

PROGRAM GUIDE



4



**PROTEIN
INDUSTRIES
CANADA**

GETTING STARTED

If you are working in the agriculture, food or feed processing, precision agriculture, data technology or any other industry that can contribute to the growth of the value added processing sector and have a great idea or creative solution to help secure Canada’s position as a global leader in the production of plant protein — this is the place to start!

Protein Industries Canada, (PIC), is an industry-led, not-for-profit organization created to position Canada as a global source of high-quality plant protein and plant-based co-products. We are one of Canada’s five Innovation Superclusters.

PIC will work with industry partners to create co-investment projects that have the potential to transform the agriculture and food production sector, allowing Canada to secure its position as a global leader in the production of plant-based products and co-products.

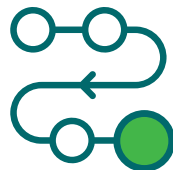
PIC Will Invest in Projects Within One of Four Main Areas



CREATE



GROW



MAKE



SELL

THE CREATION OF A SUPERCLUSTER PROTEIN INDUSTRIES CANADA

The Innovation Supercluster Initiative (ISI) is an exciting strategy, created by the Government of Canada aimed at driving commercially successful innovation, fostering growth and creating jobs across Canada. Over the next four years, up to \$950 million will be invested into small and medium enterprises and larger companies, establishing Canada as a global leader in five industry sectors: Digital Technology; Plant Protein; Advanced Manufacturing; AI-Powered Supply Chains; and Oceans.

The Innovation Superclusters Program Guide lists five themes of activity eligible for Innovation Supercluster Initiative funding:

TECHNOLOGY LEADERSHIP

Activities in this area include advancing platform technologies central to future competitiveness and building a technology advantage for the Supercluster.

Activities in this area may include:

- collaborative technology leadership projects that enhance the productivity, performance and competitiveness of Members (such as collaborative R&D projects);
- demonstration or prototype development projects with benefits for multiple firms;
- development of production methods and processes involving industry and academic partners;
- or private-sector led commercialization projects.

PARTNERSHIPS FOR SCALE

Activities in this area include projects that serve a target group of Members to support their growth, including increased domestic demand for Supercluster products and services or by facilitating expansion.

Activities in this area may include:

- linking start-ups with strategic partners;
- offering business mentoring, consulting and coaching;
- supply chain development or integration efforts for Supercluster SMEs with local anchor firms;
- and working with public entities that provide access to capital and financing.

DIVERSE AND SKILLED TALENT POOLS

Activities in this area include projects that involve industry in the enhancement of regional labour force skills and capabilities or address industry talent needs.

Examples of projects may include:

- a recruitment campaign to repatriate Canadian talent to the Supercluster;
- development of curricula linked to industry's needs and workforce integration programs for students;
- development and promotion of specialized certifications in areas of technology leadership;
- retraining programs for existing workforce;
- assessment of industry's workforce current or anticipated needs;
- and building awareness of industry demand for skilled talent across stakeholder groups.

ACCESS TO INNOVATION

Activities in this area may include:

- projects that provide a benefit to a range of Members through investments in assets, services or resources;
- support for access to specialized technical services;
- installation of and access to dedicated laboratory or cutting-edge equipment;
- and acquisition and assertion of jointly held intellectual property.

GLOBAL ADVANTAGE

Activities in this area include projects that position the Supercluster as world-leading in its field, enabling firms to seize market opportunities and attract international investments and partnerships.

Activities in this area may include:

- Supercluster promotion,
- investment attraction to the general region of the Supercluster,
- studies to identify new global markets for Supercluster products and services,
- participation in or leadership of trade missions to key markets,
- development of regulatory or policy proposals to enhance technological advantage,
- the development and promotion of new international standards that incorporate the Canadian approach.

WHAT IS A SUPERCLUSTER?

Clustering is the concept of working together — sometimes with unconventional partners, or with a company that is elsewhere on the value chain — to enhance innovation, leading to new discoveries or overcoming challenges. For example, it could be collaborating on research on yellow pea protein content that leads to improved processing efficiency; or using data to improve on-farm decision making; or to make use of the starch and other co-products that result from fractionation as food ingredients or to produce products such as adhesives or food packaging materials. By working together, risk is shared, strengths are leveraged, and innovation is accelerated.

