

**I DID IT
MY WAY**

KEN JEWETT

FOREWORD

For Marsan's company newsletter 'What's Cookin' I wrote a series of articles on my last forty years [1970-2010]– plus a few extras.

I ask for your understanding when it comes to my English – my spelling (yes Mike, I did use spell check) – when I repeat myself – old guys are allowed this luxury, plus any other shortcomings you may spot.

The year 2010 marks some milestones in my life. It is Marsan's fortieth birthday – it follows that I have been working at Marsan (well around anyway) for 40 years and if you double the 40's you come up with my 80th birthday.

Okay, why did I pull this together? You might suggest vanity. If I may judge myself, I do not consider myself a person who excels in vanity.

I believe that in my life's work I have fulfilled a dream. At 21 I wrote to my father that some day I wanted to have my own business. During my 20 years at Abitibi I never lost sight of my dream. I tried seasonal fruit gift baskets (Cardinal Brand Fancy Foods), sold and installed four swimming pools (Leisure Pools Inc.), real estate (I acquired an 11-unit apartment building), plus a study of numerous other situations.

In 1958 an article appeared in Reader's digest about Maxim's in Paris preparing frozen meals for Pan American Airways - BINGO – this frozen food concept became my focus for the next twelve years. It led me to creating Marsan Foods in 1970.

So, call this what you may. For me I am telling the story of my dream. If you have a dream, I hope this tale offers you encouragement.

I Did It My Way

I wanted to start my own business and I wanted to do it my way – my way was not always the best way. We had three desperate times when we faced losing everything. Guess who created this bad news. However, as this tale unfolds, you will see that we did gain a measure of success

Dedicated To

Our investors who provided the funds to start Marsan. Our employees whom I consider my second family – their dedication was and is key to making Marsan the success it is today. And my other most important family – Edie – Catherine – Graeme – and James, who gave me the support I needed.

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Some Thoughts On Why I Started Marsan Foods

Going way back, I was dyslexic, which I did not learn until I was is 71. I also was blessed with short term memory loss. In my teens these conditions manifested itself with some real learning problems (specifically in languages). In turn, this created frustration and sadly, resentment, towards some of my teachers. Let me make it clear that I have had some excellent teachers in my lifetime; however, I particularly resented authority from the teachers who were jerks. This attitude led to my being expelled from school at age thirteen. I am not very proud of this, but that's the way my cookie crumbled.

All of this was pretty heavy stuff for a 13-year old to handle. But I'm a firm believer that there is a silver lining to unfortunate events in our lives. The silver lining for me was the fact that all this trouble at school provided motivation for me to some day own my own business.

Well, now you know that I was not the fine young student all parents wish for - was there any hope for young Ken? I believed there was (as did my father). I was, and have always been, a hard worker: stubborn, possessing some imagination and having some smarts. I earned a first in trigonometry in my final year at school (yes, another school accepted me) although I did not graduate from high school. In closing, if there is a hint of interest in this Jewett stuff I will continue it in future issues.

Ah, now that I have your attention, I would like to touch on authority figures. I believe individuals do not command respect, they earn it. When I was president, we had a contest to give me a softer title. The associates came up with TBG which stands for The Big Guy. We re-named our supervisor's *coaches* and our fellow employees *associates*. I wanted to get as far away as possible from terms such as management and labor. I hoped we could create a team-like atmosphere where we all contributed to creating an organization that benefited each and every one of us.

What Led Me Towards Starting My Own Business (Part II)

In my first article I said that in my mixed-up youth I formed a desire to some day have my own business. My first target was to be a farmer. I had worked on farms in my teen years and at age 21 my father gave me the family farm with an apple orchard. He cautioned me that farming was a great avocation but a pretty tough vocation. At this time I was working in sales at The Abitibi Paper Company.

While at Abitibi I pursued a variety of opportunities. The first was Cardinal Brand Fancy Foods. The concept here was to sell premium boxes of apples as corporate gifts (ties in with my farm orchard). I set up an office under a stairwell at 119 Collier Street. Such innocence. Next I investigated establishing a large scale pig operation and then broilers (chickens) on the farm I owned. While nothing came of these studies - had I actually gone into broilers, which was before the government became involved with quotas - it had the very real potential of success.

My next venture was in selling and installing swimming pools (Leisure Pools Inc.), which I did on my holidays. I sold and installed four pools. For the first one I went down to the old unemployment building on Spadina and pointed to three guys on the sidewalk and asked them to work with me to install a pool. In our innocence off we went to put in our first swimming pool, which had to be hand excavated.

Next was my venture into real estate. This was a real doozy. I saw a book entitled *How to Turn \$5,000 Into a Million Dollars*. Well, do not think for one moment that I left this book on the shelf. In quick order I bought the book, sold our house and bought an eleven-unit apartment building in Whitby. I did what the book said: I painted and generally improved the building. Then the book said to raise the rents. What the book did not tell me was that a third of the tenants would leave. A little more background here: all the money I had went into the down payment and improvements. The only income I had was from my sales position at Abitibi. And to make matters truly desperate - the apartment expenses exceeded the reduced rental income. Oh my, I was in big trouble. I tried to convert the building into condominiums, I tried to sell it, and finally in desperation I advertised that I would trade my equity for what-have-you. Well, a real estate guy came forward and said that he would trade me 1,200 feet of shoreline on Giant's Tomb Island on Georgian Bay for my building. I jumped at this, as I could not cope with the losses.

Well, now that I was a big land owner I figured I should see what I had acquired sight unseen. What had I acquired? Let me tell you, the property was miles from the mainland, it was on the windward side (more like facing into an ongoing hurricane) and the beach was covered with 3-foot boulders. I loved it - no more apartment losses but what the heck was I going to do with this disastrous piece of land? Well, we all need a little good fortune in this life. The Ontario Government decided to acquire all of Giant's Tomb Island for a park. I got my investment back and learned a few lessons in the process. How stupid can one guy get? But hopefully you will give me a few points for perseverance.

Undaunted I pressed on to my next venture into prepared foods.

Leaving Abitibi For Some Surprises

(Part III)

Well, after my wonderful foray into real estate, I lay low for awhile. Then one day I read an article in Reader's Digest about Maxim's, which was a famous Parisian restaurant. Maxim's had started producing frozen meals for Pan American Airways and I thought "Well, Bingo! This is a business I would love to be in!"

To set the stage, I was 28 years old, the year was 1958 and at the farm I had developed an interest in cooking. In my farm days I was single and I cooked to eat. With great enthusiasm I started to study the frozen prepared food business: I went to food shows, enrolled in cooking classes and visualized myself in this business. Oh, if only I had known of the trials that lay ahead!

I will interject here that my motivation for having my own business was not to make a lot of money, but to do my own thing. This was a good thing because for too many years I was quite successful in not making any money.

I started cooking at home in larger sized batches. I developed what I thought was an ingenious filling line for boil-in-bag meals (check the *picture gallery*' to see Edie, Graeme and James packing meals]. I gave out these meals to friends and neighbors.

The next big event for me was when two friends/neighbors/restaurant investors came to the house in 1969 and asked if I would consider leaving my job to join a company called Restafoods which was in the restaurant business. Their flagship was Mister Tony's which at the time was a truly excellent restaurant in Yorkville. There were also two other restaurants in the group, plus they were developing a free standing concept called Hot Diggity Dog on a parking lot on Queen Street. They also acquired another restaurant on Queen Street - they were expanding in the middle of a recession. Got the picture? Not pretty.

They wanted me to head up a central commissary for their expanding chain of restaurants. In retrospect, it was a bunch of naïve guys (myself included) doing a whole lot of planning on an unworkable proposition. The money was just not there. Did this stop us? No way!

After 20 years of working at Abitibi I joined my new associates to conquer the world. Years later, Dick Thompson, the then-president of the Toronto Dominion Bank, told me that I must have been very brave to leave Abitibi. My response was that if I were as smart as he was (he was a graduate of Harvard's MBA program and the London School of Economics) I would have done more research and done nothing. Well, you know all about my wonderful academic background.

While working on the commissary project I kept hearing the Restafoods accounts payable person explain to creditors why they could not be paid. I was starting to get a message. I should interject here that when I left Abitibi, I increased the mortgage on our house by the equivalent of one year's salary at Abitibi. So come what may, the Jewett's had financial security for a year. I was not being paid at Restafoods, as no salary was part of my contribution to getting equity in the commissary.

Well, "*come what may*" came. Restafoods declared bankruptcy. My father died suddenly, which was a huge loss to me. This was a low point in my life but as you know, it did get better. Next issue I will tell you how it got better.

A Coach's style that I believe in...

I used to play baseball with a few of my more unfortunate friends at Marsan. If we

caught anyone yelling disrespectfully at an associate I would tell this person that was Strike One. If this was repeated two more times he (it was always a he) was out. No longer employed at Marsan.

I know it can be hard but the old golden rule “Do unto others as you would have them do unto you” applies.

Arranging Finances for the Start Up

(Part IV)

At the end of my last article I was age forty and had just left my job of twenty years at Abitibi to join Restafoods which declared bankruptcy shortly after I joined them. I was out of work - what the heck was I going to do? It seemed like a good idea to go to the Bahamas for a week with my wife. There I would have the time to come to grips with my questionable future: I had to decide between going back to the paper industry or starting my own business. An easy decision was made that I would not go back into the paper business. Instead, I would raise enough money to start my own food business.

Upon returning to Toronto I approached two friends in the investment business for help in raising venture capital. Well, they thought I was nuts. They summed up my situation as follows: in 1970 the economy was in a recession - not a good time to raise venture capital; I wanted to start not only a new company, but a new concept as well; I had no experience in managing a business; I did not have any money to invest; and last but not least, I wanted 51% ownership of the new company. Now you know why they thought I was nuts.

In spite of all this, I pressed on and worked up a business plan plus a set of financial projections. I met with a lawyer and we put together a shareholder's agreement and a stock package of 30 units of \$5,000. Each unit was comprised of 475 preferred shares at \$10 and 1,250 common shares at twenty-five cents. The thinking here was that as the business became profitable it would buy back the preferred shares - in essence, returning \$4,750 of an investor's commitment. To put things in perspective, we wanted to raise \$150,000 in 1970. As a result of inflation, this would represent \$3,360,000 in 2016.

Now I had to start knocking on doors to get investors. A graphic design group I worked with in the paper business bought 3 units, friends and relatives purchased another 12 units, and then things slowed down. Every day there were appointments with prospects - some I knew - some were referrals. I was turned down time after time, but as the weeks passed we sold 26 units. Then our lawyer received a call from the Ontario Securities Commission calling us to a meeting. At the meeting they made us return our last investor's money and to stop soliciting new funds. Their position was that we were making a public offering. Our position was the number of investors you could get before a private offering became a public one was a grey area. We argued unsuccessfully that the number was 30. At this time the Raffleman family bought the remaining units.

Earlier I stated all the reasons why people would not invest - so why did they? A variety of reasons: some simply wanted to support me and others believed it was a good/usable concept.

We had a shareholder's agreement that stated once we had sold 20 units I could have access to the invested funds to start the business. To back up here - recall that I was cooking, packaging and freezing upscale entrees at home. This was to be the new business (sounds familiar).

Now the search started to find a plant and the necessary equipment. A plant was located and leased at 692 Richmond St. West in downtown Toronto. It had been an egg breaking plant and fortunately had freezers and coolers. It was an ideal start-up situation - with one big exception. It was not Federally inspected.

As we go through these narratives I prefer to talk about WE did this or WE did that—there is very little in this world that I have accomplished without the help of others. The WE in my life is so important.

Next issue I will tell you about the actual start-up of Marsan. It was pathetic.

Off We Go!

(Part V)

We now move from my desire to have my own business to actually having one. In the next issues you will learn about the winding road we embarked upon.

In the last issue, financing was in place and a plant had been leased. I was very proud of how this facility came together. The three-storey building had character.

