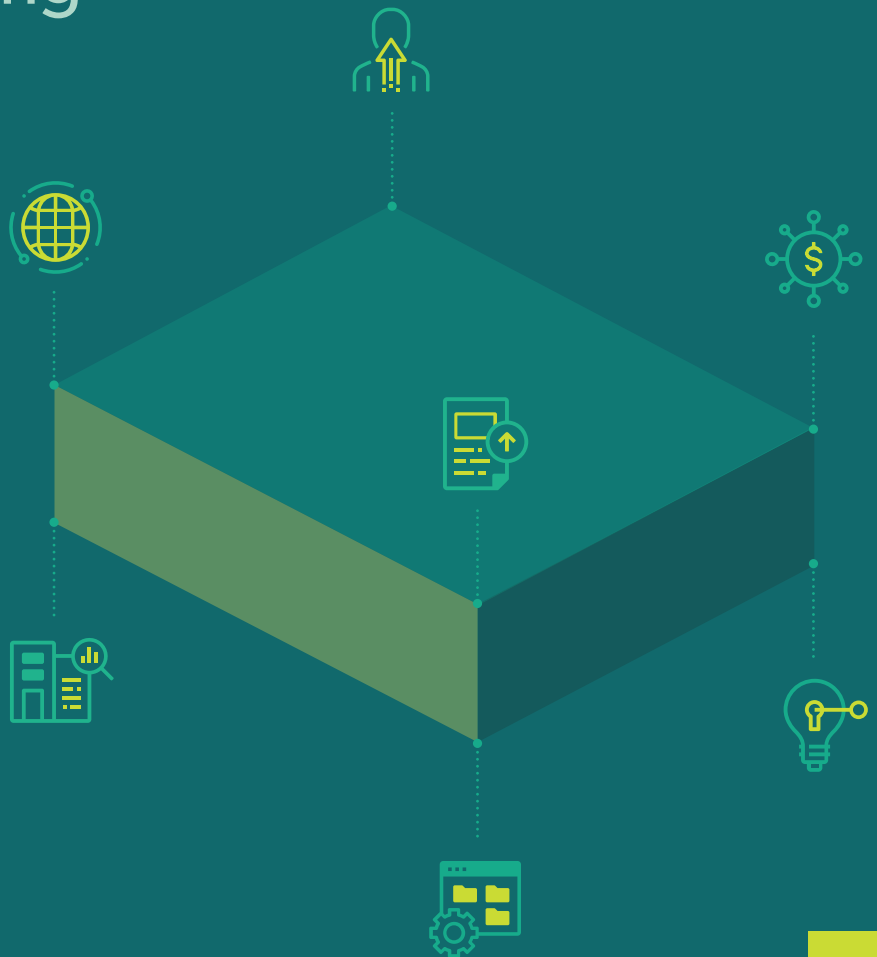


PROGRAM GUIDE

Capacity Building

Updated: June 2020



**PROTEIN
INDUSTRIES
CANADA**

At Protein Industries Canada our sights are set on building capacity within Canada's plant protein sector, in a way that delivers benefit to our members and the entire value chain. The Capacity Building Program is focused on advancing Canada's agrifood sector and creating a competitive and sustainable global business environment, while incenting new approaches to doing business and removing barriers to growth.

The Capacity Building Program brings together forward-thinking companies and organizations to develop projects that will transform our industry and help realize Canada's agrifood potential. Our ability to realize this potential depends on collaboration, and we are looking to work with partners who will help us advance our sector and are willing to do business differently, without duplicating existing efforts.

Our Capacity Building strategy will support growth and help build capability in the sector and strengthen our ecosystem in seven key priority areas: Labour, Skills and Access to Talent; Regulatory Modernization; Data and ICT Management; Intellectual Property Literacy; Infrastructure; Access to Capital; and Global Brand and International Engagement.



**LABOUR, SKILLS AND
ACCESS TO TALENT**



**REGULATORY
MODERNIZATION**



**DATA AND ICT
MANAGEMENT**



**INTELLECTUAL
PROPERTY
LITERACY**



INFRASTRUCTURE



**ACCESS TO
CAPITAL**



**GLOBAL BRAND AND
INTERNATIONAL ENGAGEMENT**

THE SUPERCLUSTERS INITIATIVE

The Innovation Superclusters Initiative (ISI) is an exciting strategy created by the federal government, via ISED (Innovation, Science and Economic Development Canada), that aims to drive commercially successful innovation, foster growth and create jobs across the country. The ISI will invest up to \$950 million in five years into small- and medium enterprises and larger companies, establishing Canada as a global leader in five sectors: Digital Technology, Plant Protein, Advanced Manufacturing, AI-Powered Supply Chains and Oceans.

