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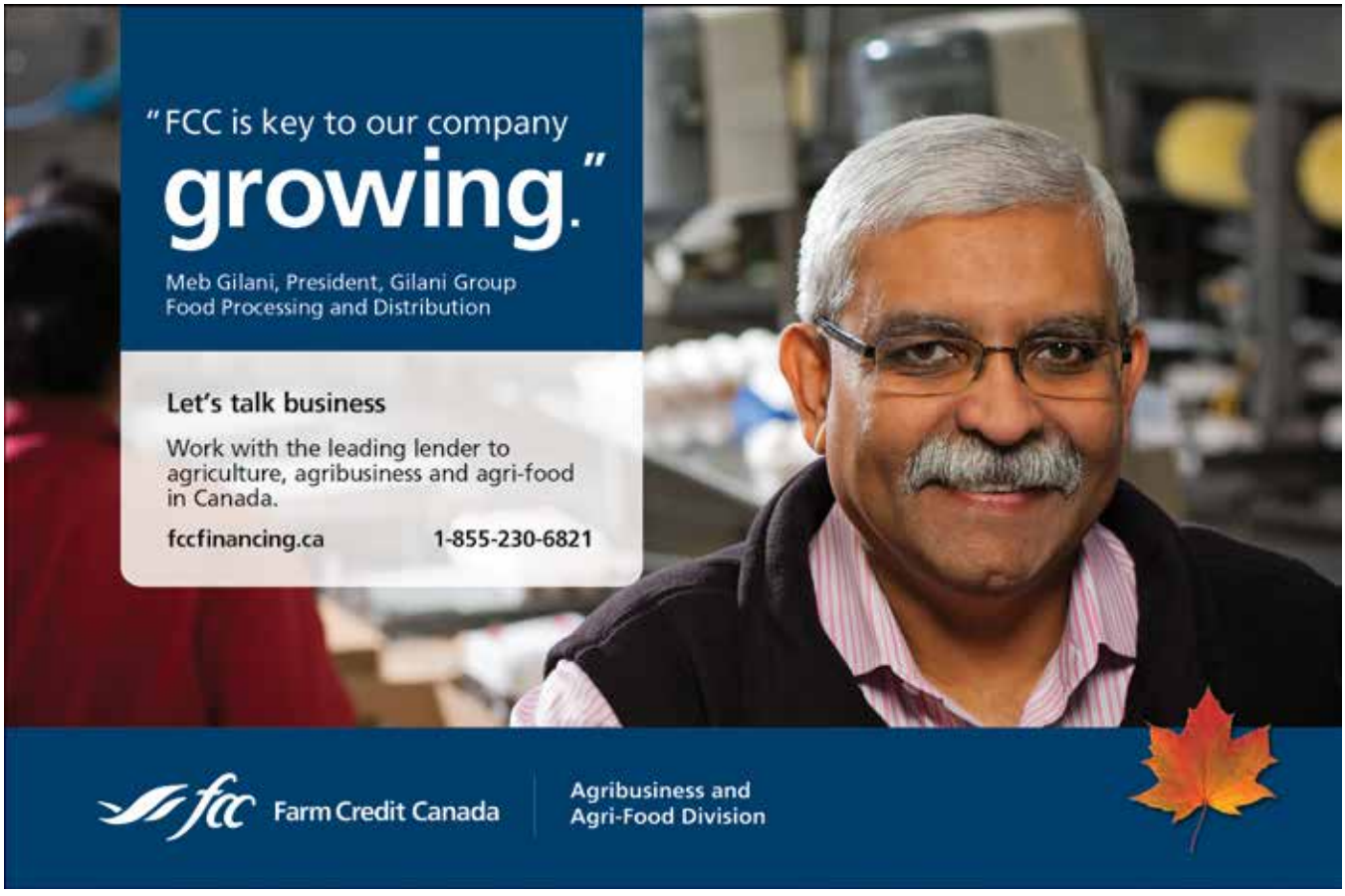

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WELCOME TO THE SUS-

tainability-themed issue of *AFPA in Action* magazine! Sustainability is a very rich and deep-rooted issue within the food processing industry. We have reached out to several experts to offer a wide range of articles that showcase different business perspectives on the benefits of building long-term business solutions that support profit, people and the environment.

Whether it's understanding the challenges associated with Alberta's upcoming carbon levy, to explaining how to engage your employees in the goal of continuous improvement, to smashing roadblocks in your sustainability program, there is something in this issue for everyone.

So, how did we get here? In March 2016, AFPA received a grant from *Growing Forward 2*, a federal-provincial-territorial initiative. This was followed by additional funding from the Alberta Livestock and Meat Agency (ALMA) in July. The focus of both grants is to implement a sustainability program that will create awareness amongst Alberta food processors to reduce their environmental footprint through improved business practices, engagement of their workforce, and enhanced environmental performance.

In order to develop and deliver a program of this size, AFPA has been able to hire two highly qualified professionals through to March 2018:

- Ted Flitton, Director, Sustainability and Communications, (tedf@afpa.com) has an extensive background in communications and marketing.
- Sandra Meagher, Director, Sustainability Strategy & Programming, (sandra@afpa.com) has extensive background in communications and sustainability.

AFPA's sustainability program, Leveraging Efficiencies, Accelerating Profit (LEAP), will include partnerships, plant assessments, one-on-one coaching with experts (some featured in this issue), connecting our members with funding opportunities, communications such as blogs and case studies, and much more.

So far, our sustainability program has reached more than 75 participants during three sessions, including our recent carbon levy workshops which addressed opportunities to address the levy before it comes into place.

Please keep an eye out for AFPA's newsletters and additional communications with valuable sustainability information built to assist you, and at any time, please reach out to our staff for more information. AFPA does want to hear from you regarding how the carbon levy will affect your business. Please feel free to reach out to Sandra or Ted.

I would be happy to have a coffee with you to get your views on AFPA or how the association can be of more benefit to you at any time. I look forward to hearing from you.

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Practical, Authentic Leadership for Survival in 2017

By Robert (Bob) Kerr and Dave Hogg, HPS Inc.

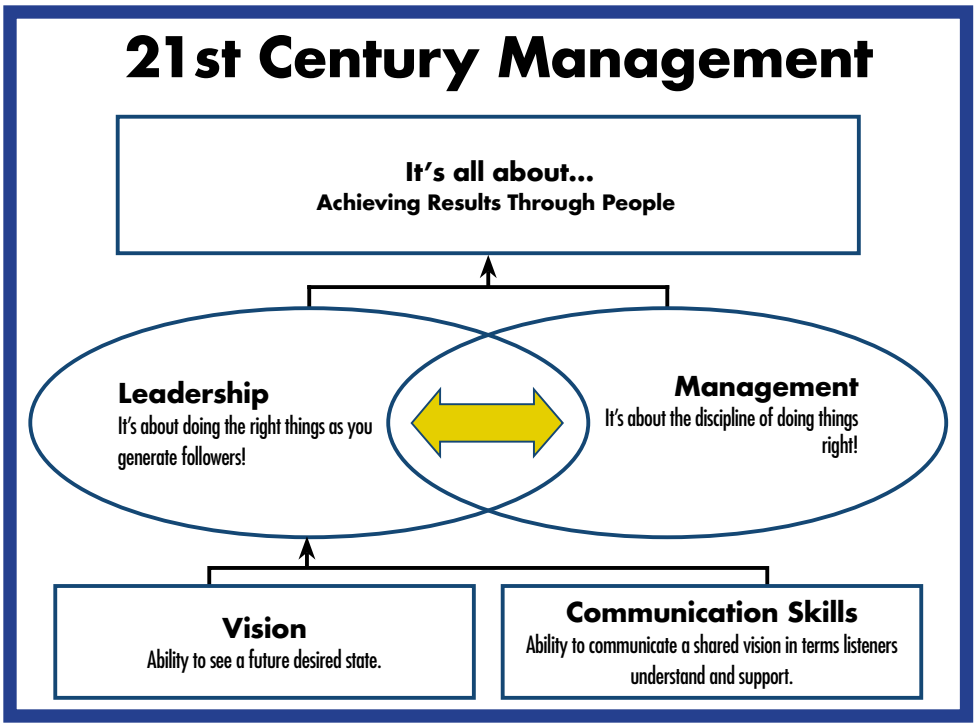

Figure 1.

"There is no one model to create culture, it is different for every company and really embodies the essence of what the company represents."

THE UPCOMING YEAR IS increasingly viewed with concern and uncertainty, especially the potential trade impacts with our biggest customer, the United States, still reeling from a bitter election battle. Most Alberta food processors share these feelings as they face new markets and coming market shifts that are likely to cause changes to a company's vision, thinking and leadership. These changes could require the use of new technologies, and for some, significant changes in their talent pool. The challenge of continuing to compete and stay on-top will become more intensive.