In the basement we installed a boiler, meat patty forming equipment and vegetable equipment. There was a cooler and a freezer plus space for raw foods and a food prep area. At the back of the ground floor level there was a walk-in freezer and a packaging area. In the middle area we had a vacuum machine that could seal five boil-bags at a time, volumetric filler and a packaging table. Across the front of the building was the cooking area. It was 12.5x14feet I (sorry about the *I*) was very proud of this area. It was well-equipped with a convection oven, a 30 U.S. gallon Groen braising pan, a 40 U.S. gallon Groen mixer/kettle, three 60 U.S. gallon kettles and an SS sink. We are still using these four kettles today. While it took some time, out of this small kitchen we eventually supplied Eaton's main store as well as an 800-bed hospital with ALL of their prepared entrees. The top floor of the building was for offices, a lunch room and change areas. Each level was about 1500 square feet. This was a fantastic (if we do say so) facility for a paper salesman to put together.

Well, before I gloat too much, let me tell you about our first day of cooking. Jeannie Carter (who was a registered dietitian and our first key employee) and yours truly cooked up our first batch of chili. Well, clever guy that I was - I had to go to a grocery store and buy a can of kidney beans to get the recipe. Can you believe it?

Well, it gets worse. We cooked up this 20 gallon batch in the tilting Groen braising pan. Does the word *tilting* give you a clue to what was about to happen? Well, to empty the pan we tilted it - but too quickly and I was covered from head to toe with chili. It truly agonizes me to look back on this innocence. Things do improve, but very slowly.

The question has been asked ***where does the name Marsan come from?*** I wanted a simple name and one that could be easily spelled. I keyed in on my maternal grandfather's name George Avila Marsan. The first choice was Avila, but it was turned down by the bureaucracy of the day. We then moved to Marsan which is a French name - great for the Quebec market while for the rest of Canada it sounds English.

Off We Go!

(Part VI)

After the Chilli fiasco it was critical that I come to terms with running a new business. When Restafoods went into bankruptcy the chef at their finest restaurant, Mr. Tony's, became available. He (Giorgio Sabatini) agreed to join Marsan and brought two fine Italian ladies with him. Later on, one of the ladies, Maria Penachio, was a lifesaver for me. Yvonne Avery, who was an old friend of mine, managed the office part of the business while Jean Carter, a Registered Dietician, came on board to help out in sales. Yvonne and Jean were just a great help.

We now had a fine plant and a good team of people to try to make some things happen. Well ahead of the times we produced a line of nine single serving boil-in-bag premium entrees. They were Curried Chicken, Chicken Marsan, Beef Avila, Beef Goulash, Ravioli Bolognese, yes Chilli Con Carne, Shrimp Newberg, Shrimp Marinara and Curried Shrimp. These were excellent meals.

At this time in Toronto (1972) there were a number of fine meat and delicatessen retail outlets. Many of them agreed to carry our entrees. We then successfully approached Steve Stavro of Knob Hill Farms to take on our products at his first expansion in Pickering.

One shortcoming at this time was that our entrees were packed in a small corrugated box with a two colour, no-picture label ... not great! They were stocked and delivered by Haney Greenwood, a frozen food distributor. While sales were encouraging, they were not sufficient to sustain us.

So we then called on all the supermarket chains. As we were not in a Federally Inspected Meat Plant, only Loblaw's would consider us. Looking back, they were very kind to us. We developed what I still think was a classic line of packaging. Printed on gold foil with a background of blue for fish, maroon for beef, and red for poultry, the weakness here was again no picture. Four-colour photography and printing was financially not in the cards for our small print runs.

Loblaw's listed us in seven stores: Yonge & St.Clair, Bathurst & St.Clair, the Arcade downtown, Sheppard & Bayview, Royal York Road, Pickering Farms in Yorkville and the first of their then-new store designs by Herbert A Watts at Moore & Bayview.

Looking after the Loblaw's business was quite different from today's practices. On Fridays and Saturdays at a rotation of Loblaw's stores, Jean Carter and yours truly would set up a chafing dish on a table and give out samples of our entrees. We delivered our packaged meals to the store freezer and also stocked the display freezers. Here we ran into trouble with the man responsible for allocating freezer display space. Our products would need restocking and at many of the stores we had trouble getting freezer space. The real problem was too many products fighting for too little room.

Our sales needed help at store level, so we retained a food broker, but it just did not come to-gether. The support was there at the Loblaw's head office (they offered us more stores), but we just could not overcome the weekly space problem. Rightly or wrongly, we dropped our retail business. WHY? In retrospect it was a child playing in a big person's game ... much to learn.

At this time Jean Carter was calling on the Health Care field and obtained a contract to supply bulk meals to the Western Hospital through a strike period. This brought us to the attention of Sunnybrook Hospital which required someone to supply all their entree business

for several months while they completely renovated their kitchen. We were most pleased to obtain this business! Our staff did a quality job on this project which in turn brought us to the attention of Norma Wheeler, the dietician at the about-to-open McMaster University Medical Centre. This was the first hospital to be built in Canada without a kitchen.

But this hospital is a story in itself - so we will continue with it in the next issue of What's Cookin'!

MUMC

(Part VII)

In our last article we had started discussions with McMaster University Medical Centre's (MUMC) dietitian to supply them with prepared meals. This was a facility way ahead of the times. It was built at a cost of \$73,000,000 in 1972 to care for 430 patients. There would not be ANY food preparation-cooking facilities although at the time there were no kitchen less hospitals in North America. They went ahead with this concept with no assurance of who would or could supply the meals.

We were approached since their negotiations with Cara and VS Services were going nowhere. This was just four months before the facility was to open. Full credit goes to Jean Carter, R.D. and our chef Giorgio Sabatini who worked so hard developing over one hundred new products - fifty of them were modified diets that had to be technically correct. For our Chicken a la King (and all entrees) we produced three packs: a patient-cafeteria 5-lb pack, a 7-oz individual bland, diabetic and fat-controlled pouch, and a 7-oz no-salt-added pouch.

Hickson-Langs (a Hamilton-based frozen food distributor) picked up the frozen meals at our plant, carried the inventory and delivered the packaged meals to MUMC. Earlier I had tried to get this distributor to stock nine of our retail items. They said they just did not have any space, yet months later they sure wanted the 120 MUMC items.

Pricing was a major concern as we were in the midst of rampant inflation. I was comfortable (at this time) with our basic pricing but I had to come up with a workable answer to cover escalating costs. During this period prices were going up so fast that suppliers would not hold their pricing for a week. I linked our pricing to a government published rate of food inflation. At the end of each month if the index went up 4% we would send an invoice for 4% of our month's dollar sales. Why did they accept this?

This feeding system was really controversial in the eyes of the Ministry of Health, hospitals and dietitians. First, they all said flat out that it would not work. Then when it did work they said it was prohibitively expensive. Then when MUMC detailed how it was cost-effective, the Ministry would not believe MUMC. This was truly regrettable as it meant that this feeding concept was going to go nowhere until the mid-90s, when the Toronto hospitals looked at going with convenience foods produced in their own plant.

The fact was that as time moved on; other prepared food processors started picking off volume items from us. We responded (although not petulantly) by tripling the price of our modified diet entrees. Ultimately MUMC twinned their food service with another Hamilton hospital. The Davis government decreed this change. We were out of the health care market. It was a sad turn of events but realistically this was a business that for the time being was just not going anywhere

My First Crisis at Marsan

(Part VIII)

Our sales in 1975 were \$300,000 with little growth. Most of our sales were to MUMC (McMaster University Medical Centre). We believed a major impediment to growth was not having a Federally inspected plant. To get this designation we would need a larger facility.

An opportunity came up to acquire a business similar to ours - Stardust Foods. They produced a line of patés, quiches and lasagnas, primarily for the retail trade. Their annual sales were \$150,000. We purchased Stardust in the fall of 1975. The plan was that with their sales we would blend/build the businesses to where we could get a Federally Inspected plant.

Well, it was quite an exciting time. It was important that we learn quickly all we could about Stardust because the family we purchased the business from wanted to leave as soon as possible. I asked our chef to go and learn the production side of Stardust. This was when it became apparent that there was going to be trouble ahead. Stardust's chef would not show our chef the recipes. As you can well imagine, this was not good. The outcome of all this was that Stardust's chef quit and started up in competition with us. Right off he took 50% of our Stardust sales,

I asked myself, *Jewett, what have you got yourself into this time???* A real mess, that's what. We were financially fragile going into this deal and to say that we were now truly in a precarious position was an understatement.

We had a Board of Directors meeting to discuss this truly depressing situation. The Board's decision was to close the doors and wind up Marsan. A few days later a Board member took me out to lunch where he counseled me that it was not the worst thing in the world for your business to fail. Give me a break! My mind was in a real turmoil but let me make it clear, there was no thought in my mind that Marsan would close its doors.

Giorgio Sabatini, Marsan's chef, came forward and offered Marsan the \$60,000 we had paid for Stardust. Well, this was a good start. I took off my shirt and tie and went into the plant to really learn how to run the business.

This was the smartest move I could have made. I started my new responsibilities at 6:00 am. They included cooking, equipment maintenance, month end inventory, ordering, correcting the month end financials (there were no personal computers in 1975) and many other aspects of running a small business. It was a great education.

I mentioned Maria Pennachio in an earlier article: Maria was so good at teaching me to take over the kitchen. Yvonne Avery was running the office and Jean Carter was in sales. They were doing just a great job during this most difficult period.

Did it all work? Well, you know the answer to that question. From this point forward we started operating profitably.

Did I learn a lesson from all this - so I would not bring Marsan to the brink of disaster again? We could only wish....

What Did I Do This Time?

(Part IX)

Earlier in this series I wrote about raising money to start Marsan. The investors who purchased equity in our company are the people who made Marsan possible. Let me re-emphasize that without these investors, there would be no Marsan Foods. I owe much gratitude to these people. Some sold back their interest soon after we started while others came forward later with additional funds. I will cover later how they fared.

After our first crisis I thought we should lay low for a while. I derived much satisfaction in truly running all aspects of the plant. However, we had a problem in that our sales were going nowhere.

In 1974 J. M. Schneider built a plant in Ayre to produce frozen meals. Shortly after opening, they dropped out of the frozen meal business. I called Ken Murray, their President, and asked if he would share their experiences on this project with me. Now keep in mind, here is this little guy - ME - and the multimillion-dollar meat packer. But you know, how kind they were is really a lesson in human behavior. At this meeting Henry Beben, their V.P. of Sales, was present. Later you will learn what a truly important meeting this was for Marsan. However nothing immediate developed from this meeting.

In 1975 our business needed more money. This was an ongoing problem. I had a farm that was caught up in the Pickering airport real estate hysteria. I was able to reluctantly (I loved the place) sell the farm. Hence I had some funds for Marsan. At our Board meeting it was proposed that this money go in as Preferred Shares and that all shareholders be offered an opportunity to participate. I suggested that for each dollar invested, one should receive an option to convert each Preferred Share to one Common Share in Marsan. Doug Rowland, one of the Directors, said I was nuts. Marsan shares were really worthless. Give each investor on conversion 4 shares for each dollar invested. Later on this had significant consequences for the four individuals who bought these shares. In my case it moved my ownership from 51% to 75% and the other three ultimately received a fine return on their investment.

Ah, but we are getting a little ahead of ourselves. I am sure it is not going to be a surprise if I tell you that there were some rough waters ahead. In this time frame (1976-1977) we started doing business with three new accounts.

The first was MR.POTATOHEAD, which was a mall franchise that sold baked potatoes with a variety of toppings, for example Curried Chicken, Chili, etc. The promoter's girlfriend had just inherited \$1,000,000. In quick, too quick, order he opened outlets across Canada. Well, guess what. He became slower and slower in paying us, a situation that was not good. Well, you knew it was coming: they folded, still owing us \$40,000, which for us, was huge.

There was a nice twist to this sad tale. The promoter had convinced some people in Boston that this was a great business. They came to me and asked if I would supply them with our toppings. At this point they had not paid a franchise fee. I suggested that if they paid Marsan the franchise fee of \$40,000 then we would provide the toppings. They agreed to do this.

Just after this, some investors who were bringing WEIGHT WATCHER fast food outlets to Canada approached us. We went through a most interesting product development time with their chef from New York. Well like most new franchises they were going to have gazillions

of outlets.