The supercluster initiative is more than just investing money; it is about doing business differently — leveraging strengths to drive innovation, overcome barriers and explore new opportunities.

COLLABORATION ACCELERATES INNOVATION

WHY PLANT PROTEIN?

Western Canada is already known as an agricultural powerhouse. With more than 28 million hectares of arable land, accounting for more than 85 per cent of Canada's production base — Western Canada knows how to grow food and feed. And demand is increasing. By 2050, global food demand is expected to rise by 70 per cent as the world will see three billion more middle-class consumers — mostly in Asia — whose diets are shifting to include more protein.

Think about it this way: the world will need to produce as much food in the next 45 years as in the previous 10,000 years. Add that to shifting consumer trends — a move to more plant protein, consumers adopting a flexitarian diet, a growing demand for food to be produced sustainably, combined with a growing demand for higher protein livestock feed, pet food and aquaculture feed — and it's apparent that the opportunities around plant protein are almost endless.

The global plant-based protein market is estimated at more than \$8B US and is expected to reach \$15B US by 2023 with an expected compound annual growth rate of 5.9 per cent. Over the next five years, human consumption of plant-based protein is projected to nearly double.

Western Canada is uniquely positioned to meet this need. We already grow the crops, but we also need to add more value to our primary production here at home. We need to leverage our strengths from across the value-chain to produce new ingredients and new products. This will allow us to grow our markets — both in Canada and internationally strengthening our economy, creating more jobs and growing Canadian businesses.

ABOUT PROTEIN INDUSTRIES CANADA

Our Vision is to position Canada as a leading global source of sustainable, high-quality plant protein and plant-based co-products, while substantially contributing to Canada's economic growth and international trade.

Our Mission is to inspire innovation and support collaboration to transform Canada's agriculture and food processing sectors.

Industry-driven

Protein Industries Canada (PIC) is an industry-led, not-for-profit, value-chain consortium created to position Canada as a global source of high-quality plant protein and plant-based co-products. PIC will build on Canada's strengths to substantially increase global market share in novel protein (and co-product) fractions, ingredients, food and feed products, and technologies, contributing to Canada's economic growth and international trade balance. This will occur by mobilizing and enhancing Canada's agri-food innovation capacity in support of industry driven market priorities and needs.

Specific priorities, opportunities, gaps, projects and consortia will be identified, created and driven by members with involvement from universities, private research institutions, multi-national businesses and sector organizations.

PIC's responsibility is to ensure that projects are aligned with the objectives of PIC and the Innovation Supercluster Initiative, and to support industry with resources, processes and protocols to ensure that funding is invested in a fair and transparent manner and that projects have access to the tools and supports they need, and to build capacity within the ecosystem.

Expected outcomes from the Supercluster include a new range of plant-derived foods, ingredients and feedstuffs of superior quality that can demand market premiums.

Canada has an advantage in the fact that we produce unique, high-protein crops, specifically canola and pulses, and we can quickly adapt and scale new and emerging high protein crops. Our sustained advantage comes when we have continued access to the global market with products that come from these crops.

Co-investment

The Supercluster has been funded by the Government of Canada, via the Department of Innovation, Science, and Economic Development. Most of this funding will be co-invested into selected technology projects. The term "co-investment" refers to the fact that project consortia are required to also invest in the projects that they are proposing. PIC will invest up to 50 per cent of eligible costs of approved projects.

The amount the Supercluster invests in each project will depend on the proposed scope and impact.

\$40 million will be available for investment in the first call for proposals open from April 17, 2019 to June 28, 2019. A second call for Expressions of Interest will open September 1, 2019.

All corporation, association, partnership, legal entity or person or persons whose primary business is agriculture and/or agri-food industry or who have an interest in the development of these industries or provides financial investment or services to the industry and who carries such business in Canada, either directly or through a subsidiary based in Canada.

AREAS OF INVESTMENT

PIC's value chain approach to innovation will lead to increased production and processing, new and expanded export markets, scaling of agriculture business, new training and employment opportunities, and growth in the Canadian economy.

Its objectives will be achieved through investment across four main program areas (pillars):



Create

Will focus on advanced breeding technologies and germplasm development. Investments will focus on improvements to protein content, quality and functionality with an aim to improve processing efficiency and the development of novel food ingredients.