The solutions will come from leaders who construct the right vision for the company's culture, while seamlessly integrating the operational excellence needed to compete over the long-term. It will be hard work, but for most, the answers already lie within their company, with their people and leadership who are leading the cultural change.

It all begins by understanding that leadership and the company's culture must be aligned. Leadership and management need to understand the important impacts culture has on the business as a whole, and if no culture exists, it will need to be developed to ensure the longevity and success of the business overall. Creating and changing culture can be a tough task and may take several years to fully mplement and see value. There is no one model to create culture, it is different for every company and really embodies the essence of what the company represents.

The Leadership Basics

Defining vision as a "future desired state" gives everyone a clear direction where we are all heading and need to go. Stating it simply—vision's job is "to give direction." Therefore, the development of visions must be the responsibility of the organization's leaders. The more clearly a vision is communicated, the more quickly we can grasp where we are going and the more quickly we can align our efforts to get there.

There is a huge difference between leadership and management, as you can see from Figure 1. It is as different as night is to day! Leadership is all about the ability to generate followers, while management is about the ability to integrate people, processes and technology together in the most effective way to achieve the goals and objectives of the organization. To be successful, both must be present but it is rare to find both competencies in the same person. This is why companies that commit to working

together to leverage each other's skills are likely to be leaders.

The Challenge of Leadership

It starts where you live

It is easy to forget that every company, organization or institution has only three elements to work with: people, processes and technology. Observing how these elements impact continuous improvement across North America has been revealing. A major fault is the ever-present urgency to find instant fixes; to install solutions from somebody else's facility; or to constantly pursue the next big thing.

There seems to be a tendency to avoid analyzing internal weaknesses—possibly because of the fear of confrontation. Instead, we try to find someone else who has done it. But Shigeo Shingo, one of the Lean founders, is very direct: "You don't have to see Toyota to produce a world-class manufacturing system. You must develop such a system by yourselves."

And therein lies the challenge for leaders! The lesson here is to appreciate what Toyota has done, but instead of trying to copy them—as too many do—you need to look at the weaknesses and barriers in-house that are holding you back. Until these problems are known and understood, bringing in a new tool, or someone else's solution from the outside, will result in marginal benefit, if any.

A few years ago, an article entitled "How One Onion Changed a Plant" caught the eye of many "lean thinkers" because of its simplicity. Jeff Clark's Edmonton-based Kitchen Partners is a custom food processing company that is a proponent of employee involvement, team work and lean thinking. Their approach was to detect and improve the flow of onions through their plant. To do it, they selected a single onion and followed it through every single process step, from the field to the consumer.

This initiative succeeded because it was driven by the organizational leader (the president) who gave his employees the freedom to explore opportunities for improvement while allowing them the freedom to experiment. The application of this exquisitely simple approach—and the changes it generated—produced a 20 per cent increase in overall plant efficiency (with little cash layout) along with a 10 per cent energy reduction (with no additional capital). Sustainability is a tri-factor approach involving people, plant and profits. You must empower one to positively affect the other.

It's All About Achieving Results Through People

Leadership today is an evolving evidence-based, ego-less, respect-giving position that must generate followers who can align with their company's vision now and in the future. The recent emphasis on sustainability is real. And it is not going away. It has become a competitiveness issue that demands leaders carefully acquire the right people and get them into the right seats on their bus. Although great leaders have always done this, it has not been the general practice. Increasingly, winning leaders look at current and new hires as investments. This means being prepared to listen to them and involve them in decisions and process improvements.

Should the investment in new technology rise, so may the need for more highly skilled people. It's worth remembering that companies usually lose talented people because of the way they are managed; not for technical or skill competence reasons. This is a management issue which begs one question: "How can we equip our current managers to prepare for the new talent we need?"

Recap: Take time to find the best people; be interested in them as people; equip and grow them for the future; and involve them because only through involvement is their desired ownership possible.

How Do Exceptional Leaders Support Their Employees?

They know words matter! They speak and behave respectfully at all times—especially in today's multinational workforces where they must be at ease in the work areas of their employees. When problems occur, their immediate instinct will be to go to the problem site to offer positive support.

In manufacturing, a powerful three-step habit/routine or kata is usually used: 1) Go see for yourself; 2) Ask why and listen; and 3) Always show respect. These three steps are powerful reasons for getting to know your people as value-adders.

This means using inclusive language—all day and every day. It means replacing words like "me," "I," and "my," with inclusive terms like "we," "our" and "us." This is no small matter, as it must be seen as just part of who you are. Tied very closely to this issue is a willingness and humility to seek feedback or not hesitating to ask for another's opinion. All are signs of respect.

Never Underestimate the Power of "No Answer"

A powerful way of coaching and growing value-adders is to briefly withhold your "urge to answer" the questions they ask (providing the questions are not dealing with urgency or safety). Think about this—when you are asked a question, what if you then asked something like, "What do you think?" or, "That's a good question, what are your thoughts? Can you see a better way?"

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Over time, your value-adders realize they know more than they thought they did. You gain by learning what they know and how they think and how it affects business production overall. Their answers also provide valuable insight into what training might be considered to help them grow further, as well as an indication of the level of responsibility they can handle. But all this is lost by answering too quickly. If you are too quick, it means they will keep coming back for more answers, because they are not challenged and they do not have to think working for you

By responding to employee questions and asking them for their thoughts you are

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AFPA is Alberta's leading voice in the food processing industry when it comes to food safety, health and safety, sustainability and overall thought leadership. Check us out on Twitter and LinkedIn and help us start a conversation.

ABOUT OUR EXPERTS

Robert (Bob) Kerr and Dave Hogg are known by the manufacturing community as joint founders of HPS Inc. which was formed in 2000 to establish Manufacturing Consortia (leveraged learning networks) throughout North America and Australia. Both have broad manufacturing backgrounds, including serving as Continuous Improvement Leaders with the Giffels Group, builders of both Toyota plants in Canada. Bob has extensive experience from engineering management, to acting as the VP, Operations with Broan, where he led international manufacturers through their lean transformation. Dave's background includes aerospace engineering and senior management at the CAD/CAM Centre under the Ontario Centre for Advanced Manufacturing. He is also the founder of the HPM consortium model in 1990. He writes the bi-weekly Accelerate The Journey (ATJ) eLetter (http://acceleratethejourney.com).

coaching them to self-discovery as they gain confidence in what they know. You also gain valuable insight from those doing the work. It's worth taking your time to get this right – and when you do, you will get more work done as they gain confidence in themselves.

Some Things to Consider In Preparation for Facing 2017

Questions are powerful. They stir internal feelings of having to respond…or not. The questions in the sidebar come from 20 years of exposure to organizational leaders at all levels who were making lean transitions, as well as struggling with culture change. There is no way to deal with them all—but some questions will promote an emotional reaction and that's a good thing because it is letting you know there is something about that question that is relevant for you to investigate.

ASK YOURSELF…

Here are 12 personal questions for those who will lead their company and their teams in 2017. Ignoring these will put you and your company at risk. Consider each thoughtfully, especially the ones that make you wince.

Big Picture

1. Do you have a vision that you have shared with the rest of the organization?
2. Do your people know their roles and what is expected of them?
3. Do you walk and talk to your people every day and lend support?
4. Would people say you show respect for everyone around you?

In Business, Community & Home

5. Do you have plans for your employees' learning and growth? Do they know?
6. Are you a supporter and improvement coach for your people every day?
7. Do you understand that being a leader means learning from everyone every day?
8. Do you have personal plans for your learning and growth—now and in the future?

Behaviors Send Powerful Messages

9. Are you known for acknowledging people for their contributions?
10. Would people say you are a very good listener who cares about understanding?
11. When a problem occurs do you always go directly to its site to help?
12. Do you seek feedback and encourage different perspectives from others?

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Alberta's Carbon Levy: How Will It Impact Your Business?

By Brett Wills, Green Enterprise Movement, GEM

STARTING JANUARY 1, 2017, a key piece of the Government of Alberta's *Climate Leadership Implementation Act* takes effect, namely the introduction of a carbon levy for Albertans and Alberta businesses. The act is part of the government's overall *Climate Leadership Plan*, which also includes ending coal pollution, capping oil sands emissions and reducing methane emissions. The Act will have tremendous impact on food processors, but first let's understand the changes it will bring.

Starting January 1, 2017, the levy will be applied at a rate of $20/tonne of carbon. One year later, on January 1, 2018, the rate will jump to $30/tonne of carbon.

