand into Manitoba, Saskatchewan and Nova Scotia.	Toronto, Ont.	604	+\$401.0
16	Burger King Restaurants of Canada Inc. Burger King introduced an expanded menu with new chicken wraps, chicken strips, strawberry-banana smoothies and mocha-caramel frappes as well as electronic menu boards. Burger King plans to open more than 10 new locations in Canada.	Toronto, Ont.	300	*\$377.9
17	St. Hubert In 2012, St. Hubert introduced new menu offerings, such as its reinvented St. Hubert poutine, a Tex Mex mini burger trio and onion soup au gratin.	Laval, Que.	115	*\$375.0
18	Yogen Früz (Yogen Früz Canada Inc.) Yogen Früz introduced new flavours last year, including gingerbread, chocolate peppermint, pumpkin cheesecake and caramel apple pie. Some locations have begun to switch to self-serve.	Markham, Ont.	801	+\$260.3

* Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

THE 2013 TOP 100



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
19	Pizza Hut (Yum Restaurants International (Canada) Company) Yum Restaurants is concentrating on expanding its brands internationally, in China, Russia, Africa, France, Germany, Asia and the Middle East and Latin America.	Vaughan, Ont.	305	*\$250.0
20	Domino's Pizza of Canada In 2012, Domino's introduced pan pizza made with handmade dough.	Windsor, Ont.	354	*\$230.0
21	Montana's (Cara) In 2012, Montana's Cookhouse expanded its fire-grilled meat portfolio. The brand now has 95 locations across Canada with new openings and renovations planned for Ontario and Western Canada in 2013.	Vaughan, Ont.	95	\$222.5
22	Harvey's (Cara) In 2012, Harvey's opened 20 new locations and focused on its core menu items with new, limited-time toppings. In 2013, the company plans to add 25 new units.	Vaughan, Ont.	260	\$220.3
23	Quiznos Canada Plans are underway to open 30 new locations each year across the country.	Oakville, Ont.	450	*\$210.0
24	Moxie's Grill & Bar (Northland Properties) Moxie's is planning expansion from Atlantic Canada and Quebec to Vancouver Island.	Calgary, Alta.	63	*\$204.0
25	East Side Mario's (Prime Restaurants Inc.) The company plans to increase sales by re-focusing on the strength of its brand pillars.	Mississauga, Ont.	96	\$202.8
26	The Second Cup Ltd. Second Cup entered the single-serve on-demand coffee market by partnering with Tassimo T Disc, available for sale across Canada, featuring the company's signature Paradiso, Paradiso Dark blends and Espresso Forte latte options.	Mississauga, Ont.	360	†\$194.4
27	Milestones (Cara) In 2012, Milestones opened one location, with an additional four planned in 2013.	Vaughan, Ont.	48	\$168.3
28	Earl's Kitchen and Bar In 2012, Earl's renovated its Earls St. Vital in Winnipeg, featuring a West-Coast industrial design, including dark leather seats, rustic wood panelling and exposed ceiling. It also introduced new menu items such as a berry and cream shortcake.	Vancouver, B.C.	61	*\$165.0
29	Jack Astor's (SIR Corp) In 2012, Jack Astor's opened new units in Toronto, Kingston, Ont., and Laval, Que., and completed renovations on multiple units. (Fiscal year end August 2012)	Burlington, Ont.	32	†\$161.3
30	Kelsey's (Cara) In 2012, Kelsey's introduced a new food program featuring quarterly seasonal menus and new food innovation focused on familiar but novel sandwiches and burgers. The company shifted from its previous national marketing strategy to a local store marketing approach; it also introduced a streamlined, digital training program for all associates.	Vaughan, Ont.	91	\$156.6
31	Swensens (Yogen Früz Canada Inc.) In 2013, Swensens plans to add 20 to 30 new units in Canada and new international locations, primarily in Asia.	Markham, Ont.	312	\$154.4
32	White Spot (White Spot Limited) In 2012, White Spot unveiled its 2012 seasonal "Celebrate B.C." menu across the province, featuring summer dishes inspired by fresh, local ingredients; it also launched a new VQA wine list.	Vancouver, B.C.	65	†\$153.0
33	The Pita Pit In 2012, The Pita Pit completed a renovation program and introduced new bread warmers in its restaurants. The company plans to open 105 new locations globally, including in countries such as France, Brazil and India.	Kingston, Ont.	391	\$143.0
34	Cora Franchise Group In 2012, Cora celebrated 25 years in business. The company plans to add 12 new units, focusing on expansion in Western Canada, including B.C., Alberta and Saskatchewan, as well as in Manitoba and Ontario.	Ste. Therese, Que.	129	\$141.9
35	Country Style (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 units in 2013.	Richmond Hill, Ont.	435	*\$138.6
36	Joey Restaurant Group In 2012, Joey opened its third location in Toronto at the Yorkdale Shopping Centre. In 2013, it plans to open new locations in Markham, Ont., Etobicoke, Ont. and Seattle.	Vancouver, B.C.	22	†\$138.1

* Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

THE 2013 TOP 100



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
37	Panago Pizza Inc. In 2012, Panago focused on enhancing and upgrading its online and mobile experience. This year, Panago plans to add 10 new units, with a focus on expansion in Western Canada and Ontario, specifically the Greater Toronto Area.	Abbotsford, B.C.	182	\$134.4
38	Smitty's Canada Limited Smitty's plans to add units in B.C., Ontario and Maritime markets. The company has rolled out a smaller 3,000- to 3,500-sq.-ft. footprint to capitalize on more markets across Canada.	Calgary, Alta.	96	\$125.0
39	Mandarin Restaurant Franchise Corporation In December 2012, Mandarin opened a new location in Brampton West and renovated its Rexdale, Ont., location, which reopened in May.	Brampton, Ont.	22	\$119.1
40	Booster Juice (AW Holdings Corp.) In 2012, Booster Juice opened new locations in Ontario and B.C. The company also added new menu items and continued its renovation program, bringing older stores to the current store design.	Edmonton, Alta.	291	†\$116.0
41	Scores (Imvescor) Scores plans to open a new Express concept in 2013.	Montreal, Que.	43	\$114.3
42	La Cage aux Sports (Sportscene Group Inc.) Sportscene Group opened four new units in 2012 and reviewed its menu, introducing new products and improving existing products. The company plans to add one new unit in 2013. (Fiscal August 2012)	Boucherville, Que.	53	\$110.3
43	Mikes Restaurants (Imvescor) In 2012, Mikes Restaurants successfully launched new products in its key categories — pizzas, pastas, subs and breakfast.	Moncton, N.B.	83	\$105.8
44	Bâton Rouge (Imvescor) In November 2012, the company introduced Bâton-Rouge-branded ribs in Quebec grocery stores. Bâton Rouge will be showcasing its remodelled restaurant in 2013.	Moncton, N.B.	30	\$105.2
45	Pizza Nova In 2012, Pizza Nova introduced its Focaccia Barese. This year marks the 50th anniversary of the pizza chain. It plans to continue expansion in 2013 with the addition of 10 new units.	Toronto, Ont.	142	\$96.0
46	Denny's (Northland Properties) In 2012, Denny's introduced a specialty Hobbits' menu in celebration of <i>The Hobbit: An Unexpected Journey</i> movie release.	Vancouver, B.C.	51	*\$95.7
47	Mr. Sub (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 new units in 2013.	Richmond Hill, Ont.	320	*\$92.0
48	Arby's of Canada Inc. In 2012, Arby's added new menu items, including its Grand Turkey Club, Hot Turkey or Roast Beef Three-Cheese and Bacon, Chocolate Turnover, Jamoca Pie and Peppermint Shake.	Mississauga, Ont.	109	*\$91.0
49	Ricky's All Day Grill In 2012, Ricky's opened eight new locations.	Burnaby, B.C.	70	\$90.0
50	Pizza 73 (Pizza Pizza Limited) In 2012, Pizza 73 introduced gluten-free pizza in Alberta, British Columbia and Saskatchewan.	Toronto, Ont.	90	\$79.0
51	Red Lobster In 2012, Red Lobster reinvented its menu, adding several under-\$15 menu items. It also launched a restaurant redesign and introduced wood-fired grills in its restaurants.	Orlando, Fla.	27	*\$78.0
52	Coffee Time (Chairman's Brands Corp) Chairman's Brands has 30 new locations under development.	Toronto, Ont.	172	*\$77.4
53	The Pickle Barrel The company plans to add two more units in 2013.	Markham, Ont.	16	\$75.0
54	Crabby Joe's (Obsidian Group Inc.) In 2013, Crabby Joe's plans to open five new locations.	Mississauga, Ont.	38	\$72.8
55	Sunset Grill Restaurants Ltd. Sunset Grill plans to open 15 new locations in 2013. The company is looking at expanding markets outside Ontario. (Fiscal June '13)	Mississauga, Ont.	95	\$72.0

* Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

THE 2013 TOP 100



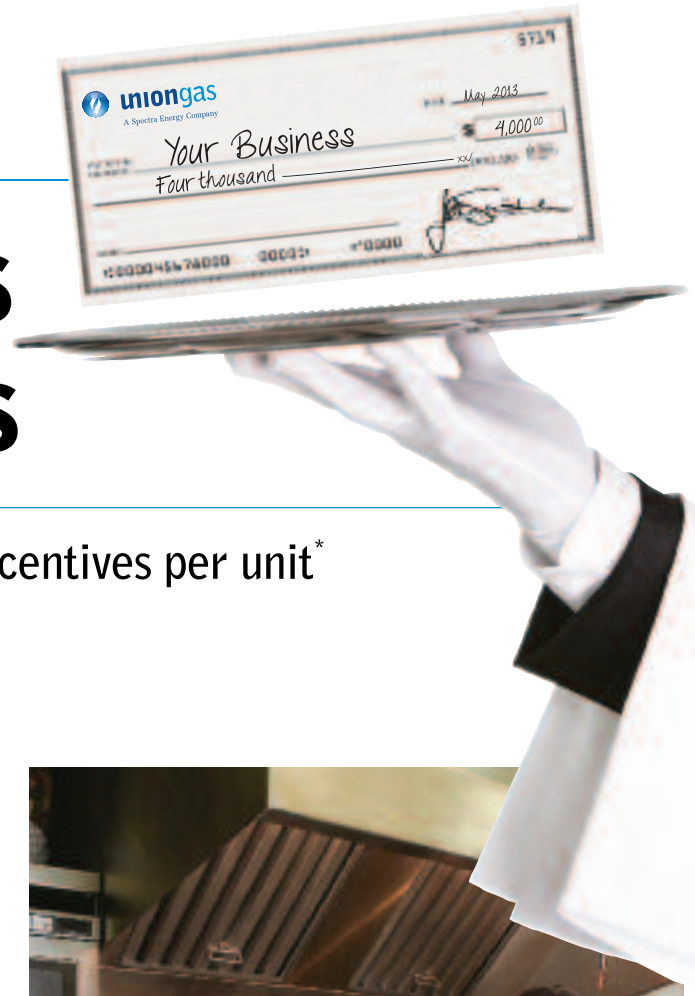
Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
56	Pizza Delight (Imvescor) In 2012, Pizza Delight continued its aggressive remodelling program and promoted two new pizza lines — artisanal thin crust pizza and gluten-free pizza.	Moncton, N.B.	95	\$71.2
56	Casey's (Prime Restaurants Inc.) In 2013, Casey's hopes to open two new locations.	Mississauga, Ont.	27	\$71.2
57	Extreme Pita (Extreme Brandz) In 2012, the company introduced Extreme Pita Next Generation, featuring a new design, logo and emphasis on better-for-you ingredients. It plans to open 40 new units in 2013.	Mississauga, Ont.	315	†\$71.0
58	New York Fries (NYF + SSB) New York Fries is currently building its second unit in China and will open its first unit in Turkey in July. The company plans to add seven New York Fries units in 2013.	Toronto, Ont.	165	†\$70.5
59	Mary Brown's Inc. In 2013, Mary Brown's will continue to expand throughout Canada as well as in international markets, with 14 Mary Brown's Famous Chicken and Taters units planned, and two Mary's Diner units planned in 2013.	Markham, Ont.	93	\$70.0
60	Oliver & Bonacini Restaurants In 2013, O&B will continue to expand its events and catering operations, working closely with Hudson's Bay Company on possible expansion into flagship store locations.	Toronto, Ont.	10	*\$65.0
60	Wild Wing Restaurants Inc. In 2012, Wild Wing opened new locations in Ottawa and Toronto, and added new menu items, such as hotdogs.	Aurora, Ont.	94	\$65.0
61	Taco Bell (Yum Restaurants International (Canada) Company) Yum Restaurants is concentrating on expanding its brands internationally, in China, Russia, Africa, France, Germany, Asia, the Middle East and Latin America.	Vaughan, Ont.	44	*\$64.0
62	Prime Pubs (Prime Restaurants Inc.) Prime Pubs opened its first location in Edmonton, in the Holiday Inn Conference Centre Edmonton South and another in Oakville, Ont. The company plans to open 11 new units in 2013.	Mississauga, Ont.	27	\$61.1
63	Thai Express (MTY) Last summer, Thai Express opened a new unit in the U.K.	St. Laurent, Que.	188	*\$60.0
64	Manchu Wok In 2012, Manchu Wok implemented a new store design and introduced new dishes.	Markham, Ont.	79	*\$59.0
65	TacoTime (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 new units in 2013.	Calgary, Alta.	119	*\$55.1
66	Applebee's In 2012, Applebee's introduced new menu items such as its Brew Pub Pretzels with Beer Cheese Dip, Napa Steak with Roasted Balsamic Vegetables and Southwest Steak Fettuccine.	Toronto, Ont.	22	*\$55.0
67	Red Robin Restaurants of Canada Ltd. In 2013, Red Robin plans to open a new location in Sherwood Park, Alta.	Burnaby, B.C.	17	\$53.0
68	Gino's Pizza Over the past year, the company converted Pizza + Panzerotto units into Gino's Pizza.	Halton Hill, Ont.	98	\$52.0
69	Triple O's (White Spot Limited) White Spot opened two Triple O's in China and two in Singapore in 2012 with additional expansion planned into Asia for 2013.	Vancouver, B.C.	61	\$51.0
69	The Firkin Group of Pubs Firkin introduced new menus, decor and music in 2012. Renovation plans are underway in six locations during 2013 with plans to build two new corporate locations.	Markham, Ont.	32	\$51.0
70	Lone Star Texas Grill In 2012, Lone Star opened a new unit in Cambridge, Ont., Barrie, Ont., and Belleville, Ont.; it also premiered a new restaurant design.	Oakville, Ont.	17	*\$50.9
71	Humpty's Family Restaurants (Humpty's Restaurants International Inc.) In 2012, Humpty's opened a new location in Saskatchewan. It plans to open three new locations in 2013.	Calgary, Alta.	47	\$50.4

* Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

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THE 2013 TOP 100



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
72	Tortoise Restaurant Group Inc. The company plans to open three new locations in 2013.	Burlington, Ont.	18	\$50.1
73	Dana Hospitality Inc. Dana Hospitality has incorporated an American company to help support expansion for Canadian clients looking to grow in American markets. Additionally, Dana signed a joint-venture marketing agreement to provide foodservices and housekeeping services. (Fiscal year June '13)	Oakville, Ont.	109	\$50.0
74	241 Pizza (Chairman's Brands Corp) 241 Pizza introduced its new mobile website, which displays locations and allows customers to order a pizza as well as access the latest contests and promotions. Chairman's Brands has 30 new locations under development.	Toronto, Ont.	100	*\$48.1
75	Cactus Club Cafe As of December 2012, Cactus Club operated 22 locations across B.C. and Alberta. It opened a new location in March 2013, and it plans to open an additional unit in Toronto and three more in Western Canada.	Vancouver, B.C.	22	*\$48.0
76	St. Louis Bar & Grill (St. Louis Franchise Limited) In 2013, St. Louis will expand to Canada's East Coast and add eight new locations.	Toronto, Ont.	34	\$47.8
77	Shoeless Joe's Sports Grill In 2012, Shoeless Joe's improved its menu standards with a culinary focus on freshly prepared, made-to-order menu items. It also introduced a new 21 modular training program for franchisees and their managers.	Vaughan, Ont.	33	\$45.6
78	Sushi Shop (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 new units in 2013.	St. Laurent, Que.	115	*\$45.4
79	Mr. Mikes (RAMMP) In 2013, the company plans to further execute its Mr. Mikes Steakhouse casual concept, with six additional units planned.	Surrey, B.C.	20	\$45.0
79	Robin's Donuts (Chairman's Brands Corp.) In 2012, Robin's Donuts began undergoing renovations. Chairman's Brands Corporation announced it would be opening 200 to 260 new Robin's Donuts locations in Canada by 2016. At least 100 of the new locations will be in Ontario, 40 in Quebec and a minimum of 60 in the Western provinces.	Toronto, Ont.	150	*\$45.0
80	Brewsters Brewing Company (Specific Gravity Hospitality) Brewsters plans to open one new unit in 2013.	Calgary, Alta.	15	\$44.0
81	Resto Pro In 2013, Roasters Rotisserie & Bar will open two new units.	St. Laurent, Que.	24	\$42.3
82	Teriyaki Experience In 2012, Teriyaki Experience introduced Ginger Beef to its menu.	Oakville, Ont.	132	†\$41.9
83	Joey's Restaurants (Joey's Only Franchising Ltd.) Joey's Only Franchising launched Joey's Urban Concept in 2012, featuring a revamped menu with new menu items. It plans to open three new locations in 2013.	Calgary, Alta.	59	\$41.0
83	Opa Souvlaki Franchise Group Inc. In 2012, Opa opened its first unit in Quebec City.	Calgary, Alta.	84	\$41.0
84	Mucho Burrito (Extreme Brandz) The company plans to open 28 new units in 2013.	Mississauga, Ont.	67	\$40.0
85	Timothy's World Coffee (Threecaf Brands Canada Inc.) Threecaf currently operates 86 Timothy's World Coffee units in Canada.	Vaughan, Ont.	86	*\$39.5
86	The Old Spaghetti Factory Ltd. In 2012, the restaurant completed an extensive menu overhaul and introduced new menu options. The company plans to add one new location in Alberta in 2013.	Vancouver, B.C.	14	\$38.0
87	Tutti Frutti (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 new units in 2013.	St. Laurent, Que.	36	*\$37.5
88	Jimmy The Greek Inc. In 2012, Jimmy the Greek unveiled a new store design and new menu boards. Controlled expansion is planned for 2013, including two new units.	Toronto, Ont.	45	\$37.0

* Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

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THE 2013 TOP 100



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
89	ClubLink Corporation (ULC) A golf club operator that operates 34 units.	King City, Ont.	34	\$36.7
90	Abc Country Restaurants Inc. In 2012, the company unveiled new graphics, a line of mini desserts, new smokehouse and pulled-pork entrées. In 2013, the company plans on opening new units in Vancouver and Calgary.	Surrey, B.C.	31	\$34.5
91	Chicken Chef Family Restaurants Chicken Chef recently introduced an online forum to allow for easier communication and sharing of information between locations. Several locations also underwent extensive renovations. Chicken Chef plans on adding three new locations in 2013.	Winnipeg, Man.	35	\$33.9
92	Browns Socialhouse (Browns Socialhouse) In 2012, Browns opened its second location in Regina as well as an airport model in the U.S. In 2013, 10 new locations are slated to open in Alberta, B.C., Vancouver Island, Saskatoon and Manitoba.	Vancouver, B.C.	14	†\$33.5
93	Greco Pizza (Grinners Food Systems Ltd.) In 2012, Greco Pizza introduced new menu items such as a Double Decker Pizza.	Truro, N.S.	60	\$33.0
93	Wimpy's Diner Inc. In 2013, the company plans to offer a new menu and open five new units.	Toronto, Ont.	44	\$33.0
94	Valentine (MTY) MTY opened 129 new units in 2012 and plans to open an additional 200 new units in 2013.	St. Hyacinthe, Que.	100	*\$32.9
95	Vanellis Fresh Italian Foods (MTY) The company plans to open units in Lebanon.	Richmond Hill, Ont.	90	*\$32.0
96	The Fox & Fiddle In 2012, Fox & Fiddle opened a new location in Winnipeg and launched a new website.	Toronto, Ont.	19	*\$31.3
97	Hero Burger In 2012, Hero Burger introduced a breakfast menu, Coca-Cola Freestyle and new digital screens for menu boards. In 2013, 25 new locations are slated for opening.	Toronto, Ont.	47	*\$31.0
98	Café Depot (Café Depot Group) Café Depot plans to launch new menus and open six new stores in 2013.	Montreal, Que.	76	\$30.2
99	Williams Fresh Café Williams has signed a co-branding agreement with Yogurty's, which is set to take effect between 2013 and 2014. The company will also add five new locations in 2014.	Brantford, Ont.	38	\$30.0
99	Wok Box (Box Concepts Food Group) In 2012, Wok Box's core menu was restructured. In 2013, the company will expand in both Canadian and American markets.	Surrey, B.C.	65	†\$30.0
99	Fatburger (Ricky's Restaurants) In 2012, Fatburger added new units in Edmonton and Fort Saskatchewan, Alta. It also added its first drive-thru window at an Edmonton location.	Burnaby, B.C.	30	\$30.0
100	Jungle Jim's The restaurant chain opened one new location in 2012, with another unit set to open in 2013.	St. John's, N.L.	25	\$29.8
100	Coffee Culture (Obsidian Group Inc.) In 2013, the company plans to add 15 new units.	Mississauga, Ont.	57	\$29.8

THE 2013 NEXT 30



Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
101	Marble Slab	Calgary, Alta.	82	\$29.0
101	Mr. Greek Restaurants	Toronto, Ont.	20	\$29.0
102	Baskin-Robbins	Canton, Mass.	105	\$28.5
103	Canyon Creek (SIR Corp)	Burlington, Ont.	8	◇\$27.8