At the same time Goodhost, a large company in the coffee business, saw sales going flat [if they only knew about Starbucks] so they wanted to diversify. They thought our Food Survive line was the answer.

Both these groups wanted national distribution. To do this we needed a new Federally Inspected plant. We started looking and found a facility on 4080 Sheppard East in Agincourt. This facility was tired and had to be brought up to the demanding requirements of a Federally Inspected Plant. For us this was huge. This plant was four times larger than our 692 Richmond St. West. plant. It needed costly improvements plus we had to learn to live with higher overheads-rent-taxes etc.

Well the Weight Watcher people found out the hard way that people do not eat out to diet. They closed their doors. Then Goodhost said "You know we do not know the frozen food business, sorry we are bowing out. This was not a pleasant situation-it was horrible. All our family assets were pledged at the bank. We had much higher costs and no new increased sales to keep us alive

You know it is not pleasant to face losing everything. My selfish concern was what this would do to our family. I was truly frightened. In retrospect I could make light of this situation, but I am not going to.

Other entrepreneurs would later say to me that I had paid my dues. Yes I had and it was not nice.

A Friend In Need Is a Friend Indeed!

(Part X)

In the last issue I was in a real pickle because I had taken on a much bigger plant – with much greater operating costs, and the increased sales we were counting on had evaporated. Our business at the time was not the kind where you could quickly acquire new accounts. What could I do? While casting about [desperately] for ideas, I remembered my earlier visit to J. M. Schneider, so I called Henry Beben to see if we might provide a line of Food Service entrees for them. Well, abracadabra, Henry said “Come and see me and let’s see what we can work out.”

Well, I quickly went to see him. In short order we signed a contract to develop and produce five-pound casseroles of Lasagna, Macaroni & Cheese, Cabbage Rolls, Beef Stew, Stuffed Green Peppers and Chicken Stew. This was just so terrific. What a relief to see some daylight on the problem that I – and only I - had created.

We started right away on product development; however, with a big company like Schneider’s, this was going to take months. Our cash projections showed that we were going to be short of funds before we made our first sale. We were dealing with a local branch of The Canadian Imperial Bank of Commerce and our Board of Directors suggested that I make contact with the head office downtown. The only person I knew downtown was the Bank’s President, Don Fullerton (who I went to public school with). I called him and explained my wish list. Well, he was most gracious in setting up a meeting with their District Vice-President and Credit Manager and he also attended the meeting himself.

At this meeting I presented cash flow projections that showed a short period of losses, which indicated that we would need the Bank’s support. I explained and showed them that we had a signed contract with JMS, which would enable us to operate profitably within about three months. I was also able to show them that I had assets that would comfortably cover any bank debt. I left the meeting believing that we would be looked after. Not so. Six weeks later they called our loan. In retrospect, I was given the *good cop* (Fullerton) *bad cop* (credit manager) scenario.

John Hardy, a Marsan Director, was able to get the Bank of Montreal to take us on, and we said good-bye to the CIBC. Doug Rowland and Philip Holtby, on their own, each sent me cheques for \$10,000. Another crisis was behind us.

The next problem we had to face was that we had a contract with JMS that required us to get their approval before we could do business with any other new account. The problem with our line of entrees was that the JMS salespeople had an order book with hundreds of meat items to sell and our items were not a priority. So when sales sagged I would call up Henry B. and ask him if he would create some sales motivation, which he did by discounting our entrees. At this time M&M was just getting started and wanted to buy from us, but JMS said no. But as time went on, it was becoming apparent that for JMS to be our sole corporate account was not good for either of us. We were still supplying MUMC in Hamilton. So JMS said to go ahead and develop some new accounts. The fact that we were now operating in a Federally Inspected meat plant opened up all kinds of opportunities for Marsan.

At this time Marks and Spencer was becoming more active with store openings, and approached us to become a supplier. This was a relationship that lasted until they closed their Canadian operations. M&S was a demanding group to work with. For my money, they were great. Their demands for fastidious plant conditions and for product quality made us a much better company. They taught us so much. Also, being a supplier to M&S gave us added

credibility in the eyes of new prospects.

In 1978, which was the year of our move to 4080 Sheppard East, our sales were \$300,000. Our sales moved ahead steadily to 1982 when we attained annual sales of over \$1,000,000. During 1982 General Foods approached us to supply all the outsourced soups, sauces and entrees for their Crock & Block restaurants, prior to closing their commissary (now the Apetito plant.. We were operating profitably in spite of the fact that interest rates had reached 24%.

It pleases me no end to tell you that for the next 8 years we were on a steady growth curve. It was an exciting period of new customers and challenge. Not to get complacent, we still had one more major crisis to face.

Life's Ups And Downs

(Part XI)

The next turning point for us was Henry Beben asking if we would produce the Weight Watchers entrees for Loblaw's, who controlled the label. Nestles was doing this production at their Stouffer's plant in Trenton. Loblaw's wanted to move this line from trays to boil-in bags and Stouffers would not do this. Their Stouffers entrees were in a bag format and I assume they did not want Weight Watchers to have this form of competitive packaging.

In our innocence we welcomed this opportunity. There were many gaps in our ability to respond – no equipment for filling-forming-sealing bags, no retail box closing equipment, no blast freezing, no storage or store distribution capabilities and many other shortcomings. What we did have was a desire to serve and to grasp this great opportunity.

Schneider's said that they would pick up the product at our plant, store it, and handle national distribution and invoicing. This was fantastic. We acquired the filling-forming bag equipment and additional cooking kettles.

We all worked long hours to fill the (to us) huge orders we were so fortunate to receive. Then Loblaw's sold the Canadian Weight Watchers rights to H.J. Heinz and a Heinz executive quickly brought us down to earth. After an inspection of our plant their inspector tore a strip off my back. In fairness, we were bulging at the seams. Two examples: we were regularly blowing out the primary master fuses on our electrical panel and we had only a half-inch water line. It was woefully inadequate. But they were building a condo next door and wanted to use our back yard for storage, so in return we borrowed a new water source.

We had to move. Schneider's was developing a new line of Lifestyle entrees and they wanted us to produce the line.

So we started searching with a passion for a new plant. We sold 4080 Sheppard in May of 1986 for what we thought was a \$250,000 profit. We had to be in a new operating plant within four months: this was an almost impossible timeline. The only facility we saw that fit our needs was 46 Modern Road. I called the listing agent and he told me through another agent that there already was an offer at the asking price. I instructed him to put in an offer \$25,000 over the asking price with a stipulation of accepting in twenty-four hours. I knew the first offer was from a government operation and that our twenty-four hour clause would be a problem for them.

Well, we were successful. The task we faced was taking over a building, which was really just four walls. The job that lay ahead was constructing/tiling the dividing walls, new floors, equipment and new freezers-coolers, getting all the various approvals and the Department of Agriculture to approve our plans.

In order to maintain the Weight Watchers business we absolutely had to be back in production in four months. And this was at a time of year when all the construction trades were very busy.

To save money, I was the general contractor. The first thing I did was start cutting up the floors for our freezers. No government approvals, nor had we completed the purchase of the building. To meet our deadline, we had to operate outside the box.

During all of this, Graeme, our Comptroller and I were negotiating with two banks to arrange necessary financing for the building, the equipment and all the construction. On this particular day I was at the airport embarking on a trade mission to Florida. Edie was already on the plane when I called Graeme to check on our financing. He told me that neither bank would support us. Well, for the one and only time in my life, I broke into a cold sweat. I was devastated. Numbly I boarded the plane. It was a terrible time for Edie and me.

As you know, Marsan is alive and well today. In the next issue of What's Cookin' you will learn how we overcame our seemingly insurmountable difficulties.

All's Well That Ends Well

(Part XII)

You might recall that at the end of my last epistle, Marsan and yours truly were in a lot of trouble. The Royal Bank and the Continental Bank had both refused to finance us. We had incurred debts of hundreds of thousands of dollars for all the construction, the freezers/coolers and much equipment. In addition to all this, we owed \$625,000 for the building. We faced a huge challenge. We were broke and we had to come up with a minimum of a million dollars to pay for the building and associated costs. I got us into this mess and it was my job to get us out of it.

I put together a presentation package of our financials and our story. Then I started calling on downtown banks. This was the era of the new B banks, so we had lots of banks to call on. All this takes time; understandably our creditors were becoming impatient. One fateful day I made a call on the Belzberg's leasing company. They were interested and ultimately financed all our equipment/installation/construction costs. This was just huge for us.

Now we had to resolve the \$625,000 for the building. North American Insurance not only owned 46 Modern Road, but the other three buildings on Modern as well. They were in a block, so until they severed 46 Modern, it could not be sold. We worked out a short term lease until severance was obtained. This was a blessing for us. I believe Don Raffleman steered me onto a mortgage broker. At this time real estate was drastically escalating in value. We were most fortunate to get a first mortgage for \$700,000. Remember, we owed the purchase price of \$625,000. The extra \$75,000 covered our legal costs, with some left over. In essence the building did not require any cash. Not quite so - there had been much anxiety till this was all resolved.

Boy, oh boy - the news gets better and better. We had been working with J.M. Schneider's to produce a new line of Lifestyle entrees. The President and Director of Operations of Schneider's paid us a visit. The introduction of this new line gained unprecedented new listings from all supermarkets from coast to coast. They were most concerned that we would not be able to fill all their requirements. This is the pleasant situation the new plant was geared to look after.

Well, when we started production in the fall of 1986, sales exploded. At this time Schneider's credit manager called and asked us to pay them on "meat industry terms". This meant that for all the meat we purchased during the week from JMS, they required our cheque the following Monday. Remember, we did not have any money. So I agreed, but asked JMS to treat us the same way. He agreed, and our cash flow problems for the time were over. We sold twice as much to Schneider's as we purchased. This is one of the intelligent things that I have done.

Then lo and behold, a gentleman by the name of Ford came into my office and asked me if we would move to the National Bank. You know how sorry I would be leaving the Royal Bank. Well of course we moved, and have had just a fine relationship with the National Bank ever since.

It pleases me so much that Marsan was chosen as one of Canada's 50 Best Managed Companies in 2005. As each Marsan Associate reads this, know in your heart that this award was made possible by your contribution... The head Coach and the Coaches provided great leadership. I think you are all terrific.

The Saga Continues

(Part XIII)

The new Schneider's Lifestyle entrée line and Weight Watchers entrees (1986-87) set us up for real growth. It is a sad fact that while these two accounts represented 85% of our sales, within three years both of these product lines died. This reflects how competitive the market was, and still is today. We had a fine relationship with these two companies. Before closing this chapter: wherever you are, I want to thank Henry Beben and Peter Morris for all your help in making this business possible.

I was approaching 60 years of age and started to give some serious thought to where Marsan and yours truly were going. Throughout this period, Graeme was taking control of sales. My thoughts were that I would not be managing Marsan after age 65.

Nineteen ninety was an eventful year for me. If I did not have a disaster to contend with at Marsan, I found one at Muskoka. Our cottage is on an island, and to reach it we require mainland access for car/boat parking. I bought the marina with a view of assuring myself land access. I then tried selling marina shares to the current customers. Well, they were really ticked off about all this and most definitely were not going to buy in. I had counted on their participation to provide funds for a marina I could not afford.

Then we sold our condominium and bought a house that needed to be, and was completely, refurbished (like, new roof - reconfiguring room/floor layouts - new heating system and air conditioning - new windows - new bathrooms and kitchen). I was in another financial bind, to put it mildly.

In the midst of all this, I heard about a car rally driving from London to Peking. Well, I had been working hard for 40 years and if university professors could take a sabbatical after 10 years, why not me? So in the midst of the marina disaster - house refurbishing - money problems - Edie and I took off for 60 days on the "London to Peking Motor Rally". Starting in London, on to Paris, through Austria, down through Yugoslavia, across the top of Greece into Turkey, across Russia and into China, ending up in Beijing. We then flew to Hong Kong and home - it was the trip of a lifetime.

The Saga Continues

(Part XIV)

I am at a loss, as I do not have a new disaster to contend with - they brought back such vivid memories!