This carbon levy is aimed at fuels and will be added to the purchase price of all fuels that emit greenhouse gases when combusted. These include transportation and heating fuels, such as diesel, gasoline, natural gas and propane. It will not apply directly to consumer purchases of electricity. Table 1 shows how the levy impacts major fuels.

The Act does contain some exemptions from the carbon levy, most notably fuel used for farming operations and fuel that is not combusted but used in an industrial process, such as a solvent or diluent.

It is expected the levy will generate $9.6 billion over the next five years, all of which the government is currently committed to reinvesting in Alberta's economy.

- $3.4 billion on major renewable energy, bioenergy and technology projects;
- $2.3 billion on rebates for low and middle income Albertan families;
- $2.2 billion on green infrastructure, such as public transit;
- $865 million to cut the small business tax rate;
- $645 million on Energy Efficiency Alberta, a new agency that will work to increase energy efficiency; and
- $195 million to help indigenous people and communities dependent on coal adjust.

The Impact on Food Processors

The carbon levy will have a substantial impact on food processors in Alberta as it will erode already razor-thin margins, inhibiting the ability for processors to compete in a fiercely competitive marketplace.

The direct and immediate impact is fairly straight forward. Processors will pay more per unit of fuel consumed starting on January 1st. This means immediately higher costs for heating facilities, running fuel-based production lines and operating fleets.

Natural gas is one of the hardest hit areas. Based on an average price of just over $2.00

Table 1

Carbon Levy Rates – Major Fuels

Type of Fuel	January 1, 2017 Rate ($20/tonne)	January 1, 2018 Rate ($30/tonne)
Diesel	5.35¢/L	8.03¢/L
Gasoline	4.49¢/L	6.73¢/L
Natural Gas	1.011$GJ	1.517 $/GJ
Propane	3.08¢/L	4.62¢/L

Source: Alberta Treasury Board and Finance

per GJ* for low to mid-level users, processors in these categories can expect to pay almost 50 per cent more per GJ for natural gas starting January 1, 2017, and nearly 70 per cent more by January 1, 2018. For larger users, who are subject to a different pricing structure, the impact is not as cut and dry but they too can expect to feel relatively similar or even higher impacts depending on levels of consumption.

Indirectly, the levy could also have significant cost impacts for processors with an Alberta-based supply chain and/or customer base. Because the levy essentially means a tax on anything that moves, processors can expect to pay more to transport raw materials and finished goods. Furthermore, processors may see price increases for raw materials, ingredients and other supplies coming from Alberta-based suppliers as those companies pass along the added costs from their own operations.

While rebates will be offered to lower and middle income Albertans based on income levels, businesses will not be eligible for rebates. To help businesses adjust to this levy, the government is reducing the Small Business Corporate Income Tax Rate by one third, from three to two percent, starting January 1, 2017.

The direct and immediate impact is fairly straight forward. Processors will pay more per unit of fuel consumed starting on January 1st.

Turning a Challenge into an Opportunity

A great way for food processors to minimize, and even eliminate the added costs this levy will bring, is to reduce the amount of fuels being used. While simple in theory, this can be challenging in practice.

Fortunately, AFPA is launching a new, innovative and comprehensive LEAP (Leveraging Efficiencies, Accelerating Profit) sustainability program that will help members realize cost savings by improving their overall environmental performance. This will enhance members' ability to compete and win in today's marketplace.

The program launched with workshops on the upcoming carbon levy in Calgary and Edmonton in November, and will see a number of other initiatives roll out over the coming months.

* Based on information provided at: www.atcogas.com/Rates/Current_Rates

ABOUT OUR EXPERT

Brett Wills is the President of Green Enterprise Movement (GEM). Founded in 2008, GEM helps organizations elevate performance through a focus on sustainability. He brings over 15 years of experience in the sustainability arena and as a former plant manager, has first-hand experience developing and executing strategies to drive organizational performance. Brett is also the Director of Sustainability for High Performance Solutions Inc. He spends a majority of his time helping organizations across North America enhance organizational performance.

Note: information in this article has been gathered from the Government of Alberta Website ww.alberta.ca/climate-carbon-pricing.aspx

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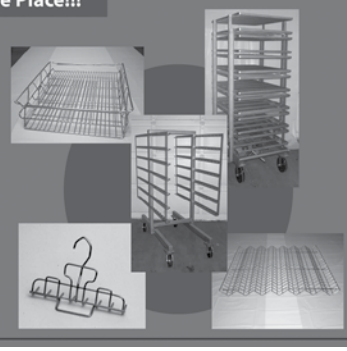

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Entrepreneurial Thinking Can Make Your Organization Innovative, Agile and Sustainable

By Houston Peschl, Creating Eudaimonia

THE PRESSURES ON ALBERTA'S food processing industry are increasing every day. New competitors, shifting consumer demands, sourcing high quality raw materials, attracting high quality staff, a new carbon levy, managing waste streams ethically, and the rapid change in technology all require businesses to be constantly hustling. The journey to being a sustainable and resilient business can be overwhelming.

The great news is that there is a simple answer to keeping up with this rate of change that has been proven to be successful for any size of organization: "entrepreneurial thinking." Entrepreneurs often find a problem that a customer segment is willing to pay to have solved. These startups are typically underfunded, under resourced, and lack the time and network they think they need.

Sound familiar? Most food processors are in the same position, and their leadership teams share a similar response: "We do not have the budget, time or resources to do that." The difference is that an entrepreneur will bootstrap and use duct tape and bailing twine to get their idea moving forward. They are also willing to fail, learn and pivot to a more successful business model because they are in control of the future.

The process of entrepreneurial thinking has three simple steps: build, measure and learn. Calgary-based agri-processor Hop Organic Craft Compost is a very successful leader of this method. They take food waste from restaurants and grocers and convert it into the highest quality compost ever recorded in Canada. They have expanded to Vancouver, and have successfully attained major contracts with Whole Foods, Burnco, and hundreds of other customers.

Let's start with "build." Every day, Hop has dozens of projects that are aimed at improving and innovating their business model, but they are constrained by the same things your company is: lack of funds, lack of resources, lack of time. By building very small and inexpensive "experiments" (for example, improving operational efficiency with a waste screener), they can quickly measure the success of the project, and then learn how to improve it or if they should abandon it. Even if it is a "failure," so much is learned. These "fails" are celebrated and shared with the entire company on a weekly basis.

Hop has embedded this entrepreneurial thinking approach of empowering all their employees (floor to executive) to take on at least two to four projects a month to build, measure and learn their way to a more efficient and innovative company.

The kicker is this—the employees love it! They feel empowered, engaged and supported to make their role meaningful. A Hop Compost staff member who was in charge of screening the wood chips out of the compost mix, recognized that the wood chips were black and soaked with a massive amount of nutrients. He contacted Burnco, a large vendor for bulk landscape products, and found out that dark stained wood chips are a premium product but are currently being "painted" to look dark. The Hop employee **built** a method to screen out the woodchips, **measured** the nutrient content and shared this information with Burnco. He then **learned** that they were very interested in purchasing this premium product. Hop now has turned its only waste stream into another significant revenue centre, all because an employee was empowered by a culture of entrepreneurial thinking.

The journey to being a more sustainable and resilient company is based on continually "beating up" your business model; this will allow you to be more efficient, profitable and achieve your strategic business objectives. Entrepreneurial thinking provides the starting point to gain a method to allow your entire culture to be successful in this journey.

ABOUT OUR EXPERT

Houston Peschl is the co-founder of Creating Eudaimonia, a firm dedicated to building capacity to start ups and small companies across Canada. He has led multiple Alberta companies to become B Corp Certified, the most rigorous social enterprise certification globally. Houston is a full time Instructor at Haskayne School of Business and created an "Entrepreneurial Thinking" course that is a required course for all 800 business undergrads. He is formerly the Director of Operations and Sustainability for DIRTT Environmental Solutions. For more information or support with embedding entrepreneurial thinking into your organization please reach out to Houston at houston@creatingeudaimonia.com.

Provision Coalition Championing Sustainable Change

By Janet Wakutz, Provision Coalition

PROVISION COALITION IS

Canada's leading non-profit organization supporting food and beverage manufacturers with an award-winning portal that provides smart, one-stop sustainability tools, resources and solutions.