Grow

Concentrates efforts on primary production and sustainability objectives using technologies related to data and predictive analytics, artificial intelligence, automation, and sensor technology to increase production efficiency, including nutrient and water use, as well as soil carbon sequestration and enhanced photosynthesis. These efforts will reduce cost, improve sustainability and increase understanding of the effects of production practices on protein quality and quantity.



Make

Is centred on improving processing by enhancing current processes or developing new technologies to increase efficiency, decrease energy consumption or develop entirely new products from existing commodities. Improvements in this area will allow companies to scale, attract investment into the sector and help meet the need for product consistency in both supply and quality.



Sell

Focuses on the development of new markets in the human, livestock, aquaculture and pet food sectors and serving these markets more effectively with improved logistics and traceability. This pillar builds on Canada's brand advantage as a food and ingredient supplier to better position SMEs to take advantage of the increased demand for plant proteins. This includes pre-competitive research, prototyping and testing, improved trade relationships, and trade literacy. Investments will connect small and medium sized enterprises with multinational food and ingredient manufacturers and branded food companies through improved supply chains.

PIC will invest more than a \$150 million over four years. The funding will be split 20/20/40/20 between the four pillars.

TURNING AN IDEA INTO A PROJECT

PIC will co-invest in collaborative consortia that leverage strengths, address gaps and incent innovation across the value chain. Chosen projects will align to PIC's four priority areas (create, grow, make and sell) and will demonstrate impact up or down the value stream.

PIC's contribution, both in magnitude and in proportion, to an approved project will be determined by how, and the extent to which, project outcomes are aligned with its program areas and ISI themes, and the potential for transformation.

Projects can either be solicited or unsolicited. There may be instances when PIC issues a specific call for projects to fill an identified gap; however, members are encouraged to put forth projects at any time that are aligned with and contribute to ISI and PIC objectives.

PIC staff are available to support project consortia throughout the project proposal development process.

Eligibility

For a project to be considered eligible for investment, it must:

1. Be submitted by a consortium of at minimum two (2) PIC members, at least one of which is a Small or Medium Enterprise (SME) as defined by Statistics Canada as a business with 499 or fewer employees and less than \$50 million in gross revenues;
2. A consortium may include one academic or research institution. This is not mandatory, but is encouraged;
3. Two industry members are minimum for a consortium, but more are encouraged;
4. Each member of the consortium must contribute to the project in a meaningful way;
5. At least two members of the consortium must contribute financially to the project, investing in total together, at least 50 per cent of the total cost of the project. PIC generally will not fund projects at more than 50 per cent of eligible costs;
 - It will be up to the consortium members to determine the amount and nature of their respective contributions. The contribution of each consortium member does not need to be equal, but in total must make up at least 50 per cent of eligible project costs;
 - In-kind contributions from industry partners can account for up to 25 per cent of industry matching funds. In-kind contributions will be valued at fair market value;
6. All partners must be Canadian companies, or multi-national corporations who are legally entitled to do business in Canada with a significant Canadian business operation;
7. The project is aligned with the objectives of PIC and the Innovation Supercluster Initiative;
8. All Projects are required to pay a project management fee to PIC. This fee will be four per cent of the total project cost; and
9. The initiative is incremental to the regular business of the participating organizations; meaning that the project:
 - Is not approved nor in progress and that financial commitments to it are distinct from investments that would have otherwise occurred;
 - Would not be possible without the participation of consortium partners; and
 - Is new or would not be undertaken at the same scope or scale without the co-investment provided by the Supercluster.

What Does Contributing in a “Meaningful Way” Mean?

It is intended that every member of the consortium brings something to the table — usually financial, but it could also be background IP, experience in a certain market, research capabilities, a complementary business, etc...

It is expected that each member will actively contribute to the project.

How Much Money is Each Project Eligible to Receive?

There is no set maximum that a project can receive, though PIC will generally not fund more than 50 per cent of eligible costs and will not fund more than the industry portion.

Projects can be submitted as multi-year projects, with the expected annual expenses broken down by year in the proposed budget.

PIC will reimburse consortia their portion of the investment once proof of eligible expenses have been submitted and reviewed. PIC may advance up to 25 per cent of the total project cost, up to a maximum of \$500,000 at the start of the project to the consortia to assist in initial costs. This advance counts towards PICs total contribution.