◇Y/E Fiscal August 2012 * Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

THE 2013 NEXT 30

Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
104	ByPeterandPauls.com	Vaughan, Ont.	7	\$27.0
105	Eggspectation Canada Inc.	Montreal, Que.	16	\$26.7
106	Toppers Franchising Company Inc.	Barrie, Ont.	34	\$26.5
107	Smoke's Poutinerie Inc.	Ajax, Ont.	43	◇\$25.0
108	La Prep	Montreal, Que.	54	\$24.0
109	New Orlean's (Chairman's Brands Corp.)	Toronto, Ont.	62	*\$23.0
110	Urban Dining Group (formerly Gabby's Restaurant Group)	Toronto, Ont.	17	\$22.0
111	Olive Garden	Orlando, Fla.	6	*\$21.5
112	Lick's Concepts Inc.	Toronto, Ont.	18	*\$21.0
113	Symposium Café Inc.	Toronto, Ont.	14	\$20.7
114	Tiki Ming (MTY)	St. Laurent, Que.	45	*\$20.5
115	The Works Gourmet Burger Bistro	Oakville, Ont.	16	\$20.4
116	Dixie Lee Food Systems Ltd.	Kingston, Ont.	50	\$20.0
116	La Crémère (MTY)	St. Laurent, Que.	79	*\$20.0

◇Y/E Fiscal August 2012 * Denotes Estimate † Canadian-owned company whose operations outside Canada are reflected in gross sales and units

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THE 2013 NEXT 30

Rank	Company	Head-Office Location	Units 2012	Gross Sales 2012 (millions)
117	Golden Griddle Family Restaurants	Toronto, Ont.	18	*\$19.6
118	Menchie's Frozen Yogurt (Yogurtworld Franchising Corporation)	Concord, Ont.	30	*\$19.3
119	Good Earth Coffeehouse & Bakery	Calgary, Alta.	36	\$18.1
120	Freshii	Toronto, Ont.	23	\$17.5
121	Pantry (RAMMP)	Surrey, B.C.	14	\$17.0
122	Sorrentino's Restaurant Group	Edmonton, Alta.	15	\$16.9
123	TCBY (MTY)	St. Laurent, Que.	88	*\$16.5
124	Signature Group (SIR Corp.)	Burlington, Ont.	5	◇\$16.3
125	Alice Fazooli's (SIR Corp.)	Burlington, Ont.	4	◇\$16.2
126	Tandori (MTY)	St. Laurent, Que.	14	*\$15.5
127	Cultures (MTY)	St. Laurent, Que.	34	*\$15.4
128	Druxy's Famous Deli (Druxy's Inc.)	Toronto, Ont.	43	\$15.3 (Y/E Fiscal September 2012)
129	South Street Burger (NYF + SSB)	Toronto, Ont.	20	\$14.5
130	Philthy McNasty's	Toronto, Ont.	5	\$14.0

◇Y/E Fiscal August 2012 * Denotes Estimate ‡ Canadian-owned company whose operations outside Canada are reflected in gross sales and units



The taste of
Tradition



Jeff Fuller has the restaurant business in his DNA. The president and CEO of Vancouver-based Joey Restaurants, a premium casual-dining concept, shares the restaurant landscape with his brothers who operate other well-known concepts, predominantly in Western Canada, such as Earls and Saltlik Steakhouse; his family owns an interest in Cactus Club Cafe, too.

But, while the family businesses battle for market share in the West, Fuller has been keeping busy in Central Canada for the past year expanding his roster of 22 units, originally in Alberta, B.C. and Manitoba. Now there are three units in Toronto, with plans to add two more by 2014, including new locations in Markham, Ont., Etobicoke, Ont., and even one in Seattle.

The company's winning recipe of approachability hasn't changed, with its ever-revolving menu of global-inspired cuisine, complemented by bold design. And, with his restaurants bringing in more than \$138 million in sales last year, Fuller says his most recent Toronto restaurant, Joey Yorkdale, which opened last November in Toronto's Yorkdale Shopping Centre, is setting the bar high. "Joey Yorkdale was



designed with a modern industrial aesthetic, balanced by a sense of refinement, warmth and openness. I love the feeling of the open kitchen that flows into the dining room and a lounge that draws you in to socialize with friends for as long as you like," says Fuller, adding each location boasts a unique design while falling under the pillars of "pristine, timeless and inviting." Joey Yorkdale's design sets the scene for the crowd of urban diners, featuring industrial-inspired chandeliers, clear glass elevators and larger-than-life elements, such as a floor-

to-ceiling lamp in the middle of the dining room.

Add a menu that changes on a whim, as sales duds are quickly dropped and new items are constantly introduced, and Joey Yorkdale guests are impressed. "Our menus are constantly evolving. The challenge is always keeping the variety but ensuring the menu doesn't turn into a telephone book. Continually adding items can impact both quality and consistency," Fuller adds. Recent additions include Calamari Fritto, with fennel, asparagus and

FULL HOUSE

In the fiercely competitive premium-casual market, Joey Restaurants is expanding across the country

BY JACKIE SLOAT-SPENCER

spicy aioli (\$12); Rotisserie Roasted Chicken, with dirty rice and seasonal vegetables (\$21); and Italian doughnuts with lemon curd and vanilla mascarpone cream (\$6).

But, food and atmosphere aside, Fuller says the most important part of his continued success is investing in his employees, and, the owner — who started his career as a teenager washing dishes — is intent on paying it forward. He offers his senior employees the opportunity to purchase equity in the company and hosts

annual leadership awards to honour outstanding players. "People are the most important part of the business," he sums up. "We always want to ensure we have world-class individuals and training and development programs to ensure that the deck is always stacked." ●

LESSONS LEARNED

- 1) Be patient with developing new locations. There will always be another one.
- 2) Think like an underdog. Never become complacent.
- 3) Don't outgrow your people. Make this the chess game you play every day.

JOEY RESTAURANTS: THE BREAKDOWN

Established: 1992

Joey Yorkdale design: Olson Kundig Architecture, based in Seattle

Company headquarters: Vancouver

Executive chef: Chris Mills

Joey Yorkdale developer: Oxford Properties





BURGER BOSS

Hero Certified Burgers beefs up its presence in high-traffic markets by focusing on franchisee support

BY JACKIE SLOAT-SPENCER

Hero Certified Burgers' recipe for success begins with a 100-per-cent heritage Angus beef patty, topped with gourmet ingredients such as brie, crispy onions and cranberry sauce, wrapped in recycled paper. But, the meat of the company's success in 2012 is attributed to a dedicated corporate office team and franchisee support.

"The development has really been within the infrastructure of the business and [within a drive to open] stores," says John Lettieri, founder of the Toronto-based brand, which reached 47 units and \$31 million in sales last year. "We put a whole human-resource department

together in our head office and also for our franchisees." The revamped head-office system educates franchisees on how to hire and treat their staff, giving formal expectations on how to operate the businesses.

It's creating a strong foundation to support increased presence in high-volume markets, most notably, as the Hero burger became the official patty of the Air Canada Centre in Toronto last year. Growth is also prevalent in new ventures such as the launch of a food truck that caters to sporting events and corporate functions, a soon-to-open al fresco spot in

LESSONS LEARNED

- 1) Human resources is integral to success.
- 2) Study before implementing strategic growth.
- 3) Stay focused and committed to the brand.

Nathan Phillips Square in Toronto and a concession stand in the works at the Ricoh Centre, also in Toronto.

But, aside from catering to the masses of hungry sports fans, 2012 was also a year of reinvention. Some stores received technology upgrades, such as self-serve Coca-Cola Freestyle machines and digital menu boards that highlight the offerings. And, last January, the company introduced its new breakfast menu, which includes flatbread sandwiches, such as the egg frittata with cheddar cheese and the choice of Lettieri coffee (\$4.29), latte or cappuccino (\$6.79), or a beef-and-egg flatbread sandwich (\$4.29).