The period of 1980 to 1985 encompasses my parting years in active coaching at Marsan. The actual business was operating profitably, our customer base was working out well and we were showing steady growth. The most exciting thing that happened in this time frame was that I learned that the UAW was trying to organize our team players. Graeme was in California and it became my job to handle this situation. I have been a member of a union and I held an executive position, so I had an understanding about the benefits and liabilities of a union. We really had (and I believe we still do) a warm family relationship at Marsan, which I believed we would lose with a union.

I immediately called a meeting with all the Marsan team and explained why I did not believe that this was a good move. I concluded the meeting by asking everyone to think this over and then in a week's time have a strictly associate's meeting. The result of that meeting was that we should not have a union. It was gratifying to hear people express their not-so-happy times in a union environment: two Associates had left Marsan and then returned and said that they were really happy to come back to the Marsan family. These Associates spoke convincingly that Marsan was just fine without a union.

As the 80's unfolded Graeme was responsible for all sales and taking over the running of the company. I was firm in my thinking that I would step down in 1985 at age 65, and let Graeme be the Head Coach. I would be available if my advice were asked for. I assured Graeme that I would be a supporter and that I would not second guess him. This was great for Graeme, our associates - and yours truly! Graeme has been a leader in taking Marsan to a point where everyone involved can be even prouder of their company.

Approaching Age 65 (Part XV)

I knew I would not stop working, so I started planning some new career moves and settled on three possible ventures. The first was “Happiness Is”. It’s a well known fact in the medical community that there are curative powers associated with humor - laughing releases endorphins into your system that not only make you feel better, but can also help in alleviating some conditions. Edie and I started going to an annual humor convention in Saratoga Springs in New York State. We found it really interesting that 98% of those attending were doctors, therapists, nurses and other members of the medical community. My idea was to start a humor resource store that would stock all available DVDs, books, movies, etc. There are tons of them. Humor carts for hospitals - a cart would have a TV and DVD player. I also thought of clowns and trained dogs to visit hospitals and homes for the elderly. There are an endless number of happy things that can be done. This idea is now on the shelf but if you want to do it, I would support you. It would be a fun business.

The next idea was Dinner Date which was couriered home delivery of complete main course meals - eight meals for thirty dollars. I started this business and at the height of the dot-com era a respected friend suggested that I raise \$12 million for Dinner Date. I asked what he was smoking. But he was right - we were a dot-com company with an interactive website. With a business plan we would be positioned to raise that kind of money. It was a window of opportunity that evaporated three months later when the dot-com venture market collapsed. Regrettably Dinner Date never did generate the sales to make it viable. The boys said it was a distraction, so it was with much sadness that I closed Dinner Date.

The third concept was Maple Leaves Forever, which is what I spend much of my time on now. The core role of “MLF” is to mentor the maple tree, which is Canada's arboreal tree. We created an educational website “www.mapleleavesforever.com”. It’s our intention to make it bilingual and to expand the educational content.

Our mission statement is “Restoring the maple tree to Canada”. To this end we offer free maple seedlings and caliper stock, primarily in the Mulmar area, although we do go out of this area. Last year we gave away 20,000 maple trees.

I was asked to become a trustee of the Trees Ontario Foundation. I am most pleased with this association because “TOF” is very involved with an organization called “Envirathon”. In Ontario there are 26 Envirathon participants. Each participant will have three to six schools conducting environmental tasks and competing to become the best Envirathon school group in the province. It is our hope to work closely with these 26 Envirathon groups to plant and care for the maple seedlings MLF will give them each spring.

We are now working on a project to have an “MLF” maple tree. This is more ambitious, but it is attainable. If you were to go to your neighborhood nursery to buy an eight-foot maple, in all likelihood you would get a non-native-zone incorrect tree. You might well say *so what?* Well, people who care about trees will care, as people care for say, organic foods. Part of our ongoing mandate will be to stress the desirability of acquiring maples of natural selection i.e. zone-correct and native trees.

How does one old food guy come up with these wildly different ideas? I give credit to my dyslexia for these mini-inspirations. This sort of work keeps my mind active and keeps me from meddling in Marsan!

A Tale of Two Businesses

How do businesses get started?

The National Post has a section entitled “ENTREPRENEUR”. Today’s article (April 23, 2007) is about Steve Gupta. In 1971 at age twenty, he arrived in Toronto from India with \$108 in his pocket, a B.Sc. and a passion for hard work.

He moved into a series of rooming houses on Bathurst Street. The rent was cheap at \$10 per week and through hard work and savings, he started buying and selling these rooming houses. Then he moved into apartment buildings. His business interests expanded into hotels and restaurants. Today he employs 700 people and has assets of \$500 million.

The following concerns how another business started in the late 1980s.

On March 16, 1994 I wrote the following letter to H.L. Hollis, President, Chairman and Chief Executive Officer of Air Canada:

Dear Mr. Hollis,

Marsan is a company I started with a group of investors in 1970. Marsan has steadily grown into a modest-sized company producing soups, sauces and meals for major retailers and restaurants. (Remember, this was written in 1994.)

I was at a dinner in 1988 where I was told that Air Canada was seriously considering frozen meals to replace the freshly prepared meals they were currently using. This was a great opportunity for Marsan, so I immediately contacted Air Canada. Regrettably, my sense of urgency was not met by Mr. Van Beck’s (at the time his title with Air Canada was Director of Catering and Cabin Environment). His lack of interest told me that if he would not see me, I would visit Delta Daily Foods, the company he was negotiating with. I visited Delta’s Head Office/Plant in Holland and another almost identical plant in Holland called Profoods. Both companies were struggling but had impressive facilities.

Back in Canada, after numerous calls, I was never able to get Van Beck to see me. He would not let us quote on this upcoming multimillion dollar contract. To the best of my knowledge, no other Canadian company had an opportunity to quote either.

Van Beck signed a contract with Delta, and then if you can believe it, he leaves Air Canada to become President of Delta. This was just an unbelievable situation. However, when I calmed down I told myself that the contract was signed, but in four more years we could quote on at least part of it.

Well, four years later I asked a key Marsan Account person to call on Air Canada. Lo and behold, this time around was no different - no business for Marsan.

This whole situation is just a very bad story. It reflects poorly on those at Air Canada who want the airline to be a world leader. Mr. Hollis, I know you have much bigger concerns than airline meals; however, if the way this group does business is indicative of other Air Canada departments, you have a huge job on your hands.

This letter was not written with malice. I wanted to reach someone at Air Canada who cares. Mr. Hollis, I hope that someone is you.

I thank you for taking the time to review this material.

Signed,

K.E. Jewett, President

Well, I never did send this letter. Seventeen years after all this started we continue to make repeated efforts - but still no Air Canada. Fortunately our business has grown

significantly - we are among the top 50 companies (two years in a row) in Canada, as selected by the National Bank, Queen's University, the National Post and Deloitte.

This is the story of how two Canadian businesses - Mr. Gupta's and Delta - started.

WHICH ONE DO YOU ADMIRE MOST??

Graeme and James had a good case why this article should not be printed; however, I believe this situation should be recorded. K.E.J.

The Financing of Marsan Foods

We were truly fortunate to have twenty-nine investors who enabled us to start Marsan Foods. During the next seven years a few investors sold their Marsan stock, which was then acquired by existing shareholders.

While the business held great promise, the fact was we were classified as the living dead. We were struggling just to keep our heads above water. In 1978 we acquired a new plant at 4080 Sheppard East, as we had, or more correctly *thought* we had, new business coming our way that had to be produced in a Federally Inspected meat plant.

To pay for the renovations and new equipment we needed financing. Debentures for \$100,000 were created (March 1978) that were convertible on the basis of 1,000 common shares for each \$1,000 invested. This placed a value of \$1 per share on Marsan stock.

Director D.J. Rowland said that in reality Marsan stock was worthless and moved that one would receive 4,000 Marsan shares for each \$1,000 of acquired stock. The Board of Directors accepted this motion. As it turned out, Jewett purchased \$20,000 and Tim Chisholm/Tim Beatty and Elaine Raffleman each acquired \$10,000 of this issue. When converted, this significantly changed the ownership of Marsan.

As we moved into the 1990s, Marsan redeemed its preferred shares. Some of our original shareholders indicated they would like to sell their stock. Our investors were a most patient group.

We contacted American Appraisal Canada Inc. (May 1992) and asked them to do an evaluation of Marsan and to recommend a fair price per share for the common shares. As I recall, the fee for this was \$13,000. They came up with a share price of \$1.89 - minority shares were less at \$1.10. I presented these figures and report to Donald Raffleman and asked what he thought would be a fair price per share. He came back with \$3.00 per share. Don represented a large minority holding and over the years had been most helpful in areas of advice and providing financial help to Marsan. So if he said \$3.00, so be it. We then offered all our shareholders \$3.00 a share.

It was important to me if we were going to buy back Marsan shares we should acquire 100% of them. How this closed out I will cover in my next article.

A Tribute to Those Who Helped Me Make My Dream Possible

I concluded my last article by stating that we were going to try and acquire all the outstanding common shares in Marsan. Our shareholders by now had held these shares for twelve years. On the plus side, we had bought back the preferred shares and had paid interest on them. In essence they had received \$4,750 plus interest on their original investment of \$5,000. The remaining \$250 represented 1,250 common shares at twenty-five cents. Virtually everyone was comfortable to tender their common shares. They were offered \$3.00 for shares that had cost them twenty-five cents. It was important that they had the opportunity to exit.

There were two shareholders who did not wish to sell. They were not being belligerent; they just did not need the money and wanted to keep their shares. We had reached the point that to have two minority shareholders would prove to be difficult. So I was faced with the challenge of getting these shares. I knew that both shareholders were very community oriented. To both we offered to donate \$10,000 to the charity of their choice, if they tendered their shares. They were pleased to accept this offer.

Marsan Foods would not have happened if we did not have the support of the shareholders. Most investors put their money down to help create a new business and to see their investment grow. I know some thought it was a stretch that we would create a truly viable company. But we persevered and today Marsan is successful and well-regarded in our field. It warrants stating here that under Graeme Jewett's Presidency, for the last three years Marsan has been chosen to join the list of Canada's Fifty Best Managed Companies, as selected by adjudicators from Queen's University, The National Post, Deloitte and The National Bank.

Each investor was truly important but I would like to recognize a few. First, Robin McLaughlin who, unsolicited, bought the first unit; Ken Smith's firm* Reeson, Dimson and Smith signed on for 3 units, a big, early boost; then John Rogers bought and led us to Notae Investments and to Tim Beatty who was a tower of support and a wonderful mentor over the years. Elaine and Donald Raffleman were huge supporters and mentors; Tim Chisholm*, George Jewett* and John McLaren* were special supporters. Win McKay, Graeme Huycke*, my mother Yvette Marsan Jewett, Bill Heintzman*, Cathy Shouldice*, John Hardy*, Joan Sisson, Bill McDonald, Stephanie King, Paul Newell, Frank Welch, Irwin Pasternac - were all key to establishing Marsan (* denotes a Director).

Marsan investors, wherever you are, I will always be indebted to you and offer just a huge thank you for your support. I think of you often.

In closing, there are two families that also made Marsan possible. My wife, Edie, and our three children, Catherine, Graeme and James, who I thank for their patience and support. My Marsan family of Associates, I thank you for your support.

I love you all. *Ken Jewett - T.B.G.*

Maple Leaves Forever Foundation

The following article about Ken Jewett and Maple Leaves Forever is from the autumn issue of Watershed:

You wouldn't put a polar bear in your swimming pool, and some people might express misgivings about beaver in their wetlands, but there's no doubt about the iconic status and desirability of the all-Canadian maple.

Rural Ontario residents can claim a particularly special relationship with the symbol of all things Canadian, including our national flag and sweet tasting syrup for our breakfast pancakes.

For many of us, the rural drives of our youth were lined with thousands of open-grown roadside maples providing shade on muggy hot Ontario summer afternoons and points of brilliant colour during the fall.

Anyone going out on that same drive today would notice the roadside maples are not as glorious, nor as numerous, as they were even a few decades ago. We thought those maples would last forever but alas, they are in decline,

A tree that could live 300 to 400 years in the protected conditions of a forest - assuming clean air and minimal human interference - has trouble reaching the century mark when exposed to pollution, sun and wind of a roadside planting.