What are Eligible and Ineligible Expenses?

ELIGIBLE COSTS are costs which can be specifically identified and measured as having been incurred or performed to carry out the supercluster project. Project costs, such as: the portion of salary or wages specific to carrying out the project and all non-discretionary benefits that must be paid by the employer, subcontractors, travel, costs related to equipment, facilities, user fees, materials and supplies.

INELIGIBLE EXPENSES include: alcohol, infrastructure costs (construction, repair and maintenance), expenses related to construction, purchase of a building or land, and payments to federal entities (e.g., the National Research Council), program management fees paid by the consortium to PIC, and routine administration and operating costs (rent, utilities). Discretionary employee benefits are ineligible.

What is Meant by Member?

Member refers to a company or organization who has purchased their annual membership with Protein Industries Canada and are considered a member in good standing. There are two classes of membership: Industry Member and Non-Voting Members.

INDUSTRY MEMBER

Includes all Canadian or Canadian subsidiaries of for-profit businesses whose primary business is agriculture and/or agri-food industry or provides financial investment or services to the industry. Industry members are eligible to submit a project application and be a part of a project consortia.

NON-VOTING MEMBERS

Includes Governments, associations, economic development organizations, business accelerators, not-for-Profit entities, Universities, colleges, research/technology centres, and other professional firms, banks, consultants. Non-Voting Members may be a part of a project consortia and contribute to a project but cannot be the lead applicant. Their contribution cannot contribute to the industry contribution of a project.

PROJECT APPLICATION PROCESS

The project application process is made up of three parts:



The Project Eligibility Form



The Expression of Interest (EOI)



The Project Proposal

We're here to help!

Protein Industries Canada has staff to help guide you throughout the Project Application Process. We will work in-step with consortia's through the process, helping you understand if your project is eligible, identifying potential other partners you may want to work with, developing the EOI, working through IP, data and commercialization strategies and more. Our job is to help projects be successful.

Before you Start

THE PROJECT ELIGIBILITY FORM

The Project Eligibility Form is a quick check that must be completed prior to starting the EOI process. It outlines what is necessary in-order to submit a project, as well as what is expected and necessary from project applicants. The form can be found on the Protein Industries Canada website and is a self-guided questionnaire that can help start the conversation with PIC.

Our Regional Specialists can help guide you through the process and answer any questions you may have. The Project Eligibility Form will help project partners understand project requirements, ask questions and be comfortable with the process, before beginning the EOI process.

EXPRESSION OF INTEREST (EOI)

Once you have worked through the Project Eligibility Form, the next step is the Expression of Interest (EOI). Each project should only have one application and consortia members must work together. The EOI template is available on the Protein Industries Canada website. It is a maximum of 10 pages, that:

- Identifies the members of the consortium, and their contributions (financial and otherwise) to the proposed initiative;
- Describes the challenge or opportunity the project will address;
- Provides a brief description of the proposed work plan's major activities;
- Identifies the expected investment from PIC and the matching industry contribution;
- Describes the anticipated outcomes of the initiative and their alignment with the objectives of the ISI and at least one of PIC's four pillars;
- Describes, in high-level terms, any possible IP or data created; and
- Identifies risks and barriers that may impact the project being completed as planned.

PIC's Regional Project Specialists and IP Manager are available to provide support and assist in the development of the EOIs. The EOI is an iterative process — with feedback provided by Regional Specialists as requested by the consortia. Once the EOI is finalized, it is submitted to PIC through the member portal portion of the website.

All EOIs will be reviewed, with the results communicated within four weeks of the EOI submission deadline.

There are three possible results of an EOI evaluation:

1. Approve. Proceed to full Project Proposal.
2. Re-work. The project is aligned with PIC and ISI objectives, but may require additional information, or other changes.
3. Denied. The project is not aligned with PIC and ISI objectives or does not meet eligibility criteria, the project will not be considered in its current form.

Project Proposals

Once a project is approved it proceeds to the Project Proposal phase.

PROJECT PROPOSAL

Once an EOI has been approved it moves to a full Project Proposal. The time between an EOI being approved and submitting a Project Proposal is up to the project proponents. There is no set project intake cycle, so as soon as the Project Proposal is ready it can be submitted via the member portal on the Protein Industries Canada website. Once you reach the Project Proposal phase, a financial check on every member of the consortium will be undertaken.