After adding 14 new units in 2012, Lettieri is

closer to his goal of opening 100 stores in the Greater Toronto Area (GTA). By 2014, he plans to expand outside the GTA, eventually opening units south of the border; it's a feat that would not be possible without a strong office team. "Our head-office team is focused and determined to put out an outstanding product to the public," he says, adding the corporate hub is set to receive a new franchisee training centre. "The franchisees are happy with our system, and it seems to be working. We are increasing some of our multiple-store owners and more franchisees are buying second and third stores."

It's clear unit growth isn't slowing anytime soon. ●

HERO BURGER: THE BREAKDOWN

Established: 2004

Number of corporate office employees: 15

Number of units to open in 2013: 25

Company headquarters: Toronto

Eco-friendly packaging supplier: GreenDustries, which makes PleatPak sandwich bags and Magic Bag french-fry bags.

Year-over-year sales growth: 29 per cent



LESSONS LEARNED

- 1) Don't fear change.
- 2) Take time to make fact-based decisions.
- 3) Look outside foodservice for inspiration.

HEALTH CHAMPIONS

Extreme Brandz makes an impact on *F&H*s "Top 100" by evolving its healthy-eating empire and venturing into the better-burger category

BY JACKIE SLOAT-SPENCER

The co-founder of Extreme Brandz has an idea about what constitutes healthy food. To Alex Rechichi, the president and CEO of the Mississauga, Ont.-based Extreme Pita, Mucho Burrito, Purblendz and Via Cibo, the key is examining every ingredient and evaluating if it's something our ancestors ate.

That food philosophy is the root of the Extreme Brandz experience and shows healthy food is mov-

ing to the forefront of food-service, since the company's customized pitas, burritos and smoothies (many minted with Health Check status), earned it combined sales last year of \$111 million, based on 382 units.

With 330 franchised units, reaching from Vancouver to St. John's, N.L., and more than 50 units in the U.S., the company is on a roll; just last year there were 30 unit openings, mainly in Western Canada and Ontario.

But, while unit growth is a focus, the brand is also revamping its look. The Extreme Pita Next Generation strategy features a revamped restaurant design with wood-paneled counters, digital signage and a new bright green logo that champions the brand's food philosophy — contemporary healthy food. "It's no longer lettuce, tomato and cucumber. There's a lot more [ways we can] evolve that is above the industry [standard] and where our competitors are today," Rechichi says. The brand also has a new menu, which features a chef-inspired Fiesta Mexicana pita with flame-grilled chicken, cilantro, mozzarella, cheddar, red onion, red pepper, tomato and romaine tossed with southwest spices, mole and sour cream (\$6.99).

The parent company's food program is evolving, too. In May, the team introduced its first incarnation of

Via Cibo in Toronto. The fast-casual Italian street-food sandwich concept is based on traditional Italian piadina flatbread as well as pastas, salads and wood-fired pizzas. "We're trying to deliver an authentic Italian experience at a very affordable price," Rechichi says of the concept that is set to grow by two units this year, with locations planned for Alberta and Ontario.

Rechichi attributes the company's success in the past year to his team's relentless desire to improve. "We know change is a constant in our business. If you cling to the past, it's a death sentence," he says. For example, in the spring, Extreme announced a partnership with The Burger's Priest, an independent, Toronto-based burger concept offering made-from-scratch beef patties. Forming a holding company with Priest's owner, Shant Mardirosian, Rechichi's goal is to open new units under the new partnership and grow the concept from just two units in Toronto to five units in the next 16 months.

And, as the Extreme team ventures into unknown territory with a burger concept, Rechichi admits the company's success is part research and part gut-feeling. "Sometimes, you have to show the consumer where they need to go. If we can bring the guest along for the journey, then it will continue to be the key determining factor to our success." ●

EXTREME BRANDZ: THE BREAKDOWN

Established: 1997

Average size of an Extreme Pita location: 1,100 to 1,200 sq. ft.

Company headquarters: Mississauga, Ont., with corporate offices in Phoenix, Ariz., and Calgary

Projected 2013 growth by unit: Extreme Pita, 40; Mucho Burrito, 28; Via Cibo, two

Year-over-year sales growth: 13.8 per cent

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THAT'S WHAT FRIENDS ARE FOR

The Friends of We Care celebrates 30 years of letting kids be kids

BY LINDSAY FORSEY



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pending a week away at camp is the type of experience that leaves lasting memories. For kids, it's a genuine adventure and an experiment in independence. (Imagine swinging through treetops in a faraway forest with mom and dad nowhere in sight.) For parents, it's a break from the daily demands of family life and a lesson in letting children grow up. Camp getaways are an annual treat for many folks, but, for families with children who face physical disabilities, a week-long journey into the woods without the usual support system is complicated and expensive summer fun. While coordinating and funding extraordinary activities such as wheelchair rock wall climbing might seem daunting, the foodservice and hospitality community has been working together for three decades to make summer camp dreams a reality for kids who otherwise might not have the chance.

"The key thing with getting away to camp is that it helps kids develop their life skills," says Kevin Collins, executive director and secretary for Friends of We Care (FOWC), a network of 85 sponsor organizations from the foodservice and hospitality industry that raises money to fund Easter Seals' camps for children with physical disabilities. "Kids have an adventure away and gain some independence, while their parents can have some respite."

Collins understands the importance of the camp experience. He





was born with cerebral palsy and uses a walker for mobility. As a child, he was an Easter Seal ambassador, and he attended the Blue Mountain Easter Seals camp in Collingwood, Ont., for eight summers. “I feel extremely lucky to have been able to attend camp when I was a kid,” says the executive director. “Every time we give a child the opportunity that I was given, we are fulfilling our goal. These camps create environments with no barriers where kids can participate in wall-climbing, swimming, arts and crafts and other activities. It’s a chance to let these kids be kids.”

This year, FOWC, which supports 14 Easter Seals camps across Canada, is celebrating its 30th anniversary. It’s been a long journey that began in 1983 when Associated Food Distributors (AFD) partnered with Gary Wright, who was working with AFD at the time. Wright, who had a child with a disability, saw an opportunity for the industry to unite in support of something meaningful. Wright passed away in 1984, but, thanks to the commitment he fostered in the AFD team, “Project We Care” continued and morphed into 30 years of fundraising for Easter Seals, a Toronto-based charity that supports children with disabilities, through

financial assistance, summer camp programs and more. Today, FOWC’s member sponsors include restaurants, hotels, catering companies, brokers, suppliers, distributors and industry media who collaborate on events to raise the money needed to send kids to camp. “Our member sponsors are the backbone of our success and the heart and soul of our organization,” Collins says. “Friends of We Care brings together manufacturers, distributors and operators to work as one.”

Since 1983, the organization has donated approximately \$16.5 million to Easter Seals, which translates to more than 82,500 days of exploration and learning shared amongst 35,000 kids chosen by Easter Seals. Collectively, the FOWC annual membership fee of \$5,250 is what allows the organization to donate 100 per cent of the money raised at its events, such as golf tournaments and barbecues, directly to sending kids to camp. Members become part of an industry network focused on making a difference in the lives of others and have the opportunity to build a strong community-minded atmosphere within their own organizations by including employees, suppliers and other business partners in FOWC endeavours. Membership

CAMP FUN:
(clockwise from left) From taking the high ropes to swinging and hanging with furry friends, kids can be kids at London, Ont.’s Woodeden Camp

2013 FRIENDS OF WE CARE EVENTS

June 1: Celebrating 30 Years - Past, Present, Future - Gala Dinner & Awards
International Centre, Mississauga, Ont.

June 7: Flanagan Foodservice Golf Tournament
Foxwood Golf Club, Kitchener, Ont.