Many of our roadside sugar maples are now over 100 years old and most owe their existence to Ontario's early reforestation efforts. Following the great clearcut of Southern Ontario during the 1800s, farming thrived for awhile but in parts of the province where the soil was thin, farm profits dropped as soil eroded.

As a way to boost incomes and put more trees on the landscape, farmers received financial incentives to transplant maple saplings from their woodlots to roadsides and to tend them until they were established. Proof of the success of their efforts came in the forms of rows of maples lining thousands of kilometers of Ontario roadside, a heritage enjoyed for decades by rural dwellers and urban visitors alike.

Ken Jewett, a Toronto-area resident and entrepreneur, wants to see that heritage perpetuated. "I'm a million years old," he jokes. "When I approached 65 I didn't want to retire." Instead he has used the fruits of what he terms a 'modest success' in the food industry to launch 'Maple Leaves Forever', a non-profit foundation dedicated to increasing the number of native maples planted in Ontario, particularly in roadside and fence row sites.

"I provide 99.9% of the funding," says Jewett, whose foundation began its activities by offering free maples to residents of Mulmar Township, about an hour northwest of Toronto. It now works with schools, municipalities and stewardship councils across south-central Ontario to plant five-foot native maple seedlings, contributing half the cost of each tree - about five dollars.

Maple Leaves Forever supports the planting of native Canadian maples, which are purchased from commercial nurseries. "Ideally," says Ken Jewett, "the seed source, nursery, and planting location are located in the same climate zone."

Northumberland Stewardship coordinator Glenn McLeod heard Maple Leaves Forever pitch its program at the Ontario Forestry Association meeting earlier this year. His stewardship council opted to get on board by matching the Maple Leaves Forever funding to purchase and plant 100 trees this spring. "This is something we believe in," says McLeod.

That commitment means that Northumberland landowners need only contribute their

labor to plant and tend to the trees and the materials required to stake, mulch and protect them. Glenn McLeod also suggests that those who plant trees on municipal road allowances rather than their own properties consult with their local works superintendent to make sure their work doesn't fall victim to brush clearing machinery.

Fifteen Northumberland land owners, including a school and an inn, stepped forward to plant trees and successfully launched the program this spring. Among them were Baltimore-area residents Bart and Nancy Nelson who accepted five Maple Leaves Forever trees to add to the roadside saplings they had already transplanted from their woodlot. Their hope is that their efforts will replace the older and now declining maples lining the road by their farm.

"We had a bunch of maples along the road," says Bart Nelson. "They were a beautiful row of trees."

Ken Jewett hopes the Nelsons' efforts will be replicated thousands of times by landowners across southern Ontario. Typically, he's modest about his ambitions for Maple Leaves Forever. "It's not humongous. It's not Trees Ontario," he says, referring to the program which is implementing the province's commitment to plant 50 million new trees by 2020. "But," he continues "we're making a dent."

*Check out the new, great-looking
Maple Leaves Forever website: www.mapleleavesforever.com*

The Era-Banner **COMMUNITY**

Thursday, Oct. 12 2006

REAL LEAF FAN



Ken Jewett, president of Maple Leaves Forever, is coached on proper tree digging techniques by his dog, Amy. He planted seven donated trees at the Aurora Arboretum. The event celebrates maple leaf day to honour a symbol of our historical, economic and enviromental link to trees.

STAFF PHOTO/STEVE SOMERVILLE

Thank You, Thank You

THANK YOU TO SO MANY FINE PEOPLE AND SO MANY WONDERFUL ORGANIZATIONS.

To me it is preferable to say *we* did this and *we* did that. Rather than *I* did this and *I* did that. To me there is an important distinction. Now is a time to thank the WE'S who have been indispensable to our existence

Any success Marsan has had is through the help it has received from its employees. The group I call my second family. To me it is really great to see the growing number of team members who have been with us for periods of 5-10-15-20-25 and 30 years. As a family member when you read this, believe that Marsan would not be the Company it is today without your help. In large part you are key to the fact that Marsan has been chosen as one of the '50 Best Managed Companies in Canada' for 2006/7/8 and 9.

I left Abitibi after twenty years, to join a restaurant group and establish a commissary. After just three months this group declared bankruptcy, leaving me unemployed and with no money. Seeking employment was not a consideration. I would try to raise money for a new food company. In 1970 we were in a recession, much like to-day. I had never run a business, let alone a new concept (frozen meals). I wanted control. My financial advisors told to me forget it, you are nuts. Remember we were in the middle of a recession ... so a new venture had some appeal as opposed to the Stock Market. So we put to-gether a package of common and preferred stock in \$5,000 units and with much perseverance we sold our goal of thirty units. Marsan could not have started without these funds to establish and equip a modest plant. So hopefully you can appreciate and be thankful that these investors believed in our concept.

A key to our success is our customers. Without companies wanting to purchase our products we would be lost. They enabled us to pay wages, buy ingredients and packaging, and pay our bills. We have had many, many wonderful customers; however, some deserve to be singled out. J.M.Schneider came to our rescue when we were first in our 4080 Sheppard plant with orders for a new food service line of entrees. In our early days Loblaw's helped us to enter the single serve line of boil-in-bag meals. This did not work out - MY innocence. N m.....mm [[llllllk] Loblaw's has given us wonderful support through their involvement with Weight Watchers and their President's Choice line of meals. We had a great relationship with Marks and Spencer. While the Canadian market did not work out for them, they taught us a great deal about the frozen food business. H.J. Heinz was a fine group to work with after they acquired the Weight Watcher business from Loblaw's. There are many other fine companies who bought our products, contributing to our growth.

For Marsan to operate we needed good suppliers. From my standpoint we have been fortunate to have just a great group of companies supplying us with quality raw ingredients, packaging and a wide variety of services.

Now I am reluctant to single out people, but at truly dire times for Marsan, a few people literally saved us. Henry Beben with Schneider's got us out of a jam by agreeing to have Schneider's market a line of food service meals. Then he brought the Weight Watcher meal opportunity to us and offered to have Schneider's handle the distribution. Tim Chisolm, Tim Beatty and the Rafflemans supported new key financing at a critical time.

From the outset, Marsan's Board of Directors served our Company - WELL. Being a Director of a small company is a thankless task. We at Marsan thank each and every Director for their good advice and support through the last 39 years.

The Jewett family support was key to all this happening. I thank my wife Edie for her support through some very tough times, for which a mere *thank you* seems so inadequate.

As you can see, Marsan owes so much thanks to so many people and organizations. I for one, cannot adequately express my thanks. It is my hope this article will help convey this appreciation.

Papa - T.B.G. - Ken **June 16 2009.**

*The following article appears in the 2009 winter edition of
'IN THE HILLS, A Magazine of Country Living in the Headwater Region'.*

Ken Jewett - The Old Man and the Tree



The maple leaf may be synonymous with all things Canadian, but actually finding a true native maple to plant can be a daunting challenge. Ken Jewett, founder of Maple Leaves Forever, is out to change that.

Ken was given his father's hobby farm at age twenty-one, and it was there that his passion for planting trees began. (Ironically, he was working in sales for Abitibi Paper at the time.) At age forty he started Marsan Foods, a manufacturer of frozen prepared meals. The company blossomed, and has been featured as one of the fifty best-managed family businesses in Canada.

It was after he retired that Ken returned to his interest in maple trees. "The original motivation for Maple Leaves Forever," he says, "was an Ontario government in the 1800s that subsidized farmers for taking maples and other hardwoods from their woodlots and planting them along the roadsides." The program resulted in the tree-lined roadways so common to the landscape of these hills.

But those trees are starting to disappear. Maples can live for up to 400 years, but pollution, salt, and construction take a toll on roadside trees. As well, Ken explains that some experts feel the tree's natural preference is to grow in a crowded, shady forest - and their longevity is reduced when they are strung out in a line. Regardless of the cause, Ken says, "Here we are in the early 2000s and all those maples from the 1800s are starting to die." Most are not being replaced.

A true Canadian maple is one of ten species native to different parts of the country, such as big leaf maples in British Columbia, sugar maples in Ontario, and red maples in Quebec. Instead of these, garden centres typically sell a variety of cultivars and hybrids, or trees of unknown genetic origin, shipped in from the United States where warmer temperatures make them cheaper to produce.

At Maple Leaves Forever, a registered national charity, Ken and his two staff work with seed collectors and nurseries to provide a certified supply of "seed zone identified" native seed, mostly for sugar, red and silver maples. Trees planted in the same climatic zone as their parent trees are thought to be hardier.

The organization also acquires native seedlings, saplings and calipre stock from its network of certified nurseries. It then makes the trees available to landowners, municipalities, conservation authorities and community groups for half the nursery selling price, with Maple Leaves Forever funding the balance of the cost.

In 2008, 8,500 maples were planted through the program. Restoration on rural roadsides, laneways and hedgerows in southern Ontario has been the major focus so far, though Ken says that one day he would like to see the operation extend across the country.

“You’ve got to have a dream,” says this champion of our arboreal identity. “It doesn’t have to be in business, or making money, but it needs to be something where, in order to get there, you’ve got to be committed.”

OFA Member Profile: Ken Jewett

Restoring the Maple Tree to the Canadian landscape

Meet Ken Jewett, entrepreneur, avid tree planter, founder of Maple Leaves Forever, promoter of sustainable land stewardship and longtime OFA member. Ken took his passion for Canadian maples and created a charitable foundation aiming to restore and develop the presence of our beautiful native Canadian maples. When Ken was 21, he was given his father's hobby farm, it was there his appreciation and passion for planting trees began. Later in his life Ken, founded a successful frozen food company, Marsan Foods. However, it was not until after retirement that Ken returned to focus on what he loved most.



Ken Jewett planting a Sugar Maple in Wesaga Beach.

Following his retirement, Ken established the Maple Leaves Forever Foundation, which advocates and supports the planting of native Canadian maples across the rural and urban landscape of southern Ontario and indeed across Canada. Part of Ken's inspiration came from an Ontario government program which ran in the 1870s when farmers were subsidized for transplanting local maples and hardwoods from their woodlots to be planted along rural roadsides.

Unfortunately, the trees that resulted from this wonderful one hundred and thirty five year old program are now in serious decline and the

dying roadside maples are not being replaced. The decline of these trees is not only due to old age, but also to other factors including, disease, pollution and exposure to wind as woodlots were cleared to make room for larger and larger fields. Ken's and Maple Leaves Forever's aim is to restore and re-introduce the maple tree as a prominent and visible feature of the southern Ontario landscape.

Maple Leaves Forever achieves its primary aim through providing native maple saplings and seedlings to planting agencies and landowners on a cost-shared basis. To that end, Maple Leaves Forever provides 50% of the cost of a native maple seedling or sapling. The Maple Leaves Forever Foundation partners and works with seed collectors and private tree nurseries to ensure that a certified supply of native trees is available. Maple Leaves Forever is also committed to forming partnerships with local and regional tree planting groups across Ontario, including stewardship networks, Conservation Authorities, municipalities, cities, community associations and individual land owners.

Partnerships play an important role in the MLF development and expansion. While MLF currently provides half of the purchase cost of maple trees, partnerships with nurseries assure that genuine native maples are grown and become available. The partnership does not end there, as it is the individual landowners, Conservation Authorities, school boards and Stewardship Councils which facilitate and conduct the actual planting and caring of the trees. There is also a strong community of tree planting organizations that foster broad

based support for such programs. For instance, it was at an Ontario Forestry Association meeting in 2008 where Ken was explaining the objectives of Maple Leaves Forever which led to a partnership with the Northumberland Stewardship Council. The Northumberland Stewardship Council matched MLF funding for a large spring tree planting that same year.



Ken Jewett (front row in dark glasses) celebrating Maple Leaf Day in 2008 in Rouge Provincial Park.

Since the spring of 2007, maple Leaves Forever has enabled the planting of about 65,000 native maple seedlings, saplings and larger trees. This is an outstanding accomplishment for a young and continually expanding organization. As well, this year MLF worked with 12 nurseries across southern Ontario stretching from Pembroke in the east to Chatham in the west and from St. Williams in the south to Alliston in the north. These nurseries all grow and sell genuine native maples under the Maple Leaves Forever program.