Proposals will be prepared using a template and will not exceed 40 pages. The proposal will provide information in greater detail than for the EOI. Specifically, the proposal will include:

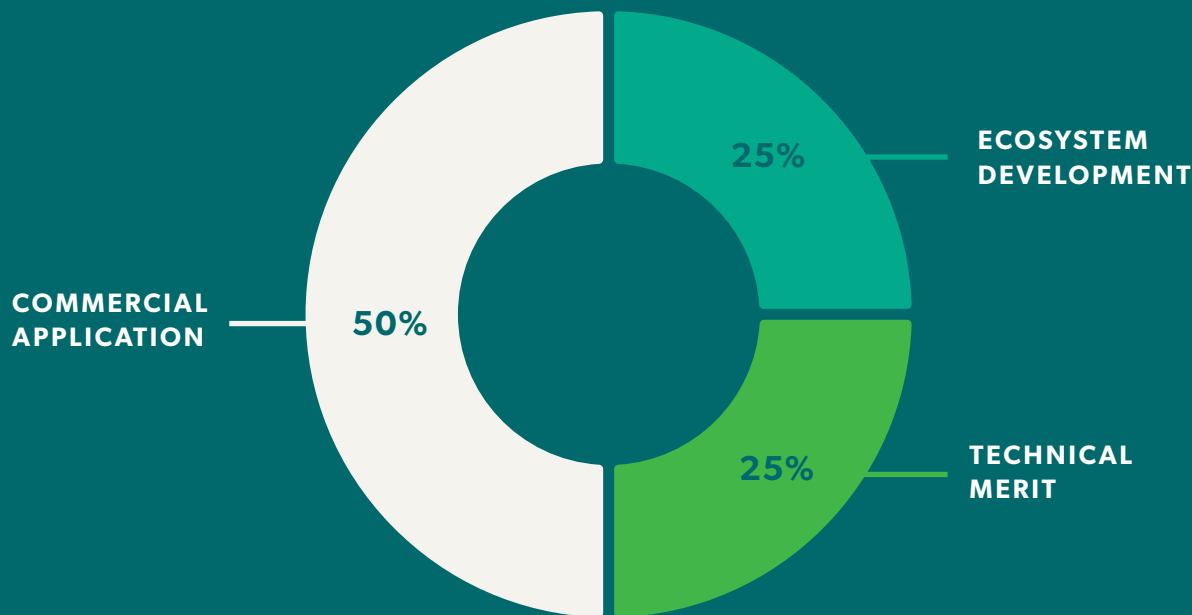
- A descriptive title for the project;
- Contact information for all members of the consortium;
- A one-page summary of the project, understandable by non-experts that can be published if the project is approved;
- Detailed descriptions of the problem, gap or opportunity to be addressed by the project and the outcomes anticipated, including metrics;
- A detailed project work plan including milestones, by year;
- A description of the partners and the role of each in the project;
- A detailed project budget, by activity and by year, with justifications;
- Project management strategy;
- An Intellectual Property plan;
- A data management plan;
- A strategy for commercialization of project outcomes;
- Identification of significant risks and barriers to successful completion of the project and a mitigation plan;
- A description of the alignment of the project with PIC themes;
- A description of the alignment of the project with ISI themes;
- Additional information at the discretion of the applicant; and
- Declaration of membership in PIC, financial commitment to the project, willingness to share the proposal with other funding agencies, and incrementality of research and development expenditures.

Intellectual Property (IP)

Maximizing the value of IP is a cornerstone to innovation and the Supercluster project. PIC recognizes that IP is an important topic for consortia members. That's why we have an IP Manager on staff to help consortia develop their IP strategy. All projects must include a rationale that indicates how the proposed project would create opportunities for Members of the Supercluster, including Members who are not participating in the project, to access the expected new intellectual property (IP) arising from the project (foreground IP). The consortia who are responsible for creating the IP will decide how it is shared and under what conditions.

SCORING OF PROJECT PROPOSALS

All projects are scored by the Eligible Projects Selection Committee, which includes four independent industry experts. Input from additional technical experts appropriate to the project will also be considered. Projects will be scored against criteria that align under three main areas, Ecosystem Development, Technical Merit and Commercial Application.