June 26: Golfing with the Stars Charity Golf Classic
Redcrest Golf Club, Newmarket, Ont.

July 8: 19th Labatt Charity Golf Classic
Rattlesnake Point Golf Club, Milton, Ont.

July 16: We Care Camp Day Visit
Easter Seals Camp Woodeden, London, Ont.

Aug. 19: Devil’s Pulpit Golf Event
Devil’s Pulpit Golf Club, Caledon, Ont.

Sept. 9: Les Amis de Nous Aïdons Classique de Golf Club de golf, Le Fontainebleau, Montreal, Que.

Oct. 24: Friends of We Care Members Meeting
International Centre, Mississauga, Ont.

Nov. 21: BC We Care Bowling Challenge
The Xcalibur Bowling Alley, Surrey, B.C.

Nov. 21: 16th Annual We Care Bowling Challenge
Planet Bowl, Etobicoke, Ont.





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Learn more about our work at easterseals.ca



LENDING A HAND:
The foodservice industry unites at events, such as the We Care Bowling Challenge, to raise money to send disabled kids to camp

provides exposure, too, with member sponsors listed on the organization's website as well as event brochures and other communications. The fee also includes a table at the Annual Gala Dinner — 10 tickets, valued at \$3,000 — but mem-

bership isn't the only way to contribute to FOWC. Companies and individuals can support the charity by attending events, volunteering, sponsoring or donating prizes, food or services.

This month's Annual Gala Dinner is celebrating "30 years of caring" by honouring those who have supported the organization, while looking forward to a successful future. The evening, held at the International Centre in Mississauga, Ont., includes a silent auction plus chef stations dishing up camp-inspired nibbles created by top culinary professionals. After mingling, gala guests experience a gourmet meal prepared by Tawfik Shehata, executive chef of the International Centre, before hitting the dance floor. "The food is my favourite part of the night," says 13-year-old Jacob Calvert, one of FOWC's ambassadors. When Calvert was just five, he had his left leg amputated due to complications from medical conditions he was born with. Despite multiple surgeries, he has a positive outlook on life and doesn't let his physical challenges stop him from doing the things he loves, such as playing sledge hockey with the Halton-Peel Cruisers in Mississauga. (Sledge hockey players sit on lightweight sleds with two skate blades attached to the undersides.)

"I went to Camp Woodeden for 10 days, and it was really fun," Calvert says of his 2011 experience. "I got to meet new friends and try new things like archery and wheelchair basketball. My job as an

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RETROSPECTIVE



ambassador is to create awareness and raise money to help give other kids the same opportunity." Calvert is co-hosting the gala this year along with local Citytv television personality Kevin Frankish. With all of the food and entertainment, it's a night people get excited about. "It's a beautiful event," says Brent Cator, president of Cardinal Meat Specialists, a company that has been supporting FOWC for more than 15 years. "I like to bring a diverse group of suppliers, customers and our own staff to the gala. It's a great opportunity to recognize people internally who have been big contributors. We're very proud to be associated with this organization."

Cardinal originally got involved with FOWC to connect with its customers and business partners through fun, industry-relevant events. "Sponsors feel good about bringing their customers to events. It's a great way to raise money without directly asking for dollars. Instead, you get to participate in something really special," Cator says. Today, the organization is an integral part of Cardinal culture, with employees from all levels helping to coordinate car washes, golf tournaments and barbecues. "[FOWC] focuses on being relevant to its sponsors. They make sure the recognition is right and that your suppliers are there, but they also tie everything back to the kids, and that's what it's really about." Cator and his employees often sponsor camp barbecues where they catch the kids in action. "When you see a kid on a rope course 40 feet up in the air, they are lit up and thrilled by the independence. These kids have such a high reliance on care that it's often the first time in their lives they are doing something on their own. The parents are getting a break knowing their kids are with people who understand their needs. You can't help but be touched."

FOWC raises more than \$1 million annually and hopes to double that to give more children a summer camp experience. Over the next five years, the organization aims to grow membership from 85 to 150. "We'll challenge any big companies with 150 or more employees to come to the table and try to keep up with what Cardinal contributes," Cator says. It's a bold invitation. Are you up to the test? ●

NEW FRIENDS:

More than 35,000 kids have had the opportunity to make friends at camp thanks to Friends of We Care

WEB OF INTRIGUE

A look at the 10 technology trends shaping the industry

BY DENISE DEVEAU



KITCHEN MATE: Vancouver's Fairmont Pacific Rim has a series of iPads throughout its restaurants and production kitchens so staff can share calendars, recipes, news and more

Technology is changing the way restaurant operators do business. "With technology becoming increasingly affordable and flexible, there are more opportunities than ever to communicate and engage in dialogue with customers and improve operations," confirms Susan Senecal, chief marketing officer for A&W Foodservices in Vancouver.

Whether it's using in-your-face devices such as iPads and smartphones to record orders on the move or less visible innovations such as built-in technologies to make appliances smarter, experts and operators are sharing their thoughts on the top 10 tech trends shaping the industry.

MOBILE-ENABLED MARKETING

An increasing number of operators are looking to mobile as a means to win customers and build loy-

alty. Whether it's promotional, couponing and/or loyalty programs, the message is making its way into customers' hands. A few intrepid operators are even looking into GPS capabilities to push their marketing message to passers-by. "We're seeing a massive switch to the increase[d] usage of the Internet on

smartphones," confirms J.P. Martindale, president and co-founder of GuestEngine.com, a marketing and guest-engagement solutions provider in Toronto. "Franchises, especially, are going to more direct methods and providing shorter bits of information that's more easily digestible to ensure they stay in contact with

guests. Family restaurant chains such as Jack Astor's, Shoeless Joe's and East Side Mario's are using text-based marketing to reach customers directly. Special events at large venues are also a prime opportunity."

DIGITAL DISPLAYS

While digital menu boards have been on the radar for years, more recently the technology is becoming cheaper and more functional, driving widespread adoption. Operators are using digital content to showcase everything from daily features to back-of-the-house food preparation activities. The Fairmont Pacific Rim is taking the idea even further, using digital screens in the dining rooms to profile local farmers, fishermen and ranchers.

Digital menu boards are being rolled out to select A&W restaurants, too. "It's a great way to communicate with customers in a more

dynamic and flexible way," says Senecal. "We can modify them for features and promotions for different parts of the day and make things a lot more interesting."

POS INTEGRATION

POS systems are becoming all things to all people, with functions that include real-time inventory management, scheduling, surveillance and bookkeeping. The reliability of high-speed networking, combined with processing power, means the capabilities of POS systems keep growing.

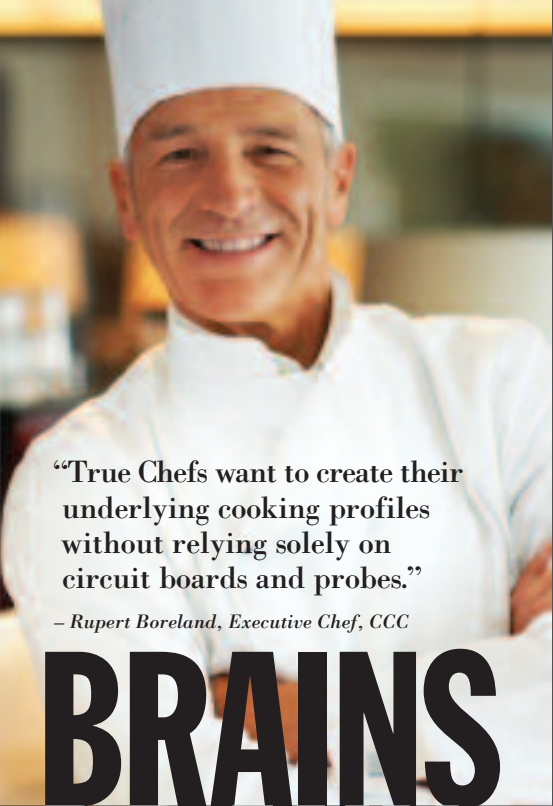
Mobile integrated debit and credit is another trend of note, says Jared Gallay, director of Professional Services for Technic POS in Toronto. "Now handheld terminal information can be integrated into your POS, which removes the human-error factor."