CANADA'S AGRIFOOD OPPORTUNITY

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 sees 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, and increased 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 US\$8 billion and is expected to reach US\$15B 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

Protein Industries Canada (PIC) is a catalyst for innovation, driving collaboration between trailblazing companies to realize Canada's agrifood potential. We do this by investing into collaborative projects that advance the protein sector in Canada.

Our Vision is to position Canada as a global leader in plant protein.

Our Mission is to invest collaboratively to accelerate innovation and the competitiveness of the Canadian plant protein sector.

We are 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 agrifood innovation capacity in support of industry-driven market priorities and needs.

PROTEIN INDUSTRIES CANADA HAS TWO INVESTMENT STREAMS:

- **Technology** – Co-investment with private sector companies to create new products, technologies and services to help grow the value-added processing sector.
- **Capacity Building** – Co-investment to help create a competitive and sustainable global business environment and incent new approaches to doing business within the sector. Capacity Building is the transformational, long-term investment that will bring benefits for the sector as a whole.

COLLABORATION ACCELERATES INNOVATION

THE CAPACITY BUILDING PROGRAM

The three top-line objectives of the Capacity Building Program are:

- Help create a competitive and sustainable business environment;
- Incent new approaches to doing business within the sector; and
- Build capacity in the sector.

Protein Industries Canada has identified the following strategic priorities for the Capacity Building Program, which will contribute to the success of Canada's protein sector:

- Labour, Skills and Access to Talent
- Regulatory Modernization
- Data and ICT Management
- Intellectual Property Literacy
- Infrastructure
- Access to Capital
- Global Brand and International Engagement

In collaboration with industry, Protein Industries Canada will advance these priorities to ensure Canada is best positioned to fully realize Canada's agrifood potential. Fulfilling this ambition requires doing business differently and leveraging Canada's advantages – working together to remove barriers and capture opportunities.

To fulfill our objectives and deliver Capacity Building projects, Protein Industries Canada will rely on industry partners that are willing to work collaboratively to transform our sector. Protein Industries Canada is looking to invest in bold, transformational projects with lasting impact, to drive the agrifood industry forward, without duplicating existing efforts.