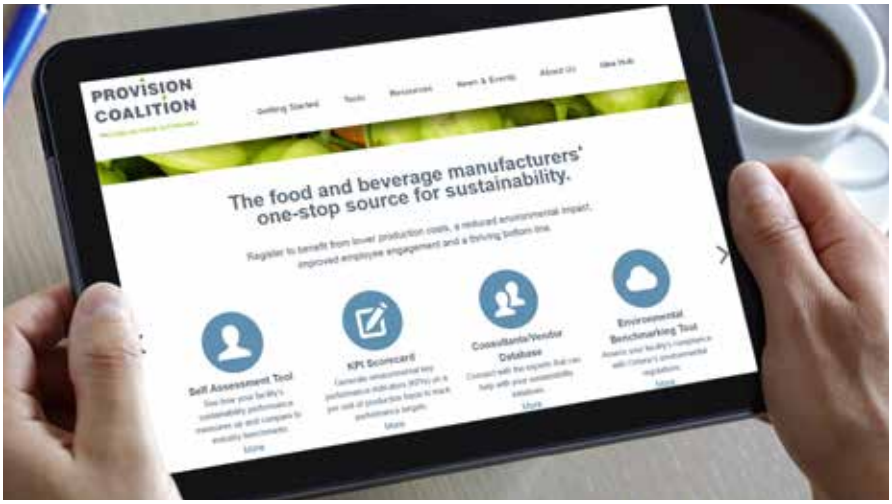
Unique and Canadian-made, the tools and resources are free to all food and beverage manufacturers, regardless of where they are located. Coupled with Provision's Mentoring and Coaching Program that provides one-on-one expert advice and support, Canadian food and beverage companies are creating real sustainable change.

Provision's portal was created by industry, for industry, and designed specifically for small and medium-sized manufacturers that are looking for support when integrating sustainability into their business.

The registration process is simple! Visit www.provisioncoalition.com and select the "Register" link from the upper right corner to create your free account.

Registration provides access to valuable resources developed and tested by Canada's food and beverage manufacturers. You will find:

- The Food & Beverage Business Getting Started Framework and Self-Assessment.
  "Being able to go through such a rigorous self-assessment was quite incredible. It gave us this checklist of years' worth of cool things to do. Some of them were really easy wins that we'd missed out on and then some were bigger, more audacious goals." – Steve Beauchesne, CEO, Beau's All Natural Brewing Co.
- Food Loss & Waste Calculator and "Best Practices" Toolkit, launched October 2016.
- Key Performance Indicator (KPI) Scorecard.
  "With the KPI Scorecard, we're measuring a lot of things we never used to measure like different water and gas usage points. Unless you're measuring and know where things are going, you don't know if you've had a positive impact or not." – Rick Bossy, Managing Director, Sons Bakery



"Being able to go through such a rigorous self-assessment was quite incredible. It gave us this checklist of years' worth of cool things to do. Some of them were really easy wins that we'd missed out on and then some were bigger, more audacious goals."

- Natural Resource Efficiency Checklist for Operations.
- Environmental Regulatory Benchmarking Tool.
- Food & Beverage Industry Resource Library.
  "The Provision Coalition Portal is an amazing resource. The library provides access to everything that a company needs to build its infrastructure." – Zale Tabakman, President, Local Grown Salads
- Industry Consultant & Vendor and Funding Databases.
  "We are always looking at how we can improve operations and finance our initiatives. Having the Funding/Vendor Database easily available to us is invaluable." – Kevin Stemmler, Owner, Stemmler's Meat & Cheese
- Blog Spot & Media Clips.
- Coming soon…Sustainability Reporting Guide & Mindset Shift Tool.

Use the tools to assess your operation, identify strengths and opportunities, and develop strategies to improve your environmental, social and economic performance. By working through an action plan, you'll be positioned to celebrate wins and gain the inspiration to tackle bigger projects.

MEET OUR EXPERT

Provision is eager to support your sustainability journey. Want to learn more? Contact Janet Wakutz at jwakutz@provisioncoalition.com for a webinar demonstration of our portal or to explore our mentoring and coaching program. Portal registration is free for food and beverage manufacturing companies. As Provision's Communications and Portal Resource Manager, Janet is responsible for the successful delivery of all portal-related projects, writing communications and supporting publicity and reporting. She has experience in the food manufacturing industry specializing in online communications and website management and a background in journalism.

Languish Anguish:

Why Good Sustainability Strategies Stall

By Coro Strandberg, Strandberg Consulting

"OUR ORGANIZATION IS totally supportive of sustainability as long as nothing else comes up or it doesn't interfere with something the executive wants to do!" Hands up if you have heard this before. Many organizations find that after the long process of building and adopting a sustainability policy or strategy, they stall.

Sure, implementing and embedding sustainability into the business and day-to-day operational decisions is hard work, but that's not the only thing holding up changes. Often, the environmental or sustainability plan becomes siloed within the organization, resulting in delays and disorganization. As well, functional leaders don't always understand the plan's relevance to their area.

In my experience advising on the design and execution of sustainability strategies for organizations, sustainability managers face these common pitfalls:

- **Sustainability is not defined.** As many as four or five different interpretations and philosophies can exist in the organization.
- **The business case for sustainability is not understood**, so leaders are not convinced its merits go beyond a goodwill or nice-to-have measure.
- **It is not operationalized**. There is no cross-functional accountability and targets and metrics haven't been developed.
- **There is a lack of commitment**, with few to no incentives and no agreement on priorities. Often sustainability is a last-minute consideration in decision-making—too late to influence the outcome.

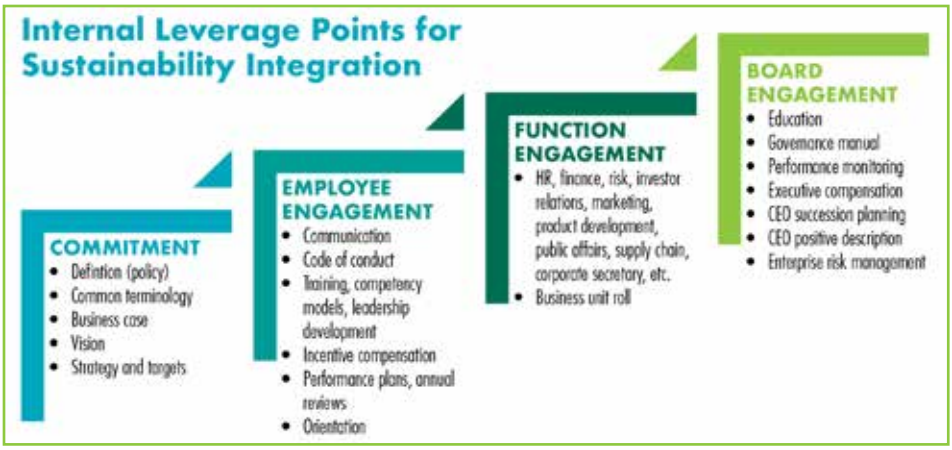


Image A.

It can be challenging for sustainability managers to overcome these familiar hurdles, but not impossible. In fact, there are many opportunities to integrate sustainability in your corporate culture and governance.

This past year I collaborated with Canadian Business for Social Responsibility to develop a set of next-generation corporate sustainability practices, called the Qualities of a Transformational Company. The transformational company commits to accelerating and scaling sustainability solutions in its business model and society. One of the top—and necessary—qualities is "Sustainability Governance and Culture," in which sustainability is embedded into governance, business processes, operations, investments, culture and competencies, incentivizing sustainable decisions and innovation.

If you're looking for key areas to focus on, Image A provides an overview of the crucial internal leverage points needed to embed sustainability into your corporate culture and enable successful delivery of your sustainability strategy.

MEET OUR EXPERT

Coro Strandberg is the Principal of Strandberg Consulting in Vancouver. She works with businesses, government and industry associations to envision and innovate a sustainable future. Coro is an expert on sustainability leadership and transformational business practices and relationships. She believes sustainable business changes everything for the better.