POS ON THE MOVE

Mobile POS is taking off.

CONSTANT CONNECTION

Most people can't be in several places at once but executive chef Darren Brown comes close. Recently, the Fairmont Pacific Rim in Vancouver deployed eight iPads in its restaurants and production kitchens so staff can share calendars, recipes and news of the day. Now, Brown observes activities in each location and Skypes from kitchen to kitchen. "The iPads are positioned so they show where the food comes up, so it's easy for me to see what's going on in other kitchens without having to be there. Or someone can talk to me directly and show me a dish, so I can provide feedback on the spot. It's super helpful," says Brown. Using iCloud apps also means he can share materials through programs such as Dropbox. And, since many of the staff are 20-somethings, uptake is not a problem. "They're so familiar with the interface," Brown says. "And, we encourage them to browse RSS feeds and social media to find content they can share on the bulletin board." The next phase is automatic recording and logging of equipment data. "It's a big topic right now. We're just going through the logistics of how to retrofit the equipment with transmitters," says the chef.



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– Rupert Boreland, Executive Chef, CCC

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EQUIPMENT



“If you’re the type of restaurant where you have order-takers and food runners, such as the foodservice option in the seats at the Air Canada Centre, for example, there are many options in terms of platforms, from tablets to android phones,” Gallay notes. Hardware is equipped with software for order-taking and processing, and information is sent wirelessly to the food production areas for preparation and delivery. Attachments can even be added to iPads for processing credit- and debit-card payments on the spot.

TABLETS FOR EVERYTHING

With the pervasiveness of iPad apps, tablets are becoming a mainstay at places such as the Fairmont Pacific Rim in Vancouver and Spring Sushi in Hamilton, Ont. They’re being used as POS terminals, to manage kitchen activities (see “Constant Connection” on p. 69) and for tableside services, such as interactive wine lists and order processing.

TECHNOLOGY AT WORK:

From digital signage to touchscreen POS, A&W is tapping into key technology to improve business

SELF-SERVICE KIOSKS

The kiosk ordering system is cropping up more and more in newer QSR operations. A&W introduced its self-service kiosks in 2010. “It’s all about speed of service and the ability to customize orders. The graphics have improved dramatically as has the availability and capacity of network systems,” Senecal says.

MANAGING THROUGH THE CLOUD

Thanks to secure portals, a growing number of foodservice owners and managers can view operational data from anywhere in the world and from any platform in real time.

“Everyone lives in the mobile world now and is asking for it,” Gallay notes.

At Designed Food Systems Inc.’s test kitchen in Ottawa, cloud-based apps are helping the foodservice-planning and design consultants keep its data and

software in a safe place. “With the emergence of cloud services from Apple and Google, everything is being stored in the cloud. It was only a matter of time before it hit the POS world. The reporting is far better and the interface more friendly than other programs,” says Doug Feltmate, president of Designed Food Systems. “And, you’re not going to lose your data.”

QUICK-RESPONSE (QR) CODES

According to Guest-Engine.com’s Martindale, growth in quick-response (QR) codes is increasing by “hundreds of percentages.” Restaurateurs are looking for these mobile-scanning apps to provide nutritional information on menus, conduct instant surveys and to disseminate interesting facts on the go.

Hero Certified Burgers’ new QR code triggers a survey that customers scan in store to provide instant feedback about their experience. “It all ties back into operations,” says John Lettieri, president and CEO. “It helps us know if our

franchisees are doing the right thing. From the idea to implementation; it took two weeks and very little money.”

SAS (SOFTWARE AS A SERVICE)

With the high cost and complexity of software management, subscription-based Software as a Service (SAS) is gaining traction. So, instead of buying software, operators can “lease” it on a monthly or annual basis and all service and support — including upgrades — is managed by the SAS vendor at its location. “Because you’re paying a monthly fee, it helps you avoid high

startup costs and [initial] licensing fees,” Gally says.

SMART KITCHENS

Remote refrigeration monitoring, cooking and ventilation as well as automated data capture is gaining popularity in the big-appliance category, Feltmate notes. “If you have an issue, you can easily go online and do a diagnostics rather than having to call a service technician all the time.” Stout Irish Pub in Toronto, for example, has an ice-making system that is proactively monitored by the vendor via satellite.

However, the big technology at the moment is

tying temperature monitoring for refrigeration systems into building-automation systems. In time, Feltmate expects to see forward-thinking operators investing in integrated smart-kitchen control systems that can be managed centrally. “Whether it’s a cooker or dishwasher, all the data will go to a single dashboard on your desktop. Electrolux has a fully integrated smart kitchen control system that’s being used in Europe, but it’s not in North America yet.”

Whatever the trend, one thing is certain; the wheel of technology is always turning. ●



QUICK AND EASY:

A&W's self-serve kiosks, like these in Montreal, help improve speed of service

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In today's growing eco-conscious restaurant scene, the farm-to-table food philosophy is extending its reach beyond the kitchen, as bar managers capitalize on the summer's bounty to feature farmed and foraged ingredients in regionally inspired bevies.

"We are very spoiled, because we have a lot of awesome farmers that work with us," says Gilbert Lemieux, bartender at Montreal's Toqué Restaurant, which serves a monthly cocktail menu featuring seasonal ingredients. According to the affable mixologist, berries are a popular choice to add a pop of colour and flavour to summer drinks, from purées to garnishes. His favourite summer recipe transforms a traditional blueberry tea by adding fresh blueberry purée to the mix, combined with earl grey tea, house-made tarragon syrup and verjus — an aged vinegar supplied from a local farm — with a blueberry garnish (\$13).

At Vancouver's Keefer Bar, where apothecary-style drinks reign supreme, cocktail creatives take inspiration from the neighbouring Chinatown by infusing Chinese herbs into its drinks. Using foraged licorice root from



GARDEN PARTY

Herbs, fruits and vegetables fill the cup as restaurants expand farm-to-table practices to bar programs

BY JACKIE SLOAT-SPENCER

B.C.'s north shore mountains, bartender Danielle Tatarin makes a spagyric tincture that's added to her Old China Cocktail. It combines rum, spearmint tea syrup, lime juice and sparkling wine (\$11). "It tastes different than a regular, one-dimensional tincture," explains Tatarin. "It has different levels to it and that adds more body to the cocktail."

The versatility of farm-fresh ingredients also means restaurant waste can be reduced by transforming leftover herbs and veggies that don't make it onto

the plate into a thoughtful, artistic drink. At Toronto's Ursa, where upscale dining meets with better-for-you ingredients, Robin Goodfellow, the GM who heads up the cocktail program, mixes fresh, leftover herbs with ice. "My favourite one by far was the cilantro flower smash," he says, of the drink, which featured gin, simple syrup, lemon juice and Strega liqueur, garnished with a cilantro flower (\$11). "People love cilantro or they hate it," adds Tatarin, who infuses the fresh herb with gin to make a drink that isn't as

cilantro-flavoured.