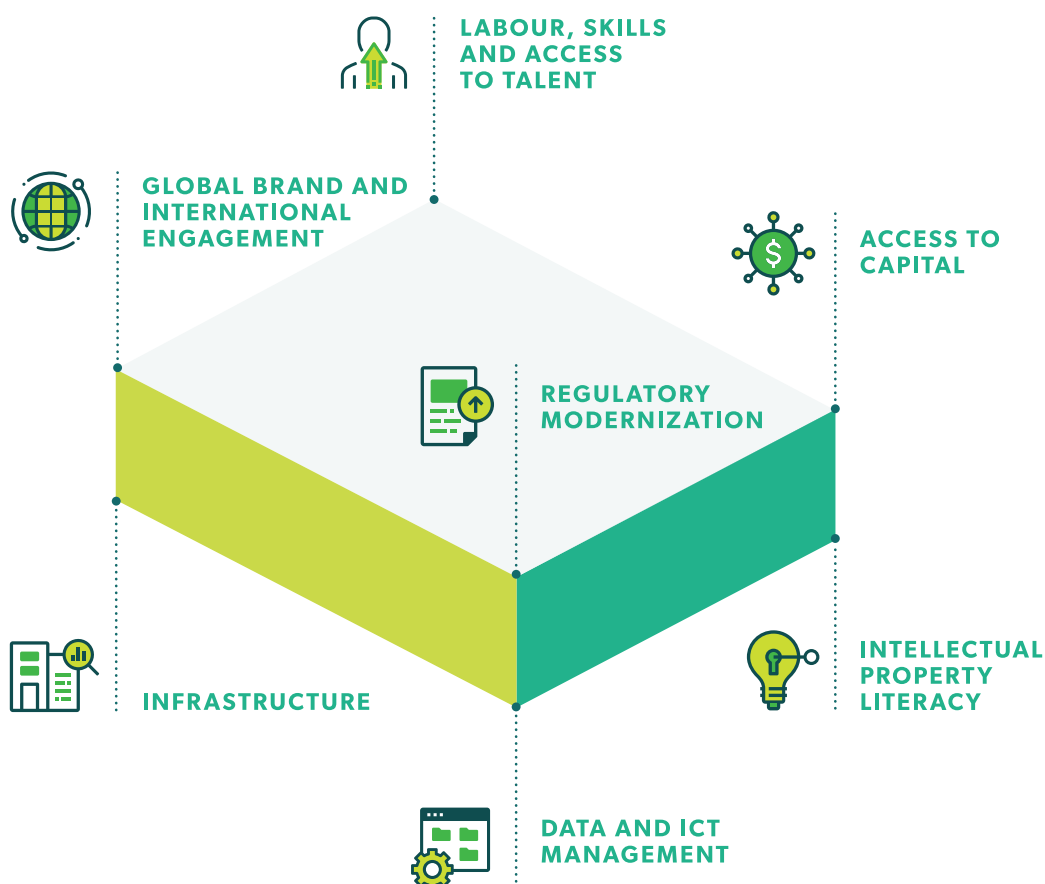
PIC'S CAPACITY BUILDING PRIORITIES

The Capacity Building priorities and their goals were defined based on member and industry consultations, discussions with multiple stakeholders and information gained from the review of projects in the Technology Program. A short description of each of the Capacity Building priorities is shown below, and a detailed list of goals and expected outcomes can be found at the end of this document.

In addition to the seven priorities listed below, Protein Industries Canada believes the inclusion of **Indigenous communities** and other under-represented populations is an important part of creating economic growth for Canada. We believe that there are many opportunities to create mutually beneficial relationships with Indigenous groups across Western Canada to help advance the plant-protein sector and encourage industry consortiums to include Indigenous leaders and businesses in all Capacity Building projects.

We recognize that there are many players in Canada leading important work related to our Capacity Building strategic priorities and we would like projects proponents to leverage such work through collaboration.

7 Capacity Building Priorities





Labour, Skills and Access to Talent:

The chronic labour shortage in the agrifood sector has become one of the most pressing barriers to growth. As the protein sector evolves, we can expect to see shortages on two fronts: a lack of labour and workers without the necessary skills to work in a rapidly changing and growing sector. If not addressed, this will influence Canada's ability to realize our agrifood potential.



Regulatory Modernization:

As we invest in technologies that results in new products and processes, we require a regulatory system that keeps pace with innovation. Without a responsive regulatory system, our ability to get products to market, attract investment and grow the sector is impacted. This isn't just about removing immediate regulatory barriers, it's about creating and implementing processes that allow regulations that evolve as the sector does, while maintaining the highest standards of safety.



Data and ICT Management:

Managing data, and further leveraging it to improve processes and make decisions, is key to advancing the agrifood sector. The opportunities around data regarding precision agriculture, improved production techniques and regulations, as well as providing consumers with the information they are requesting regarding traceability, food safety and other elements, are all part of the evolving agrifood ecosystem.



Intellectual Property (IP) Literacy:

A cornerstone of innovation, and the Innovation Superclusters Initiative, is the commercialization of IP. Canada is a country of inventors. We have strong scientific capacity that leads to the creation of new knowledge and technologies; however, we lag other industrialized nations in our ability to realize the value of IP. Numerous studies indicate that SMEs (small- and medium-sized enterprises) that hold IP are more likely to export and to become high-growth firms than those that don't.



Infrastructure:

The agriculture and food processing sectors have complex and substantial infrastructure needs. To secure Canada as an agriculture production and processing powerhouse, focused investment into infrastructure along the value chain – from the lab to end market – is necessary. This includes physical infrastructure, such as transportation, as well as infrastructure related to research capacity.



Access to Capital:

According to the Canadian Venture Capital and Private Equity Association, less than three per cent of venture capital investment flows into the Prairie region, and only a fraction of that is targeted to the agriculture and food processing sector. Western Canada has seen both start-up and established companies looking to scale, move out of the Prairie region and establish operations closer to venture capital sources. This separation between the research community that generates new technology and those with the skills to develop and commercialize it has slowed the pace of innovation and commercialization. The creation of a sustainable agrifood sector requires access to both talent and capital.



Global Brand and International Engagement:

Canada currently enjoys a competitive advantage as an environmentally sustainable source of agricultural commodities, with world-class, innovative producers. However, the industry faces three main challenges in this area: reliability of supply, authenticating our global reputation and a lack of global recognition as a supplier of protein-rich food ingredients. Investment into these areas is necessary to improve Canada's global brand as a food and ingredient supplier.

CAPACITY BUILDING PROJECT ELIGIBILITY

Protein Industries Canada will co-invest in collaborative consortia that leverage strengths, address gaps, break barriers and support capacity building in the agrifood sector. Approved projects will align with the Capacity Building strategic priorities and will demonstrate transformational impact to the agrifood industry in Canada.

All projects must be aligned with Protein Industries Canada objectives. As part of our selection criteria, we will be ensuring projects are aligned with our strategic priorities and that projects address the barriers to growth. Capacity Building projects will be evaluated and scored internally by PIC staff, as well as an independent Project Approval Committee (PAC, described below).

Protein Industries Canada staff members are available to support project consortia throughout the application process.

For more information, please also refer to the FAQ section at the end of this document.