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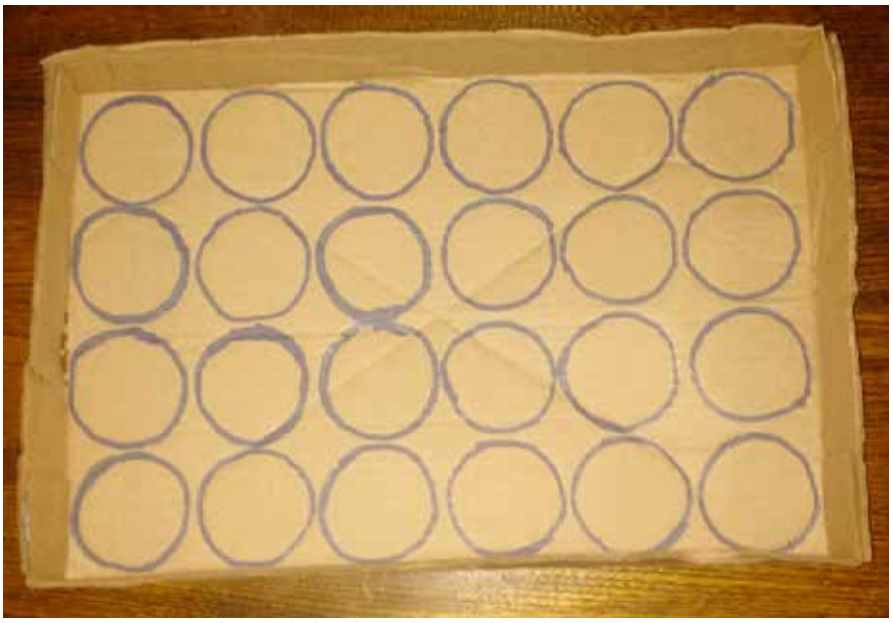
Changing Packaging Can Offset Carbon Costs

By Chris Luery, LeanCor

AS YOU'VE READ, ALBERTA'S carbon levy is quickly approaching and with it comes an expected increase to our fuel costs of approximately 10 per cent. Therefore, it will be extremely important for us to offset this cost with an appropriate level of efficiency gained in our packaging. We will need to reduce the overall packaging impact on transportation, warehousing and display costs by selecting packaging that has the right shape and cube utilization for efficiency, cost reduction and space utilization improvements.



Can you see the waste? What are the benefits to changing the packaging?

Packaging for Best Cube and Cost

Consider the soup can flat image shown here and the effect that it has on efficiency, cost and space. Imagine the impact that this has on your transportation, handling and warehouse spending when we have gaps around and in our packaging.

1. Do you see the waste? Check out the unused space in between the cans.
2. What would the impact be if there were square containers instead of round ones? More product containers per flat.
3. Could you then fit more product(s) in the same area/footprint? Yes, approximately one-quarter to one-third more.
4. Based on full truckload movements, and considering weight requirements, could you reduce the number of trailers required to deliver the product? In the new condition, if there was one-quarter more, then four trailers could deliver what five used to, or in the second scenario, with one-third more, then three trailers could deliver what four used to.
5. How much could that, in turn, reduce the number of handlings and trips? It should reduce it by the same ratio.
6. How much warehouse and store display space could you save or more fully utilize? Again, it would move by the same ratio.
7. Would this have significant cost and efficiency impacts on your supply chain from end-to-end? It should have significant cost and efficiency impacts, from one end of the supply chain to the final delivery point.
8. By reducing the number of trucks used, could you reduce your costs, reduce waste and help the environment? Yes.

From this simple illustration, we can start to see the significance of having the right packaging for our products. Perhaps it is time for you to re-evaluate your packaging and determine how it can become a strategic differentiator for you and your customers.

Cube Utilization to Improve Container/ Trailer Utilization

After considering the wasted space available in our packaging, we should now shift our focus to how well we can cube out our trailers.

Let's consider the implications of stacking the pallets your freight is on in a slightly different way. In North America, the Grocery Manufacturers Association pallet is the most used. This pallet has a width of 40 inches and a length of 48 inches, and is typically placed in the trailer in this format: On a 53 foot trailer (53 foot trailer = 53 feet x 12 inches = 636 inches) it's possible to place 13 pallets down each side, for a total of 26 or 52 pallets double stacked. This would take up 624" or 52' on the trailer (13 pallets x 48" = 624" or 52').

However, if instead we utilized four way entry pallets and turned them the other way, meaning that they are 48 inches in width and 40 inches in length, it's possible to now get 15 down each side for a total of 30 single pallets or 60 double stacked. This would represent an improvement of approximately 15.4 per cent more pallets per trailer just by using four way entry pallets. (Please ensure that you remain cognizant of the weight impact on axle weights and account for them).

This improvement is significant and would offset the carbon levy impact on trailer loads moved in this configuration and any additional cost for the four way entry pallets.

ABOUT OUR EXPERT

Chris Luery is an Executive, Lean Deployment at LeanCor. He has over 30 years of experience in supply chain, logistics and lean implementations, with a primary focus on the total end-to-end lean supply chain. LeanCor is a trusted supply chain partner that delivers supply chain advancement with operational improvement and measurable financial results through their three functional areas of training and education, hands-on consulting and third party logistics. Chris can be reached at cluery@leancor.com.

Treats for Your Palate:

FEASTival of Fine Chefs Treats Guests to Culinary Excellence

FOR THE PAST 28 YEARS, September has marked a change in season and a chance for foodies in Alberta to partake in a dining like no other. The FEASTival of Fine Chefs is an annual event where attendees are treated to a lavish, multi-course meal that is prepared by the finest chefs in Edmonton, and their apprentices.

Each year unique menus are created by some of the finest chefs in Edmonton. Their creativity ensures meals both look and taste amazing. What's so impressive is that the participating establishments only find out what their ingredients are 24 hours before the event. Ingredients are picked randomly, then groups are tasked with the "adventure" of planning, organizing and preparing a four-course meal consisting of soup, appetizer, entrée and dessert for 65 people. To top it all off, all ingredients are grown and/or processed in Alberta!

Throughout the evening, a silent auction is held, with all proceeds going to support the Stan Ballard Endowment Fund. This fund supports up and coming chefs who are currently in training. Thank you to the many companies who donated to the silent auction (there are too many to mention, but we appreciate everyone's donation!). Without the generosity of these companies, the silent auction would not have been possible. Special recognition must also be given to Givergy, the company that made it possible to have interactive bidding at all of the tables using tablets (a new feature this year). Their partnership and event management greatly improved the flow of the auction.

Don't miss out on next year's event! The 29th anniversary of FEASTival will take place September 2017! Tickets go on sale April 1, 2017. Email melody@afpa.com to ensure you don't miss your chance at attending!

Supporting Scholarships

Established in 1986 to support educational activities for Alberta apprentice chefs, the Stan Ballard Apprenticeship Fund supports scholarships that are given out each year to SAIT, NAIT and Lethbridge College second-year students enrolled in the Culinary Arts program. Proceeds from FEASTival's silent auction go to support the scholarships.

This year's lucky winners were NAIT students Wilma Magnan, Joanne Postma, Marie Justiniano and David Marko.

FOLLOW US ON TWITTER:
@FeastivalAFPA

Thank You to the FEASTival Committee

The Alberta Food Processors Association would like to thank the FEASTival committee members who made the 2016 FEASTival of Fine Chefs such a memorable event! It could not take place, or be such a huge success, without such a dedicated team.

Back row, left to right: *Melody Pashko, AFPA; Simone Demers Colins, Alberta Canola Producers; Ashish Bhatnagar, Edmonton Marriott at River Cree Resort; David Whitaker, NAIT School of Hospitality & Culinary Arts; and Simone Demers Colins. Front row, left to right: Kevin Melnychuk, Sofina Foods Inc.; Lori Menshik, Full Course Strategies; Sandy Jacobsen, Marketing Services Plus; Dana Mettlewsky, Gordon Food Service Canada; Jerry Dubuc, SYSCO; Chris Short, Committee Chair, NAIT School of Hospitality & Culinary Arts; and Marvin Karenko, Heritage Fine Foods.*

Thank You, FEASTival Establishments!

The 28th FEASTival of Fine Chefs would not have been such an amazing event without the commitment, creativity and culinary expertise of the participating establishments. Please visit these restaurants often!

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28 FEASTIVAL of FINE CHEFS 2016

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AFPA would like to give a special thank you to both NAIT and the Shaw Conference Centre, both of which graciously provided two amazing teams this year!

A huge thanks goes to these sponsors:

MNP LLP · ATB Financial · Farm Credit Canada · ALMA Alberta Livestock and Meat Agency Ltd.

Arctic Chiller who provided bottled water.

Heavenly Grounds who served espresso beverages for a minimum $2 donation to the Stan Ballard Endowment Fund.

Bearhill Brewing Co./ATB Financial and Eau Clair Distillery who served an amazing beer cocktail titled "The Land of Hops and Honey."

And all other AFPA members who made the event possible.

ACKNOWLEDGEMENTS

Alberta Canola Producers
Alberta Cheese
Alberta Pulse
All Season Mushrooms
Alley Kat Brewing Company
Arctic Chiller
Blindman Brewing
Bench Creek Brewing
Capital Packers
Carmen Creek Gourmet Meats
Chef's Hat Inc.
Columbia Seeds
Edmonton Potato Growers
Foothills Creamery
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Full Course Strategies
Goodkey Show Services
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The Little Potato Co.
Troubled Monk Brewing
Two Sergeants Brewing Inc.
UnWined
VanHoutte Coffee Services
Wing's Food of Alberta

FREE Training Opportunity!
Join in on this live webinar!