■ ECOSYSTEM DEVELOPMENT — 25%

The project will help build capacity amongst consortia partners and the larger industry by displaying:

- Meaningful collaboration between SMEs and private, academic and public sector organizations to strengthen collective capabilities and knowledge;
- The development of skills and capacities of project personnel;
- The employment of a diverse workforce to increase the participation and capacity of under-represented groups.

■ TECHNICAL MERIT — 25%

The project has strong scientific merit demonstrated by:

- Technically feasibility;
- A research plan that can achieve the stated objectives;
- A strong consortium of members each contributing in a meaningful way;
- Identifying and managing risks;
- Resolving an issue of technical uncertainty, resulting in new knowledge;

■ COMMERCIAL APPLICATION — 50%

The project will have positive and lasting economic impact on the agriculture, food and feed sectors, by:

- Creating new companies, products, processes, services and employment opportunities;
- Supporting firms to scale, integrate into global value chains, transition to high-value activities and become global market leaders;
- Developing new markets or expansion of existing markets;
- Supporting the development of a Canadian brand in domestic and international markets
- The sharing of results from PIC-invested projects to help stimulate learnings and innovations across the value-chain
- Creating opportunities for project participants, and supercluster members not participating in the proposed project, to access anticipated foreground intellectual property arising from the project

All Project Proposals will be evaluated within four months of being received. PIC will work to review the projects as quickly as possible within the evaluation process, taking the time necessary to complete its due diligence.

Possible results of a project evaluation:

1. Approved
2. Rejected

Congratulations — your project is approved.

Once your project is approved, PIC will work with the members of the consortia to sign a Master Project Agreement (MPA). The MPA is a contract that all members of the consortia must sign before project expenses can be incurred.

The MPA is the legal framework for the execution of the project amongst the consortium and will include detailed statements of work, budgets, project plans and key milestones. The IP, data and commercialization plans included in the Project Proposal are attached to the MPA as schedules. PIC is a signatory to the agreement as a co-investor.

Once the MPA is signed, work can begin!



**WORKING TOGETHER, WE WILL
BUILD A SHARED COMPETITIVE
ADVANTAGE FOR CANADA.**

APPENDIX

Potential areas of innovation focus, by PIC program area (pillar).

Create

Creation of high-quality protein germplasm from Canadian crops.

- Improvements in genetics for seed protein and nutrient content, nutritional quality and processing attributes through genomic and proteomic technologies and modern gene editing and plant breeding techniques
- Use of modern plant breeding approaches and rapid DNA sequencing technologies to speed development of germplasm with desirable protein and protein-related attributes
- DNA sequence modification via gene editing to introduce highly specific and desirable changes in seed protein genes
- Near term improvements in canola and pulse protein quantity and quality
- Technology leadership projects which focus on development of production methods and processes involving numerous industry and academic partners

Grow

Smart Production to improve yield, quality, value and integration within the supply chain.

- Productivity improvements via farm production data collection, analysis, and producer decision making and knowledge management systems, through advancements in the use of production-related information technology for sustainable agriculture practices and land regeneration technologies
- Application of plant and microbial genomics technologies to enhance water and nutrient use efficiencies and improve soil health
- Development and application of plant phenotyping and imaging technologies for improved root systems, enhanced photosynthetic efficiency, and greater carbon sequestration
- Crop sensing, informatics, software and advanced weather systems forecasting to enhance crop management and decision making for yield improvement and disease detection from planting through harvest and storage
- Advanced data networks, artificial intelligence (AI), machine-learning systems, robotics and autonomous farm vehicle technologies for enhanced productivity, sustainability and profitability through improved agronomic practices and AI-enabled decision support tools for growers
- Impact assessments and mitigation strategies to cope with climate change
- Improved crop nutrition

Make

Novel Process Technology and Product Development for further processing of crops.