Ken Jewett, the dedicated OFA member and the individual who started it all, is insistent that the Maple Leaves Forever mission and mandate come to fruition. In addition to all this, Ken is an un-ashamed patriot and proudly celebrates the fact that the Maple Leaf is found on our national flag, it is our arboreal emblem, it is recognized internationally and Canadians at home and abroad wear the leaf as a badge of pride.

Update on Maple Leaves Forever

On April 7 2016 MLF can record some very positive events in the past two years.

On January 19 2015 MLF Founder receives Environmental Award of excellence from Landscape Ontario. It is gratifying to get this award from ones peers.

The next was a ceremonial planting on June 9 2015 of a Native Canadian Maple tree by Dr. Mark Christmanson Chief Executive Officer of the National Capital Commission---Ken Jewett Founder of Maple Leaves Forever plus many other dignitaries. This event was started six years ago when MLF approached the N.C.C. and suggested to them virtually all the Maples planted in Ottawa were not Native Maples. They agreed and this then initiated a six year tussle to get them to make a commitment if a Maple tree [Canada's arboreal emblem] is to be planted on NCC lands it must be a Native Canadian Maple. Well the new CEO of the NCC Dr, Mark Christmanson initiated this commitment. Hence marking the Ceremonial Planting and the NCC commitment.

On November 8 2015 Ken Jewett participated in the official launch of the Highway of Heroes Living Tribute Campaign to plant a tree for every soldier who has fallen serving Canada since Confederation MLF is proud to be a founding member of this worthy initiative.

As MLF moves into 2016 it is pleased to recognize the team who makes MLF work—Emad Ali Marketing—Mary Bella Communications Stephanie Douglass Administration Carl Mansfield MLF's tree expert. Awards we have won and all of MLF 'accomplishments would not have happened without this dedicated team.

In recognition of Marsan's 40th anniversary, Ken Jewett and Graeme Jewett are reviewing the products produced in the past 4 decades.

Products Marsan Has Produced Over the Past 40 Years

I have been asked to review items we have made over the last 40 years. This article covers the first ten years. I'll cover the following twenty years and I hope Graeme Jewett will finish this off.

Our first production was at 692 Richmond St. West. It was a retail line of premium entrees packed in a boil-in-bag format. The varieties were Chicken Marsan, Curried Chicken, Shrimp Newburg, Shrimp Marinara, Curried Shrimp, Beef Avila, Beef Goulash, and Ravioli Bolognese. Forty retail outlets carried this line in Toronto, which included six Loblaws stores. This line had an early death - the end of retail.

Our next key move was to acquire the contract to supply all the frozen meals/components for Canada's first kitchenless hospital: The McMaster University Medical Center. This was huge for Marsan. It gave us international recognition and more importantly it gave us credibility - something a start up company needed.

We had to develop/produce dozens of new items in a three-month time frame. The copy of the order sheet (opposite page) gives you the picture. The 200/500 Series were packed in 5 lb. pans and were used for cafeteria/patient feeding. The 600 Series were no-salt-added, and were packaged in pouches. The 900 Series were for Bland/Diabetic diets, again packaged in pouches. The 6-900 Series combined the 600-900 Series. All this was accomplished with much work.

In the mid 70's we acquired Stardust Foods. This added Lasagna, Pates, Meat Pies, Quiches, and Apple Crisp to our repertoire. This did not last long - it was not a good move. Our Chef Giorgio Sabatini bought us out, and yours truly took over the running of the plant and all the cooking.

We also offered a variety of concepts - an early Dinner Date program, pizza sauce (a big item at the time), a fully packaged meal program for feeding firefighters in remote areas, and a line of pasta items for Pizza Pizza.

The next new account created much change for us. Weight Watchers Restaurants asked us to produce a line of meals for their new outlets. This precipitated a move to a Federally Inspected Meat Plant at 4080 Sheppard Ave East. This move allowed us to approach a whole new group of buyers.

The first biggie was J.M. Schneider, who agreed to market a line of five pound casseroles: Beef Stew, Lasagna, Macaroni & Cheese, Cabbage Rolls and Chicken Pie filling.

Next Marks & Spencer approached us to produce retail single serving meals. To name a few: Chicken Fricassee with Rice, Moussaka, Suffolk Hot Pot and yes, Chili Con Carne, and many, many more interesting meals.

In the next issue we will talk about more new business that changed the character of Marsan Foods.



*the original
packaging for one
of Marsan's first
products, Curried
Chicken*

**Marsan Foods
Deliciously
Seductive.
Seductively
Delicious!**

Marsan Foods are the food of love—whether you love gourmet foods for their own sake or love to entertain deliciously seductively for two or twenty. They include Chicken Marsan, Curried Chicken, Beef Avila, Chili Con Carne, Shrimp Marinara, Curried Shrimp, Chicken Tetrazzini or Lasagna—all in specially-prepared sauces. Marsan Foods are conveniently packed in individual servings or 5 lb. guest or family casseroles.

Available at fine food stores. Dine seductively tonight. Marsan Foods, Toronto, Telephone 863-9966

LIST OF PRODUCTS ON BACK



MARSAN FOODS LIMITED

692 Richmond Street West, Toronto 140, Ontario
Telephone 863-9966

SOLD TO:		SHIP TO:	
DATE	Cust. Ord. No.	SHIP VIA	

Code	Product	Pack Size	CASE ORD.	Code	Product	Pack Size	CASE ORD.	Code	Product	Pack Size	CASE ORD.
"100" SERIES				"900" SERIES							
100	Chicken Marsan	12x6½		537	Meat Loaf & Mushroom Gravy	2x64		904	Chicken Fricasse	12x4½	
101	Curried Chicken	12x6½		538	Beef Patty in Gravy	2x80		910	Chicken a La King	12x6	
110	Chicken a La King	12x6		555	Scrambled Eggs	6x80		911	Chicken Chow Mein	12x6	
119	Coq au Vin	12x8		556	Plain Omelettes	120/case		915	Turkey & Noodles	12x7	
120	Beef Avila	12x6½		558	Cheddar Cheese Omelettes	120/case		917	Turkey Tetrazzini	12x7	
121	Chili Con Carne	12x6		569	Scalloped Beef & Macaroni	2x80		920	Beef Avila	12x6	
122	Beef Goulash	12x6½		572	Irish Stew	2x80		922	Beef Goulash	12x6	
128	Stroganoff Sauce	12x5		577	Veal Sabatini	2x90		925	Meat & Pot. Cake & TS	12x5½	
129	Braised Steak	12x7		575	Sliced Veal au Jus	2x64		929	Swiss Steak Tomato Sauce	12x4	
131	Salisbury Steak Mushroom Gr	12x6		576	Breaded Veal Cutlets	2x64		933	Beef Stew	12x6	
140	Curried Shrimps	12x6½		579	Scalloped Pot.	2x80		934	Shepherd's Pie	12x5	
141	Shrimp Marinara	12x6½		580	Spaghetti	2x80		935	Meat Balls Tomato Sauce	12x3½	
142	Shrimp Newburg	12x6½		581	Plain Rice	2x80		937	Meat Loaf	12x3	
143	Clams Reccanato	12x3pc.		582	Whipped Potatoes	2x80		947	Salmon Casserole	12x6	
160	Ravioli Bolognese	12x8		583	Hash Brow Potatoes	2x80		948	Tuna Noodle Casserole	12x7	
161	Lasagna	12x8		584	Boiled Potatoes	2x80		962	Macaroni And Cheese	12x4	
				585	Oven Browned Potatoes	2x80		969	Scalloped Beef & Macaroni	12x4½	
199	Sample Pack	12 items		May	Baked Stuff "Sour Cream"	100/case		972	Irish Stew	12x6	
				586	Noodles	2x80		980	Tomato Sauce	12x5	
				587	Turkey Stuffing	2x80		981	Meat Sauce	12x5	
				588	Fried Rice	2x80		991	Sliced Ham	12x3	
				590	Sliced Pork au Jus	2x64					
				591	Ham Steaks	2x48					
				592	Baked Ham Raisin Sauce	2x80		884	Chili Sauce	3x40	
"200" SERIES				"6-900" MODIFIED DIET ENTREES							
200	Chicken Marsan	2x80		593	Baked Pork Chops	2x64		6-906	Sliced Chicken	12x3	
201	Curried Chicken	2x80		594	Country Sausage	2x36		6-909	Chicken Leg & Thigh	12x5	
202	Chicken Tetrazzini	2x80		597	Barbecued Pork	2x80		6-916	Sliced Turkey	12x3½	
203	Chicken Cacciatore	2x80		598	Sweet & Sour Pork	2x80		6-939	Beef Patties	12x4	
218	Roast Duck Orange Sauce	2x80		599	Bacon	2x25		6-945	Poached White Fish	12x3	
219	Coq au Vin	2x80		544	Cod au gratin	2x50		6-946	Poached Cod	12x3	
220	Beef Avila	2x80		549	Salmon Patties	2x25		6-955P	Diet Scrambled Eggs	2x80	
221	Chili Con Carne	2x80		550	Fish Sticks	2x25		May	Diet Control Pot.	100/case	
222	Beef Goulash	2x80		596	Baked Beans	2x80		6-982P	Diet Whipped Pot.	2x80	
240	Curried Shrimp	2x80		595	Weiners	2x25					
241	Shrimp Marinara	2x80		"600" SERIES							
260	Ravioli Bolognese	2x80		604	Chicken Fricasse	12x4½					
261	Lasagna	2x160		610	Chicken a La King	12x6					
262	Macaroni & Cheese	2x80		611	Chicken Chow Mein	12x6					
280	Tomato Sauce	2x80		615	Turkey & Noodles	12x7					
281	Meat Sauce	2x80		617	Turkey Tetrazzini	12x7					
282	Barbecue Sauce	2x80		620	Beef Avila	12x6					
283	Sweet & Sour Sauce	2x80		622	Beef Goulash	12x6					
				625	Meat, Pot. Cake Tomato Sauce	12x5½					
"500" SERIES				629	Swiss Steak Tomato Sauce	12x4					
508	Gai Ding	2x80		630	Sliced Beef	12x3					
509	Chicken Leg & Thigh	2x50		632	Mini Steak	12x3½					
510	Chicken a La King	2x80		633	Beef Stew	12x6					
511	Chicken Chow Mein	2x80		634	Shepherd's Pie	12x5					
512	Chicken Rice Casserole	2x80		635	Meat Balls Tomato Sauce	12x3½					
515	Turkey Noodle Casserole	2x80		637	Meat Loaf	12x3					
516	Sliced Turkey & Gravy	2x64		647	Salmon Casserole	12x6					
524	Meat Balls in Gravy	2x80		648	Tuna Noodle Casserole	12x7					
528	Beef Stroganoff	2x80		662	Macaroni & Cheese	12x4					
529	Swiss Steaks	2x80		669	Scalloped Beef Macaroni	12x4½					
530	Sliced Beef au Jus	2x64		672	Irish Stew	12x6					
531	Salisbury Steak Mushroom Gr	2x80		675	Sliced Veal	12x3					
532	Braised Steak	2x80		680	Tomato Sauce	12x5					
533	Beef Stew	2x80		681	Meat Sauce	12x5					
534	Shepherd's Pie	2x80		690	Sliced Pork	12x3					
535	Meat Balls Tomato Sauce	2x80									
536	Corned Beef Hash	2x80									

Comments:

*early order form
listing products for
McMaster
University Medical
Centre*

Clients and Products from 1982 to 1990

In 1982 General Foods had twenty-five Crock & Block Restaurants in Ontario which were supplied by a large commissary in Malton. It is now the Apetito plant. Well, the plant was equipped to supply 50 restaurants and this was not going to happen.