Food Safety Culture: How to Integrate with Food Safety Programs

Food safety management programs have been focused on activities such as HACCP, traceability, internal audits, etc. While these activities are key to a successful food safety management program, companies can sometimes lose sight of the bigger picture. By creating a strong food safety culture, organizations can proactively identify, assess, and manage food safety risks and better equip themselves to comply with changing regulatory and customer requirements.

The importance of food safety culture is increasingly recognized, being called an emerging risk in the food industry. Culture is the "smell of the place," that feeling you get when you spend any time in an organization. Culture can be strong or it can be weak, but it always exists. Even if you have all the resources you need for your food safety management system, people's practices can make it or break it. Have you ever asked yourself how strong your company food safety culture is? What can you do to make it more positive?

This webinar will give an overview and background on what a strong culture of food safety looks like. You will learn about factors that influence food safety culture, approaches to measuring food safety culture and factors to consider when implementing changes to improve food safety culture and change the behaviors in your organization.

A webinar will provide meaningful training opportunities while considering the costs to processors (less travel, less time away from work, etc.). Email melody@afpa.com to be included.

February 3, 2017, at 12:30 pm
February 14, 2017, at 2:30 pm

Growing Forward 2 — A federal-provincial-territorial initiative · Canada · Alberta

LEAP Program Dates for 2017!

AFPA's LEAP program will be presenting the following sustainability workshops well into 2017. Stay tuned for additional information on AFPA.com.

Carbon 201 (February 1-2)

Transportation Efficiencies (February 22-23)

Carbon 101 (repeat) (March 8-9)

Carbon 201 (repeat) (April 5-6)

Lean & Green (April 26-27)

AFPA's LEAP Conference (TBC)

Taking Safety Leadership Beyond Compliance

Workplace Safety…in an ever changing world

By Ed DeGroot, CRSP, CHSC, Director of Workplace Health, Safety & COR Certification

THE ALBERTA FOOD PROCESSORS ASSOCIATION (AFPA) is the food processing industry's advocate and leading safety resource for the continuous improvement of workplace health and safety programs and performance. It is our mission to help companies achieve their safety goals and maintain/attain their Certificate of Recognition (COR) by providing practices, evaluations, training, support, subject matter advice/guidance, industry statistics and measurements, and general communications around workplace health and safety.

Safety, at a Glance

Take time to reflect on 2016, and look ahead to 2017. What have you accomplished in 2016? Have your efforts made any impact on your workplace? On your empoyees' health and safety? What key lessons were learned and shared with your employees' in an effort to improve your program(s)? Have you identified specific areas of your program for improvement, and have yet to make those improvements? Are there any actions you can still take/make that would directly or indirectly make your workplace safer? What, if any, are your OH&S priorities for 2017? Is there any AFPA safety training you can provide to key staff? How will you generate enthusiasm and commitment to your H&S priorities in 2017?

Know that safety is not just a thing you do, rather, safety is a value you must own and live by. Further, know that safety leadership is holding everyone, at all levels, accountable for meeting their safety responsibilities, which is at the heart of any effective company/worker health and safety program.

Safety Success

"Companies that enjoy enduring success have core values and a core purpose that remains fixed while their business strategies and practices endlessly adapt to an ever changing world." These companies are generally very competitive and are proud COR holders as well.

Safety Improvement

People (i.e. workers) closest to the work (i.e. processes) know best how to improve the process when given a chance to participate in how the work is accomplished. Safety processes are driven from the top, but implemented from the bottom. Worker involvement and training is critical to your program's success.

AFPA Audited In 2015.....Now, The 2016 Action Plan!

AFPA regularly assists members with facilitating their H&S compliance audits, but did you know that AFPA undergoes Certifying Partner evaluation audits from the province as well? It's true! As part of our audit, and noted in our last communication, we have developed an action plan to address the noted audit deficiencies, and we have made/implemented required changes and/or improvements. Our action plan was further reviewed and formally accepted by the province on June 30, 2016.

AFPA Pilot Project…Video @ 11?

No, still not talking about pilots, flight attendants, flying or any airplanes—we're talking workplace safety! AFPA has been working with Coole Immersive Online Training Simulators and a couple of our member companies, as part of a funded industry project on hand, finger and wrist injuries. The knowledge and information gained from this key project has now seen the development and completion of an informational industry video that will be of great benefit to our members. It is being presented as part of our upcoming 2017 Lunch n' Learn sessions in both Calgary and Edmonton. We could hold sessions in Red Deer and Lethbridge too, if there's any interest. Please let me know.

Farm and Ranch Safety

AFPA has also been in discussions to establish health and safety information and protocols for the new Farm Safe initiative. From the farm to the table, worker health and safety is critical!

WHAT MEMBERS SAY ABOUT AFPA'S HEALTH & SAFETY TRAINING

"We have contracted AFPA's onsite training for three of their safety courses in this past year. AFPA's courses have provided both value and the ability to train our key leaders together as a group, at agreed times that are convenient to our operations, in familiar surroundings, using our company-specific examples where applicable, and that has led to a better overall retention of the critical course information, while strengthening our current safety management system. Further, we have really seen a significant difference in the level of 'engagement' from our Management team as a result of AFPA onsite training. – **Catherine, Cott Beverages**

"Thank you for all I learned, both old and new teachings, it was a terrific class." – **Laurie, Cargill**

"Picked up a few finer details that will be quite useful to our current program." **– Dave, Bunge Canada**

"Great information, excellent course and instructor...thanks!" – **Lucy, Kinnikinnick Foods**

"Overall, good course. Instructor is well informed, well-spoken and not boring!" – **Chris, Maple Leaf**

"Open discussion, current content, relaxed atmosphere, great course." – **Roxanne, Always Safety**

"Great refresher, treated auditors as professionals, very nicely done." – **Barb, Purcell Ent.**

"Important tips for audit report writing, great class overall!" – **Crystal, Canada Bread**

"Valuable information, onsite training, good handouts, very informative." – **Richard, Saputo Dairy**

"Discussions were fantastic, great course." – **David, Old Dutch**

"Always leave these courses with a much better understanding and sense of H&S." – **Rob, Van Houtte**

Guy Kerr, President of WCB; Ed Degroot, AFPA; and Brent McEwan, Ministry of Labor. The annual presentation of AFPA's COR members' refunds from WCB and Partnership in Injury Reduction.

Safety Compliance Begins With Your Employees' Training and Awareness

We live, work and operate in a real world…and there are consequences. Organizations need to maximize their output in the most efficient and safe manner. However, and quite sadly, much too often "efficiency" is aligned with lower operational costs and safety simply becomes a hindrance.

The "old school" thinking of production, quality and safety comes into play, where safety is "dead last." Safety must be more than just written statements or the company safety manual. Committed leadership understands that in order for their organization to be successful, they must protect and provide for their employees that make them great in the first place. In return, their employees will better understand that they have an important role in establishing the balance required to have a safe and healthy workplace, realizing success. Safety truly does become second nature, leading to your overall company's safety culture, as safety is a shared responsibility.

There is no magic formula for developing a good safety program—it is established through various legislated compliance requirements, a defined set of characteristics and company values. However, one consistent feature is that a company must consider itself to be a learning organization and invest a great deal of time, energy and required resources into developing and then sustaining a high level of employee safety awareness. Such companies take the safe, quality, production approach to realize the desired bottom lines and/or corporate objectives.

They understand the differences between awareness and training, in that awareness is focused attention on an issue, while training is the teaching of skills to perform a function and do so safely! They understand, believe in, and have adapted to the new generation of employees entering the workforce, investing in various technologies that will drive and sustain organizational awareness as well as health and safety management.

Further, they always learn from any of their past mistakes/incidents, as it is shared throughout the organization to raise awareness and allows the organization to possibly avoid recurrence. Finally, their reporting is through the roof, so to speak. Regardless of their title or job, every employee is empowered and is required to report safety related concerns/issues. Company metrics are then created from these and any identified trends can then be analyzed for more proactive, awareness-based improvement opportunities to better promote a fully productive, healthy and safer work environment for employees. Further, these companies foster this absolute belief: You are the "person" in personal safety!

AFPA's Health and Safety Training and Development

AFPA currently offers industry specific, certified health and safety courses to all members to assist them in meeting or maintaining their requirements within the PIR/COR process. AFPA offers both mandatory safety training as well as elective courses to further enhance existing H&S management systems or to provide professional development opportunities for various individuals within your organization.

Mandatory training now includes: H&S Program Building (two day), Hazard Assessment & Control (one day), Roles & Responsibilities for Managers/Supervisors (on day, taken every three years), Incident Investigation (one day), Internal Auditor (two days), and Internal Auditor Refresher (one day, taken every three years).