- Process and applications research for enhancing existing methods and platforms and acceleration of new processing technologies for extraction and fractionation of protein and co-products.
- Protein functionality and bio-activity for the development of novel ingredient and food product formulation strategies
- Novel separation technologies such as ionic liquids, sub- and supercritical fluids, Ohmic heating, pulsed electric field and other processes with significant IP opportunities
- Processing solutions for pea, lentil and fababean starch-based sustainable and renewable industrial polymers for paper, paperboard, packaging, building and other composite materials
- Advanced fermentation and distillation solutions for production of pea, lentil and fababean starch-based sustainable and pure beverage, denatured and specialty alcohols
- Novel processing and fermentation solutions for production of pea, lentil and fababean starch-based amino acids, feed additives and supplements
- Novel sustainable and clean label pulse protein extraction and isolation processes
- Clean label, natural and eco-friendly technologies for wet fractionation processes

Sell

Marketing and Commercialization for branding, sales and export.

- Company led initiatives and partnerships with government organizations and NGOs for the testing of product prototypes, branding and sale of plant protein and co-products, trade missions, and other sales and marketing activities
- Human resource development, enabling technologies related to marketing and commercialization efforts
- Support for business to business global supply chain development initiatives, expansion and attraction and fostering of industrial competitiveness
- Investment attraction to facilitate foreign direct investment
- Conference presentations to raise brand awareness of Canadian strengths in plant proteins and related co-products technologies and production
- Market research and market intelligence studies

FREQUENTLY ASKED QUESTIONS

1. How much money is available from PIC per project?

There is no upper limit with respect to total project costs, within the confines of funding available. Generally, support from PIC will not exceed 50 per cent of eligible project costs and will not exceed total industry contributions. In-kind contributions from industry partners up to 25 per cent of industry matching funds will be considered at fair market value.

PIC will invest up to \$40 million in the first round of projects.

2. Are universities or academic institutions eligible to receive funds from PIC?

Universities and academic institutions may be a member of a consortium and receive money to do work via the project. However, universities on their own are not eligible. They must be part of a consortia along with one SME, and the research must have a commercial purpose.

3. How much of my project funding must come from industry?

Industry is responsible for, at minimum, 50 per cent of all eligible costs and 100 per cent of all ineligible costs. PIC will only match the industry contribution to eligible project costs, including up to 25 per cent in-kind contributions.

4. Who can fund a project from industry?

Organizations who can contribute to eligible costs toward the project include: any for-profit business, not-for-profit organizations that facilitate and fund research and development and whose funding is primarily received from the private sector (i.e. industry and sector organizations) and non-Federal crown corporations whose funding is derived from commercial activities.

Entities whose contributions do not qualify as industry funding include not-for-profit organizations not within the scope of those listed above, federal crown corporations, post-secondary institutions, and federal, provincial, territorial or municipal government sources. These organizations can still participate and contribute to a project; however, their funding will not be matched by PIC.

5. For how many years will my project be funded?

Projects may be of one, two, three or four year durations. All work must be completed by March 31, 2023.

6. Will PIC fund capital items?

PIC will consider requests for capital items (equipment, instrumentation, etc.) necessary for R&D on a case-by-case basis. PIC funding for capital items will not exceed \$1 million per project.

7. Can PIC funds be used for training/education of employees and students?

Employee costs, including skill and capacity development are eligible costs. Employee benefits are not eligible.

Skill and capacity development for company employees, creation of a more diverse and inclusive workforce, and job creation are important goals of the Innovation Supercluster Initiative. Applicants also are encouraged to include education and training of students in their projects.

8. Why do you ask to see project proponents' financial statements?

Once you reach the Project Proposal stage, we undertake a financial assessment of all consortium members to make sure they can meet their stated commitments.

Our team will reach out to you and coordinate what financial information we require (such as your business registration number, accountant reviewed financial statements, etc.). As a co-investor in the project, this is a necessary step to provide us with the assurance that the project can be successfully undertaken.

This financial due diligence is necessary to ensure that each participant can financially support their stated commitment. Your consortium partners will also be assessed to ensure that their capabilities, existing IP and talent pool are consistent with their potential project role.

All members of PIC are governed by non-disclosure and privacy agreements, meaning that any information you share is secure and only used for the intended purposes.

9. You often refer to the "ecosystem". What do you mean by that?

We are referring to the larger network of organizations — including suppliers, distributors, customers, competitors, government agencies, and so on — involved in the delivery of a specific product or service through both competition and cooperation. One of the Supercluster's objectives is to build capacity throughout the ecosystem.



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