Fortunately for us the decision was made to close the plant and move the production to Marsan. I thought - and still do - that this was a great concept. We provided all the items that required expertise, and they cooked the meat-poultry-seafood on-site. The items we produced included

<i>Cardinal Sauce</i>	<i>Garlic Butter</i>	<i>Chili Con Carne</i>
<i>C & B Relish</i>	<i>Lemon Butter</i>	<i>Shredded Beef</i>
<i>Honey Garlic Sauce</i>	<i>Avocado Pulp</i>	<i>Bordelaise Sauce</i>
<i>Honey Nectar</i>	<i>Bread Crumbs</i>	<i>Pork Sauce</i>
<i>Marinade</i>	<i>Crab & Shrimp</i>	<i>Mornay Sauce</i>
<i>Stir Fry Seasoning</i>	<i>Pork Stuffing</i>	<i>Nouvelle Sauce</i>
<i>Teriyaki Sauce</i>	<i>Steak/& Kidney Pie</i>	<i>French Onion Soup</i>
<i>Extra Thick Teriyaki</i>	<i>Clam Chowder</i>	<i>Sirloin Soup</i>

This business came to us at a critical time - interest rates were 26% so we needed a lift and this moved our sales to over a million dollars.

Next we were approached by Henry Beben of J.M. Schneider who asked us if we would produce the Weight Watchers entrees for Loblaw, who controlled the label. Schneider's would handle the distribution. Without a moment's hesitation we accepted the challenge. We did not have the kettle capacity - did not have the needed pouch line - no box closing equipment - no blast freezing - and you might well add no brains. However it was a huge opportunity and I am proud to say that the Marsan team pitched in and did a fine job on this challenge. The following items are just some of the Weight Watcher's items that we produced:

<i>Pepperoni Pizza</i>	<i>Lasagna</i>	<i>Chicken Creole</i>
<i>Chicken Vienna</i>	<i>Turkey Dinner</i>	<i>Sole in Lemon Sauce</i>

Imperial Chicken

Veal Parmigiana

Spaghetti & Meat Sauce

Chicken a l'Orange

Rigatoni

Salisbury Steak/Mushroom Gravy

This product line brought us to a point where we needed a new plant. In 1986 we acquired and equipped 46 Modern Road with much financial difficulty.

Just as we started up our new plant, J. M. Schneider kindly asked us to produce a new line of entrees, 'Entrée Supreme', closely followed by a line called 'Lifestyle'. Our sales exploded - it was a second new experience for us. The Lifestyle products included:

Beef Stroganoff

Cantonese Beef

Cannelloni

Chicken Teriyaki

Chicken Jambalaya

Lasagna

Polynesian Chicken

Ravioli

Shrimp & Vegetables

In 1987 we were approached by W.R. Grace to take over the production of New York Corporation. They were working on sous-vide products for Loblaw's 'President's Choice - Exceptional Cuisine' line. Plus products for Holiday Inn. They were also developing a line of products which evolved into today's Puree Marsan.

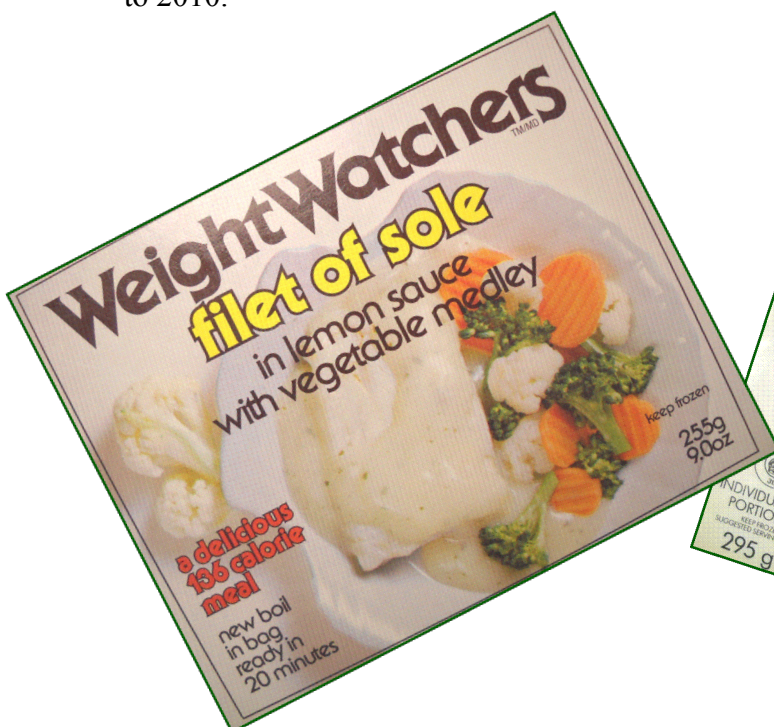
The items included:

Lobster & Shrimp Casserole with Vegetable Rice Medley

Chicken in Creamy Russian Mustard Sauce with Vegetable & Pasta Medley

Chicken in Bombay Sauce with White and Wild Rice

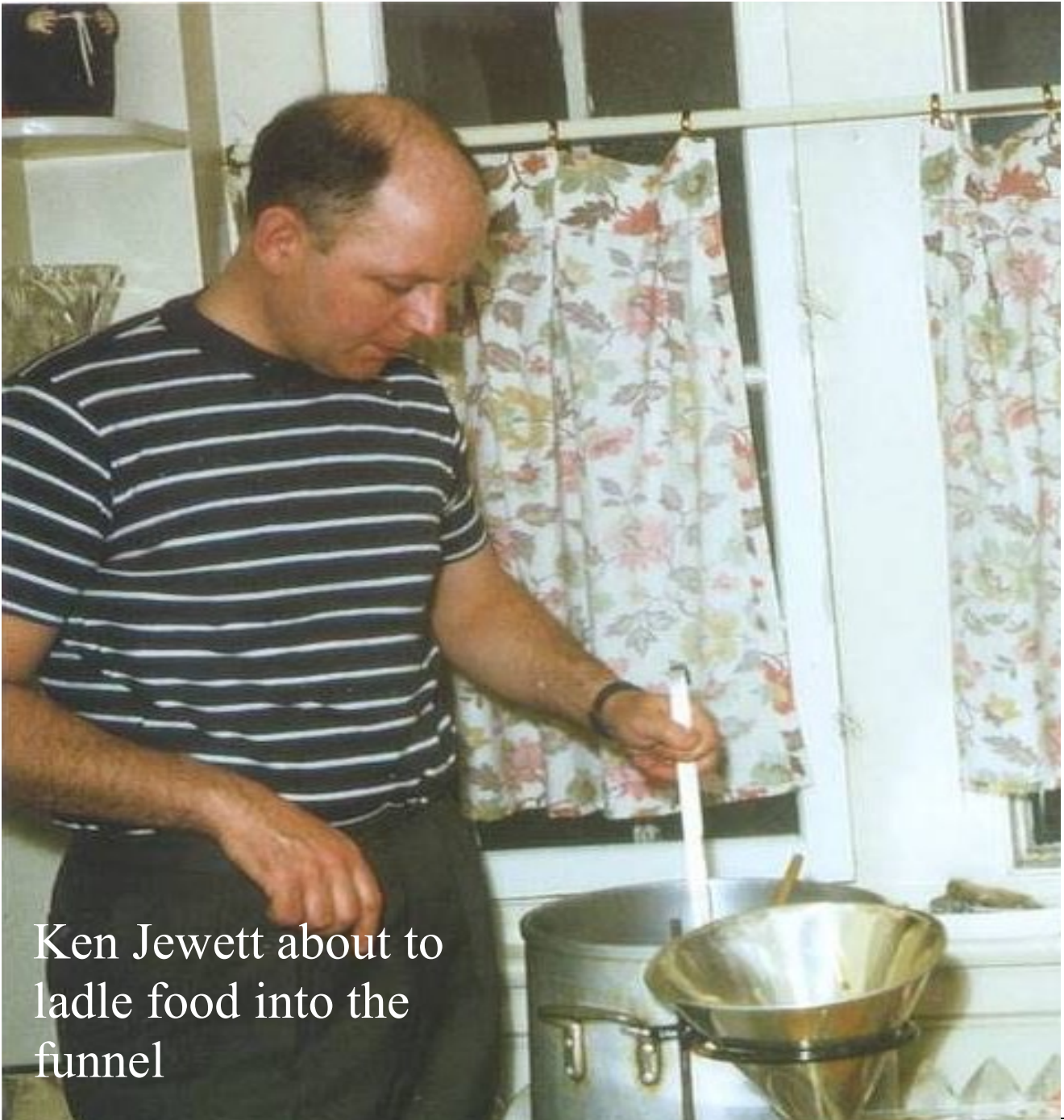
Our Marks and Spencer line continued to expand. This takes us to 1990 at which point Graeme Jewett was taking over virtually all our sales. I hope Graeme will bring this record up to 2010.







**EDIE-GRAEME-JAMES
EARLY PACKAGING DAYS**



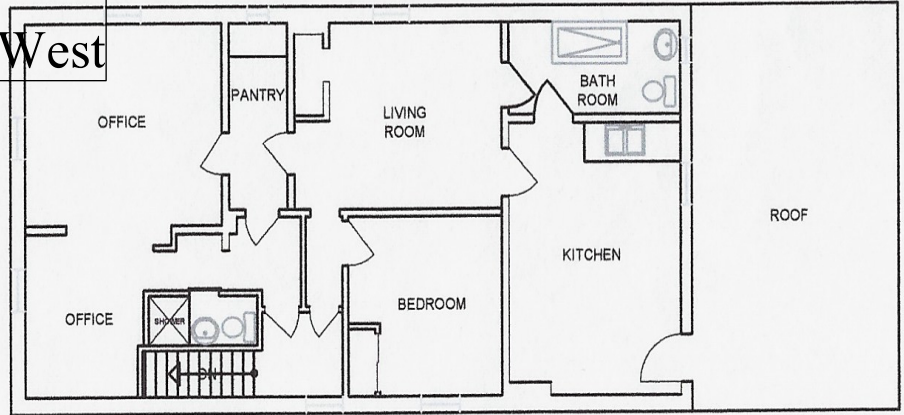
Ken Jewett about to
ladle food into the
funnel