Elective courses (all are half day) now include: Understanding Office Safety, Fatigue Management, OH&S for Dummies paired with Performing Proper Inspections, and soon to arrive JH&S Committees. All safety courses can be facilitated on-site for our members at a reduced cost/flat rate, and you can fill the room, so to speak. AFPA will also work with members to facilitate training for Fall Protection, Forklift Operation, First Aid/CPR, Confined Space, etc. Go to www.afpa.com for more course information.

One quick reminder to AFPA COR members: Training requirements were upgraded as a measure to improve worker safety in our industry effective September1, 2015, so please review your records and make arrangements for any training you will need to ensure you have at least one current (preferably two) individual(s) in the organization who has attended all required PIR/COR training. Effective January 1, 2017, COR audits must be able to verify required training by providing documentation (course certificates).

WHMIS To GHS Transition (WHMIS 2015)

Your organization should be well into the planning, if not strategically implementing, your transition from WHMIS to GHS, and everyone who has current WHMIS training will have to receive updated WHMIS 2015 training, as well as your office staff, etc. This can seem like an overwhelming endeavor.

Many AFPA members have noted that they receive goods from suppliers in the United States, who have been compliant to the new standard since June 2015, requiring them to focus on and address this program transition now. To assist our members, AFPA has developed a handy *WHMIS to GHS Transition Planning Guide* that will explain the various phases and timelines established for the transition, including how to prepare for worker training and general responsibilities of the employer and workers.

Further, using our Safety Sync online resource, you can train your staff at your convenience 24/7. This option also provides employee course certificates. Both are available on AFPA.com.

IMPORTANT DATES AND UPCOMING EVENTS

The Alberta Occupational Safety Auditors Association (AOSAA) Workshops will be held in February and June of 2017. AFPA encourages industry auditors to attend. Call or email me for more information on how to join the AOSAA and for details on the workshops. They are great events for auditors to meet, discuss, receive updates from the province and propose changes to the function of safety auditing or within the COR auditing process. See you there!

NAOSH week (North American Occupational Safety & Health) is May 7 to 13, 2017. This week is a continent-wide event spanning three countries, Canada, the United States and Mexico, that highlight to the public, government and industry the importance of increasing understanding, raising awareness and reducing injuries and illness in the workplace, at home and in the community. Each year, April 28 is designated the Day of Mourning, a time when workers, families, employers, and others across Canada come together to remember those who were injured, disabled, or have lost their lives to work-related incidents or occupational diseases.

The Canadian Society of Safety Engineering (CSSE) Conference and Tradeshow will be held September 17 to 20, 2017, in Halifax, Nova Scotia. The theme is Health & Safety in a Changing World.

Ed DeGroot, CRSP, CHSC, is AFPA's Director of Workplace Health, Safety/COR Certification. He can be reached at 403-201-3657 ext. 28 or by emailing ed@afpa.com.

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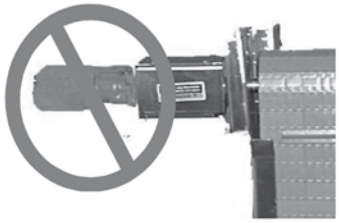

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ENVIRO-STEWARDS ENGINEERS & Scientists is a company that does exactly what its name says: a steward is one who takes care of another's affairs on their behalf.

"Our name is intended to reflect the firm's mandate to help our clients conserve their resources and effectively address their environmental liabilities," reads the company's profile.

Enviro-Stewards was founded in September 2000 by Bruce Taylor, who has 27 years of experience in the environmental consulting industry. The company strives to help companies become more sustainable. Services include food waste prevention audits, energy efficiency, water conservation, toxics reduction, environmental compliance assistance, sustainability planning and reporting, pollution prevention, greenhouse gas reduction, as well as many others.

The companies Enviro-Stewards work with range from aerospace, automotive, beverage, commercial product, food, manufacturing, medical, mining, nuclear, petrochemical, pulp and paper, pharmaceutical, specialty chemical, and textile industries. Enviro-Stewards also provides assistance to the public sector (health care), as well as all levels of government.

"The team at Enviro-Stewards are true out of the box thinkers who find simple solutions to complex issues. Their approach to problem solving is unique; they actually work on fixing root causes, while most others are interested in just selling their customers more equipment to address the symptoms. This approach sets them apart and is why they are among the most successful in their field," explains Helmi Ansari, co-founder of GROSCHE, a Canadian company which designs water, tea and coffee related products, and which has used Enviro-Stewards' services.

As of August of this year, Enviro-Stewards projects have helped facilities save $42 million (with under one year average payback); 29 million cubic meters of natural gas (which is enough to heat 10,000 homes for a year); 37 million kilowatt hours of electricity (equivalent to the output of 145 acres of solar panels); and five million cubic meters of water, which is enough to fill tanker trucks bumper-to-bumper half way across Canada.

In addition, Enviro-Stewards projects have prevented 53,000 tonnes of greenhouse gas emissions and 45,000 tonnes of solid waste generation. That's enough to fill a football field 50 feet high!

Taylor says while Enviro-Stewards was up for a 2016 Best of the World award in September (which they won), the majority of Canadians have never heard of the concept of a social venture, let alone about Canada's leading role in the field. "By virtue of their mission and their innovative business models, social ventures tend to create more value for society than their competitors," notes Taylor. "For example, Enviro-Stewards work contributes to government coffers (more profitable businesses and higher wages), job retention (by reducing facility's cost of goods sold), lower greenhouse gas footprints, and to international development work (empowering local communities to sustainably provide safe water)."

One of the biggest strengths of Enviro-Stewards is it creates larger and more practical cost savings opportunities for its customers, with an average savings of more than $250,000 per facility, a 90 per cent implementation rate, and one-year payback period. "We also develop greater levels of trust with our customers," adds Taylor. "For example, executives of Tim Hortons and PepsiCo foods have chosen to travel with me to South Sudan to participate in our development work there."

The development work that Enviro-Stewards initiated in South Sudan is the Safe Water Project (www.thesafewaterproject.org). So far, it has purified 39 million litres of water, avoided the deforestation of 3,000 trees that would have otherwise been needed to boil water to make it safe to drink, avoided 6,000 tonnes of GHG emissions in developing countries, as well as avoided about 1,450 cases of typhoid.

Enviro-Stewards chose to become an AFPA members after experiencing the appetite of Alberta's food and beverage processors for holistic, innovative approaches to improve the productivity and efficiency of their facilities, says Taylor.

This year Enviro-Stewards Inc. was recognized for creating the most positive overall social and environmental impact by the nonprofit B Lab with the release of the annual B Corp Best for the World list. Left to right: representatives from Grosche, Enviro-Stewards, Salt Spring Coffee, and Saul's Good Gifts, receiving Best for the world awards (Berkeley, California, September 2016).

"A benefit we have seen is the partnership of AFPA and the Alberta Government in developing and delivering workshops and demonstration assessments designed to practically improve manufacturing plants' bottom lines while reducing their environmental impacts."

In 2017, Enviro-Stewards will be providing half day workshops to AFPA members on their integrated holistic approach to reduce food waste, energy, water, and surcharges. AFPA is presently seeking members interested in having Enviro-Stewards conduct (Workforce Productivity Improvement Grant co-funded) demonstration assessments at their facilities that would then be featured in the half day workshops.

Enviro-Stewards
Engineers & Scientists

FOR MORE INFORMATION

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1 Union Street
Elmira, Ontario N3B 3J9
Tel: (519) 578-5100
mail@enviro-stewards.com
www.enviro-stewards.com

Kitchen Partners

You deserve a partner, not a supplier

AS THEIR MOTTO SAYS, KITCHEN Partners doesn't sell products; it solves issues and creates opportunities for restaurants and food retailers across Canada by partnering to provide perfectly prepared stirred foods through employee involvement, team work and lean thinking.

Through such partnerships, Kitchen Partners has launched more than 100 custom food products that have been enjoyed by millions of Canadians in some of the country's biggest restaurants and food retailers.

President Jeff Clark says most food suppliers would have you believe you must choose between cost and quality, but he says that's not the case with Kitchen Partners.

"Our focus on fresh ingredients has made our products a hit with executive chefs and their patrons," he notes. "Our people and processes ensure consistent quality from coast to coast—at competitive pricing."

Clark became President of Kitchen Partners in 2005. Previously he held executive positions at Labatt Breweries in Canada, the United States, and South America. He also held senior management positions with Maple Leaf Foods and the Irving Group of Companies. Kitchen Partners has grown rapidly in the past 11 years he has been leading it. The company focuses on people, products and partnerships.