Meanwhile, a Mexican fruit-water trend is boiling over north of the border. "All we do is slice up fruit, add a little bit of sugar, lightly press it and then add water. That goes into a drink called Agua Loca; it's basically [a combination of] mezcal and fruit water, and it's a popular drink in Mexico," says Tatarin. Keefer Bar's version (pictured, left) combines mandarin fruit water, Fidencio Clasico Joven mezcal and Sal de Chapulin (\$11).

"Summer is a time to add a little bit more juice and pizzazz to the drink," adds Ursa's Goodfellow. "My new project for the last two to three months is fermenting grapefruit juice to create a homemade grapefruit wine, and we're going to charge it in a CO₂ canister so that it sparkles." When it's ready, he plans to add it to a Mexican-style Paloma tequila cocktail.

But, whatever the drink, imbibers should know what they're sipping. "I prefer to name the ingredients and say where they are from, rather than [naming the cocktail]," says Toqué's Lemieux. "They are the beginning of everything at the restaurant." ●



HAIL KING CAESAR

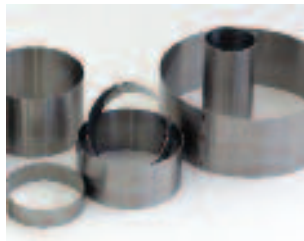
Regardless of how many mixologists tout ultra-creative ingredient combinations, the caesar is still a summertime favourite, which can be given an inspired farm-fresh spin. "A lot of people are going crazy trying to infuse caesars with meat, chocolate and coffee, but I would just really love to see a homemade [juice] with Ontario tomatoes," says Robin Goodfellow, GM of Toronto's Ursa, adding that making caesar salts from vegetables, such as kohlrabi, would make the drink special. And, pickling ingredients is a good way to extend the shelf life of local veggies. "There are ways to preserve vegetables from the fall and winter, so you can make some pretty cool caesars from scratch." He adds: "If people are really doing the whole farm-to-table thing, what they should be doing is purchasing, collecting and obtaining all these great ingredients and then keeping them throughout the fall and winter."

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NATIONAL PRIDE

Ben Heaton sets a new standard in English cuisine at The Grove restaurant in Toronto

BY JACKIE SLOAT-SPENCER



At first glance Ben Heaton looks the part of a trendy Dundas Street West restaurateur, but a Leeds United football tattoo peeking out from under his sleeve, and the slight hint of an accent, reveal his English roots.

Born in Yorkshire, England, Heaton was five when his family moved to Canada and settled in Whitby, Ont., but the chef's passion for his mother country has remained omnipresent in his life, from his menu offerings to his sports-team followings. "When you're English, regardless of how long you've been away from there, you are engrained in England," explains the 36-year-old.

A combination of fierce competitiveness and admiration led the young toque to follow in his older brother's culinary footsteps, but, while his brother chose to helm corporate kitchens in England, Heaton wanted to be his own boss. After dropping out of culinary school at Toronto's George Brown College, he spent two years staging in various high-end kitchens throughout London and Manchester. "Staging in England is very easy," he explains. "If you're a hard worker, run like a maniac and learn quickly, restaurants love to have you."

Moving back to Toronto, after nearly three years abroad, Heaton transferred his skills to Globe Bistro, Colborne Lane and One Restaurant, where he gleaned vision, modern food techniques and business-management skills from Claudio Aprile and Mark McEwan.

Today, the chef is calling the shots at The Grove in Toronto, which

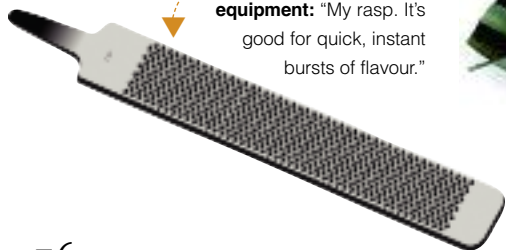
he owns with pal Richard Reyes, who he met while working at One. Although the 45-seat restaurant has only been open for a year, it's already garnered attention from *Maclean's* as one of Canada's best restaurants, and it's earned a positive write-up in *The New York Times*. But, while The Grove serves English food, the chef is quick to point out its offerings are not typical pub-grub. "Stodgy food is a North American ideology of English food, but it's not actually like that," he says. Instead, it features what he describes as a modern and progressive interpretation of English food, forgoing an à la carte menu for a weekly revolving tasting menu of three, five and seven courses (\$35, \$50 and \$65, respectively). The menu has included dishes such as parsley root soup, with snails, bacon and fried bread as well as rainbow trout with cauliflower, grapes and almonds.

Heaton pampers guests with free snacks, such as crispy chicken with bacon jam or wild boar sausage rolls between courses. "I'll eat the costs on labour, because I want people to come in here and say, 'wow, that was \$35?'" he explains.

Meanwhile, it seems the chef has relented in offering typical pub food as he's scouting locations for a second, more casual concept that will serve "real English comfort food" such as bangers and mash. But, looking back, he's pleased with the evolution of his offerings. "You learn what you can do with a space and how to facilitate good food. But, it's always important to cook what you know and cook who you are." ●

PHOTOGRAPHY BY MARGARET MULLIGAN

BITS & BITES



Favourite piece of equipment: "My rasp. It's good for quick, instant bursts of flavour."



Favourite Ingredient: "Right now, I'm in love with leeks."



What would you be if you weren't a chef? "A professional dog walker; it's what I enjoy the most. I have a boxer."



Favourite Sports Team: "Leeds United is my team. I'm a big Leeds boy, even though they lose all the time."

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WHOLESALE
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Atlantic **Cash & Carry**
YOUR WHOLESALE FOOD CENTER

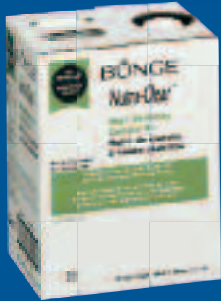
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Demand (zero) from your Oil.

BUNGE OFFERS A FULL LINE OF

ZERO

Grams Trans Fat
per serving products*



With Bunge Oils, you can expect **LESS** of the things you don't want and **MORE** of what you do want.

Nutrition Facts	
Serving Size 10 mL	
Amount	% Daily Value
Calories 80	
Total Fat 9 g	14 %
Saturated 0.5 g	
+ Trans 0 g	4 %
Polyunsaturates 1.5 g	
Omega-6 1.5 g	
Omega-3 0.2 g	
Monounsaturates 7.0 g	
Cholesterol 0 mg	
Sodium 0 mg	0 %
Carbohydrate 0 g	0 %
Fibre 0 g	0 %
Sugars 0 g	
Protein 0 g	
Vitamin A	0 %
Vitamin C	0 %
Calcium	0 %
Iron	0 %

Nutra-Clear®, a high stability canola oil, is perfect for extensive deep frying and more. With exceptional extended fry life and extraordinary fried food taste, Nutra-Clear® has zero grams trans fat per serving* and is lowest in saturated fats.

In independent 3rd party studies, a 50% greater fry life can be achieved using Nutra-Clear® High Stability Canola Oil versus alternative frying mediums.^{1a}

Nutra-Clear®

High Stability Canola Oil

(zero)
Compromising on Taste

(zero)
Flavour Transfer

(zero)
Changes in your
Kitchen Procedures

(zero)
Grams Trans Fat
Per Serving*

Excellent Frying Stability, Extended Fry Life

For more information please contact Bunge
at 1-800-361-3043



Canadian grown Canola,
from our farmers, our communities to you!

¹Fry study research conducted by the University of Lethbridge Food Science Department, 2005.
*Zero grams of trans fat per serving size

BUNGE®

OILS