**First Plant 692
Richmond Street**

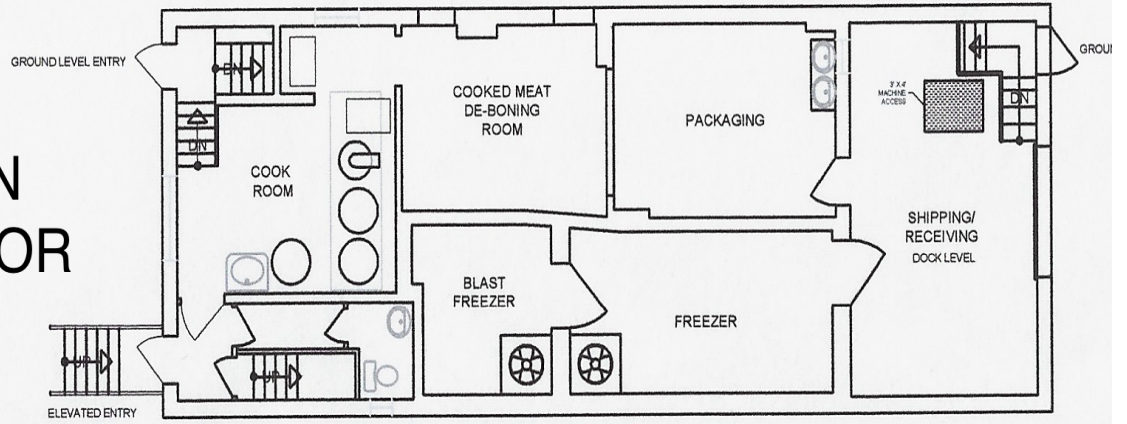
Plant Layout
692 Richmond Street West

UPPER
FLOOR

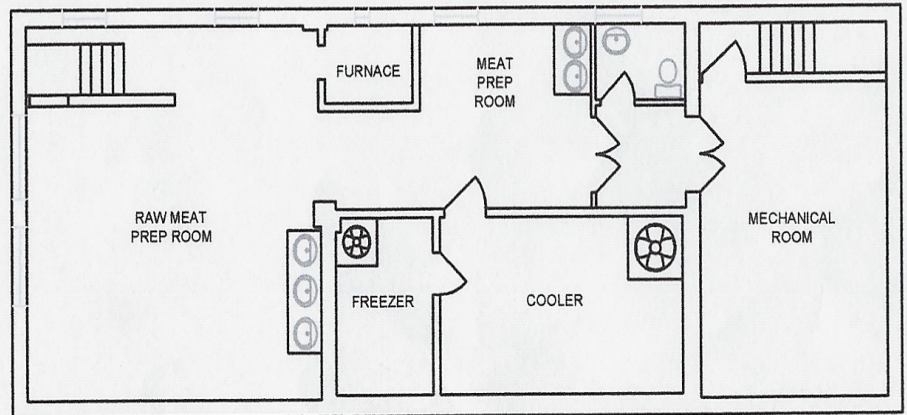


COOK

MAIN
FLOOR



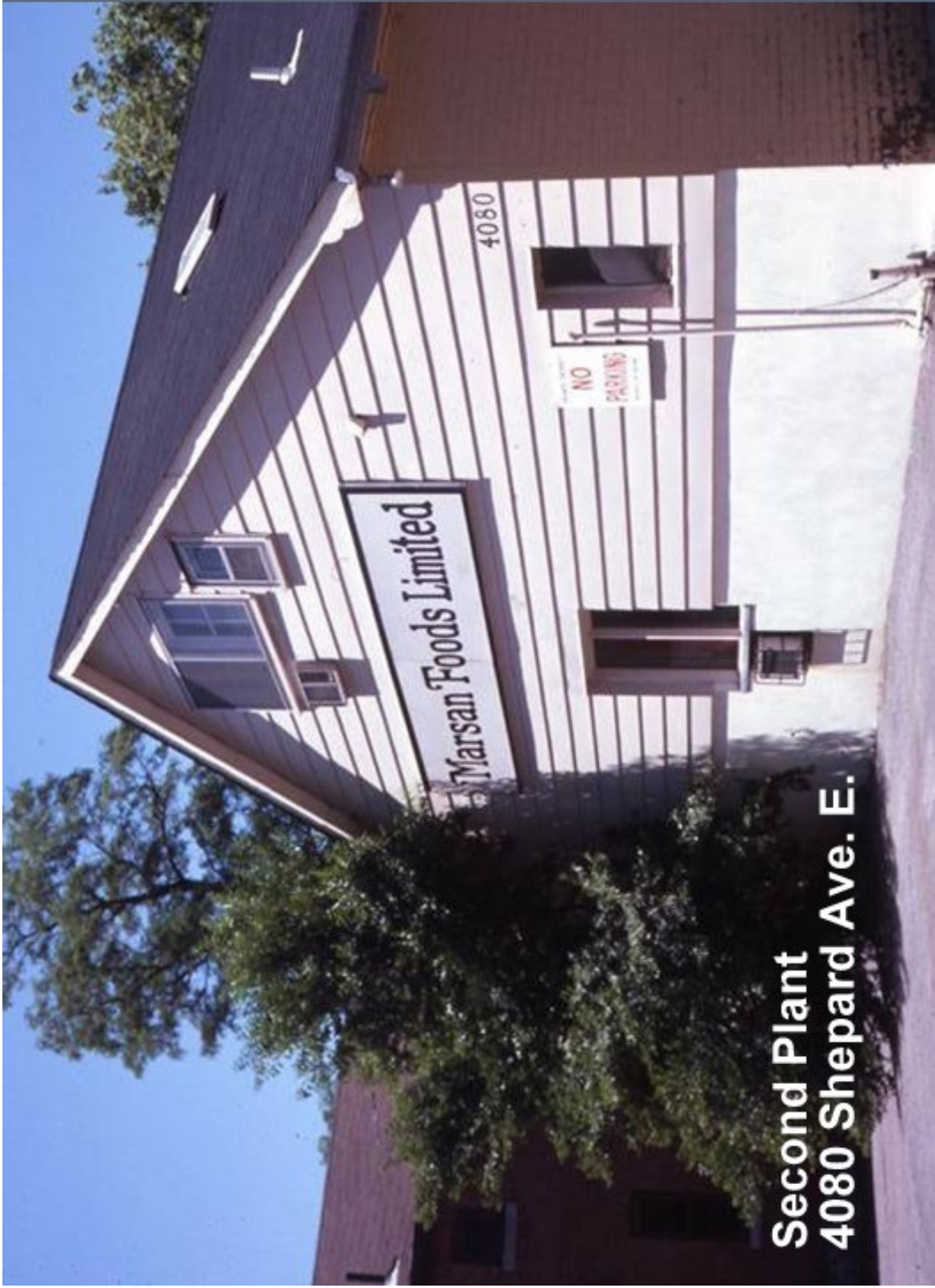
LOWER
FLOOR



Unseen on left, convection oven. On left of picture, 20 gallon Groen Braising Pan. On the right, a 30 gallon Groen cooking/mixing kettle.



692 Richmond St. Cook Room



**Second Plant
4080 Shepard Ave. E.**



**Our Third Plant Still Active
46 Modern Rd.**



46 Modern Rd. with new addition



46 Modern Rd. Cook Room

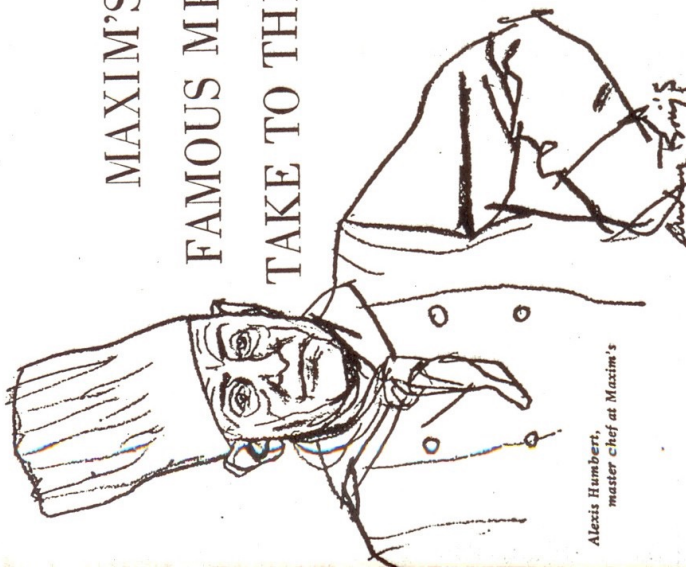


Newish Plant 160 Thermos

The article from a 1958 Readers' Digest that inspired me to work towards starting Marsan Foods.

MAXIM'S FAMOUS MEALS TAKE TO THE AIR 171

MAXIM'S FAMOUS MEALS TAKE TO THE AIR



Alexis Humbert,
master chef at Maxim's

Condensed from *Today's Living* George Kent

LOOKED AT without sentiment, Maxim's—the Maxim's at 3 rue Royale, Paris—is a red-plush and rococo late-Victorian dining room. It has fewer than 100 tables. For a meal you never pay less than \$10. To gourmets, however, this is not so much a restaurant as a temple of fine eating where chefs are high priests. All is ritual—from the

Maxim's—one of the great restaurants of Paris—sends its famous dishes flying high, wide and everywhere

tasting, spicing and blending to the silent denouement when the silver lid is raised from your dish and the

waiter looks anxiously for your approval.

Maxim's is also a temple of tradition. An elderly waiter said that he once counted five crowned heads dining under its flowering-chestnut chandeliers. This is where a future king drank out of a chorus girl's slipper, and pretty girls brought Mata Hari primped before one of the gilt mirrors. Composer Franz Lehár, who had never visited the place—he couldn't afford it—made it famous the world over in *The Merry Widow*: "I'm going to Maxim's where fun and frolic beams...." It has appeared in three stage plays, two ballets, more than a dozen movies and a score of novels.

For this holy of holies of the *grande cuisine* to go into the frozen-foods business was a shock felt round the world by everybody who had ever eaten there. Nonetheless, for eight years, meals from Maxim's have been traveling two hundred million miles across the world. Last year 1,139,805 Pan American passengers ate food cooked by Maxim's chefs, quick-frozen and put aboard planes in such widely separated places as Karachi, Dakar and New York.

Maxim's interest in frozen foods began in 1948 when the restaurant's owner, sprightly Louis Vaudable found a description of the quick-freeze process in a popular science magazine. He rushed to the restaurant and ran down the stairs

to the kitchen—where 20 chefs jostled in a space that would make not much more than a small two-room apartment, and where mystic brews of costly ingredients bubbled ten hours on the stove to make a spoonful of sauce for a pheasant.

When the men in the tall white hats heard Vaudable's plan you could have heard a blob of *crème Chantilly* drop. They didn't quite turn their backs—after all this was the boss—but they made it plain they were *artists*, not mechanics.

Vaudable had to work it out himself. After locating an ice plant that had the necessary equipment, he packed a half-dozen dishes on the seat of his car and pelted off to practice food freezing. He did this day after day. There were a hundred problems, and no one to turn to for advice. Cream-based sauces would freeze, but separate when reheated. Wines and eggs didn't behave as they should. In the end he mastered the difficulties and began using his friends as guinea pigs. To his delight none was able to tell the difference. But a few swallowers do not make a success.

For a final test he would try his masterpieces on an old customer of Maxim's—a man with a 20/20 palate, reputed to be the greatest gourmet in all France.

One day Vaudable sat down at the gourmet's table and talked of the experiments he had been making in freezing food. The man half-rose from his seat: "Frozen food,

bah!" he cried. "An American abomination!" Whereupon Louis challenged him to a taste test: if he could detect differences between a frozen dish and one freshly prepared, he could eat free at Maxim's for a year.

"Done!" said the expert, and he smiled a superior smile. The next week, careful not to have smoked or drunk anything, he sat down at his favorite table, rinsed his mouth with water and indicated that he was ready.

The dish served was a Maxim's specialty: duckling with peaches. The gourmet let a morsel rest on his tongue, half-closed his eyes, burbled his lips; then, raising his eyebrows, he smiled approval with his superior air. Five minutes later a second dish arrived, also duckling with peaches. The diner did it all again. But now he did not smile. He went back to the first duckling. Then to the second. "Hm-mm-mm," he murmured. And again he tasted number one and number two.

"You are cheating!" he exclaimed at last. "Both are fresh." Vaudable could scarcely restrain a smile; he called the chef, who assured the diner that the first duckling had been frozen.

Having the proof, all Vaudable had to do, one would think, was to go ahead. But the French have an ingrained antipathy to anything out of cans, and, by association, to meals out of the cold cabinet. So the frozen dishes lay unused, ex-

Johannesburg and Calcutta, Beirut and Ankara, go all the great dishes on Maxim's menu, as well as special dishes for Moslems, Orientals and passengers with prescribed diets.

Serving millions instead of thousands has done wonders for Maxim's financially. Last year it earned about two million dollars, most of which came off the icy assembly line. Meanwhile, on the rue Royale

Joker Wild

A CONNECTICUT chap, an incorrigible practical joker, often makes his long-suffering wife the butt of his painful pranks. But last fall she finally got her chance to even the score.

The couple were spending the week end in a New York hotel. It was a hot night, and when they got back to their room after the theater, the husband peeled off his clothes and stretched out on the bed to cool off. By the time his wife was ready for bed, he was fast asleep and she decided not to disturb him.

Some hours later, he woke up and groped his way in the dark toward the bathroom. By mistake, he opened the outside door and, still groggy, was halfway down the hall before he became aware of his predicament. He turned back hastily. Then, to his horror, he realized that he was not only locked out but had forgotten his room number.

Frantic, he rushed to the elevator bank, pressed the button and hid around the corner. When the elevator arrived, he thrust out his arm and beckoned wildly. The operator took one look, slammed the elevator door and went for the house detective.

When the detective arrived, he found the unfortunate guest cowering in a corner. He gave him a sheet from the linen closet, called the desk to check his assertion that he was registered at the hotel with his wife and escorted him to his room. Pounding on the door until the wife opened it, the detective said, "This man claims to be your husband. Is he?"

For a moment she stared at the sheet-draped figure; then, drawing herself up, she said icily, "I've never seen him before in my life."

— Contributed by A. E. Tatham

What it's all about