A wide variety of Kitchen Partners' products are prepared daily in their state-of-the-art facility. The products are cooked, rapidly chilled, packaged, and shipped to restaurants and retail outlets across Canada.

Clark says it doesn't matter whether you own one or 1,000 restaurants, customers expect the same taste and presentation each and every time they order. "That level of consistency is how signature dishes are established." On the other hand, inconsistency is how you lose loyal customers, he says.

Kitchen Partners pays very close attention to inbound ingredients that are used in the custom recipes. "When our vegetables arrive direct, we inspect them and prepare them in a very disciplined process. Nothing gets by our team, who pride themselves on making sure that our ingredients are of excellent quality, just the way our customers would expect."

Clark adds that vendors are treated as partners and there are regular business reviews to ensure relationships are beneficial to both parties. Partnerships at all levels are critical to Kitchen Partners' success.

Soups and sauces are Kitchen Partners' most popular items, whether it's chicken noodle soup, Alfredo sauce, chili, pizza sauce, a great beef stew or fully finished butter chicken. Clark says a sure-fire way to turn your appetizer or salad into a highlight menu item is to add a dip or dressing, such as salsa, pesto, or dairy-based dips like Tzatziki.

Over the last few years, the company has successfully engaged with many new customers across Canada. Kitchen Partners is always up for the challenge of creating a custom stirred food menu item.

"Because we understand that cost matters, we work closely with our customers to ensure the very best product is available within their budget," says Clark. "This also means exploring new techniques and processes to create the very best dishes for our customers, while ensuring that the value we provide is always at the leading edge of our industry."

"We don't just tweak recipes. We collaborate with our customers to create custom dishes that look and taste like they were made in-house," he explains. "Every new dish and flavour combination we create is utterly unique to their brand. And everything that happens in our kitchen is done with our customers' taste buds in mind."

Kitchen Partners has been a member of AFPA for over 10 years. "We have taken advantage of a number of the comprehensive training programs offered by AFPA," Clark says. "The training programs that we have attended have been very beneficial for our business."

The company has participated in several sustainability pilot projects partnering with Agriculture & Forestry Alberta. These projects have assisted Kitchen Partners to improve their overall business approach and model while supporting their strong company growth. "We look forward to working with AFPA as they bring additional sustainability projects to life with support of the Alberta Government," says Clark.

What's cooking? The team at Kitchen Partners is always up to the challenge of creating a new signature dish.

KITCHEN PARTNERS LIMITED

FOR MORE INFORMATION

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Edmonton, Alberta T6N 1E3
Tel: (780) 438-9300
info@KitchenPartners.com
www.kitchenpartners.com

AFPA Food Safety Training Dates:

2017 Schedule

Course Title	Start Date	City
FEBRUARY 2017		
BRC Internal Auditor	February 1	Calgary
WEBINAR - Food Safety Culture - 12:30-1:30pm	February 3	zonline
HACCP for Produce - one-time offering in 2017	February 13	Calgary
WEBINAR - Food Safety Culture - 2:30-3:30pm	February 14	online
Understanding CanadaGAP - one-time offering in 2017	February 15	Calgary
Environmental Monitoring & Microbiology - one-time offering in 2017 - SPECIALTY COURSE	February 22	Calgary
Listeria Hazard & Control - one-time offering in 2017 -SPECIALTY COURSE	February 23	Calgary
Food Safety Conference	February 27	Calgary
How to implement the Safe Food For Canada Act - Pending - SPECIAL OFFERING	February 28	Calgary
MARCH 2017		
Understanding the Requirements BRC Global Standard for Food Safety Issue 7.0 - one-time offering in 2017	March 9	Edmonton
HACCP Refresher	March 20	Edmonton
Allergen Management - Only offering in 2017	March 21	Edmonton
FSPCA Preventive Controls for Human Food	March 22	Edmonton
SQF Practitioners Bundle - one-time ever offering	March 27	Calgary
APRIL 2017		
Certified Manager of Quality/Organizational Excellence - one-time OFFERING	April 3	Calgary
HACCP I: Prerequisite Programs	April 18	Calgary
HACCP II: Developing Your HACCP Plans (Revised from three to two days)	April 20	Calgary
MAY 2017		
Risk Assessment & Food Safety - one-time offering in 2017	May 9	Calgary
Understanding the Requirements of FSSC22000 - one-time offering in 2017	May 10	Calgary
Internal Auditor FSC22000 - one-time offering in 2017	May 12	Calgary
FSPCA Preventive Controls for Human Consumption	May 29	Calgary
JUNE 2017		
Train the Food Safety Trainer - one-time offering in 2017	June 1	Calgary
Implementing SQF Systems - one-time offering in 2017	June 5	Edmonton
Verification and Validation of your Food Safety System	June 7	Edmonton
Principles of Internal Auditing	June 8	Edmonton
Procedure Writing and Document Control for HACCP	June 9	Edmonton
BRC Third Party Auditor - Only offering in 2017	June 12	Calgary

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If you don't see the location, date or course you are looking for, call us to book a customized course. We can also act as consultants during your safety journey.

AFPA can also customize an in-house course and/or GAP assessment for your business!

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Contact Melody Pashko,
General Manager
Tel: (403) 201-3657, ext. 21
E-mail: melody@afpa.com

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AUGUST 2017		
Recall Planning & Preparation: Developing your Recall Plan - one-time offering	August 9	Calgary
Food Plant Sanitation - one-time offering in 2017	August 10	Calgary
Course TBA	August 12	Calgary
HACCP I: Prerequisite Programs	August 14	Lethbridge
HACCP II: Developing Your HACCP Plans - revised from three to two days	August 16	Lethbridge
HACCP Refresher	August 18	Lethbridge
SEPTEMBER 2017		
Introduction to Food Safety & HACCP - one-time offering in 2017	September 18	Calgary
HACCP for Manufacturing Food Packaging Materials - one-time offering in 2017	September 19	Calgary
HACCP for Warehousing and Distributing Operations - one-time offering in 2017	September 21	Calgary
OCTOBER 2017		
BRC Implementing the Standard BRC Global Standard for Food Safety Issue 7.0 - Only offering in 2017	October 17	Calgary
HACCP I: Prerequisite Programs	October 23	Edmonton
HACCP II: Developing Your HACCP Plans - revised from three to two days	October 25	Edmonton
Course TBA	October 27	Edmonton
NOVEMBER 2017		
BRC Internal Auditor	November 2	Edmonton
Verification and Validation of your Food Safety System	November 20	Calgary
Principles of Internal Auditing	November 21	Calgary
Procedure Writing and Document Control for HACCP	November 22	Calgary
Course TBA	November 23	Calgary
Course TBA	November 24	Calgary

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Contact Information:

Food Processing Development Centre
Phone: 780-986-4793
Website: www.agric.gov.ab.ca/fpdc

Agrivalue Processing Business Incubator
Phone: 780-980-4244
Website: www.agric.gov.ab.ca/apbi

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Lamb Weston 8

PRODUCTS AND IDENTIFICATION
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PORK ASSOCIATION
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Check out these webinars online!

SUSTAINABLE STRATEGIC PLANNING 101: Understanding Sustainability for Agri-Processors

Attention agri-processors! Improve your bottom line through Alberta Agriculture and Forestry's "Sustainable Strategic Planning Webinar" resource. "Our *Sustainable Strategic Planning 101: Understanding Sustainability for Agri-Processors* webinar series is now available for agri-processors looking to accelerate their triple bottom line performance," says Margurite Thiessen, value chain specialist with Alberta Agriculture and Forestry.

The series focuses on three major sustainability themes: driving revenue, cutting costs and mitigating risk. Participants can follow along as renowned sustainability expert Bret Wills, President of Green Enterprise Movement Inc., moves them from the basics of what sustainability is, through to developing a strategic plan with a proven system, and concluding with how to effectively execute the strategic plan.

Tapings of these webinars are now available on Alberta Agriculture and Forestry's webinar page (www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/webdoc15142) under Business Planning:

- Sustainable Strategic Planning Webinar 1: Understanding Sustainability for Agri-Processors
- Sustainable Strategic Planning Webinar 2: Developing a Strategy that is Sustainable
- Sustainable Strategic Planning Webinar 3: Sustainable Strategy Execution

"Wills' three-part webinar is wholly relevant to those in Alberta's agri-food industry looking to enhance their overall performance" says Thiessen. "As such, I recommend these resources to companies looking to embed sustainability into the 'DNA of their organization.'"

Alberta Agriculture and Forestry's YouTube channel features many helpful industry-related videos.

Alberta Agriculture and Forestry

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