Eligibility Requirements

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

- Be submitted by a minimum of two project partners (consortium), all of whom **must be PIC members**.
 - Non-Canadian entities can participate in a consortium, based on approval by Protein Industries Canada.
 - Each member of the consortium must contribute to the project in a meaningful way.
 - All organizations listed on the proposal should be aware and agree to their inclusion in the submission.
- The initiative must be incremental to the regular business undertakings of the participating organizations, in that the project is new, would not be possible without participation of consortium partners, or would not have been undertaken at the same scope or scale without the co-investment provided by the Supercluster.
- Projects that build and expand linkages beyond Supercluster participants and leverage existing assets (capabilities, talent, infrastructure) are strongly encouraged, bringing relevant impact to the whole ecosystem.
- The project must be aligned with Protein Industries Canada's objectives, PIC's Capacity Building Priorities and their outcomes.
- Projects in which industry dollars are invested will be scored higher.
 - 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.
- Projects that include Indigenous and/or other under-represented populations will be scored higher.
- Projects that involve SMEs (small- and medium-sized enterprises) and/or bring clear benefits to SMEs will be scored higher.

Eligible Costs for Capacity Building Projects

NOTE: All eligible project expenses incurred prior to the signing of the Master Project Agreement (MPA)* are not eligible for PIC reimbursement. All eligible project expenses must be recorded net of all taxes; this includes but is not limited to GST, HST, PST, hotel taxes, airport taxes, tourism taxes and all foreign taxes. Taxes are not eligible costs.

Eligible Project Costs: Eligible Project Costs are defined as project costs that are directly related to a project and are eligible for reimbursement by PIC.

- **Labour Costs:** Labour costs can be claimed as an eligible project expense for existing or new employees who are working directly on the project. Labour costs are calculated by multiplying the hourly rate by the number of hours the employee worked on the project.
- **Sub-contractors & Consultants:** Sub-contractors and consultants required to complete work that is essential to the success of the project and for expertise or skills that do not exist within the project team are eligible project expenses. All costs must be claimed at Fair Market Value and must be in line with industry practices.
- **Materials & Supplies:** Materials and supplies are claimed as eligible project expenses when the materials are consumed not when the materials are purchased.
- **Room or Facility Rentals:** Costs for room or facility rentals that are separately dedicated to the project are eligible project costs.
- **Travel:** Travel costs that are incurred exclusively for the project are eligible project expenses.
- **Intellectual Property Costs:** Reasonable intellectual property costs with a direct link to project activities and technologies are eligible costs.

OTHER DIRECT PROJECT COSTS

- **Service Fees, Subscription & Licence Fees:** Service fees, subscription and licence fees that are specifically required for the project are eligible project expenses.
- **Conference Costs:** Conference costs such as facility rental and telecommunication expenses can be considered eligible project expenses if the expenses are directly related to the project.
- **Market Studies & Research:** Costs for market studies and research paid to a university or research facility are eligible project costs. Payments made to federal entities such as NRC are unfunded eligible project costs.
- **Foreign Project Costs:** Foreign project costs for activities that occur outside of Canada must undergo additional review and must be pre-approved by PIC.

UNFUNDED ELIGIBLE PROJECT COSTS

Unfunded Eligible Project Costs are defined as eligible project costs that are not eligible for reimbursement by PIC. Eligible expenses incurred before the Master Project Agreement is signed are considered unfunded eligible costs and may count toward Industry Match.

*All projects will sign a Master Project Agreement (MPA), a contract that all members of the consortium 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. PIC is a signatory to the agreement as a co-investor.

INELIGIBLE PROJECT COSTS

Ineligible Project Costs are defined as costs that are ineligible to be considered for reimbursement by PIC or count toward Industry Matching Funds and must be excluded from the project costs and calculations.

EXAMPLES OF INELIGIBLE COSTS INCLUDE:

- Fines and penalties;
- Provision for contingencies;
- Losses on investments, other projects, contracts, bad debts or expenses for collection charges;
- Federal and provincial income taxes, federal and provincial consumption taxes, excess profit taxes, airport taxes, tourism taxes and foreign taxes;
- Expenses and depreciation of excess facilities and assets;
- Depreciation of assets funded by PIC;
- Honoria, gifts, donation expenses, entertainment expenses and alcoholic beverages;
- Dues and memberships that are not direct project expenses;
- Extraordinary or abnormal fees for professional advice unless PIC's approval is obtained prior to incurring the cost;
- Discretionary health, dental, life, severance and separation packages;
- Discretionary employee pension or RRSP plans;
- Employee bonuses;
- Overtime costs unless preapproved by PIC;
- Costs related to the routine administration and operations of the recipients;
- Costs related to overhead incurred by the recipients;
- Costs for which the recipient is eligible for a rebate from federal, provincial, territorial or municipal government sources; and
- Legal, accounting and consulting fees in connection with litigation or financial reorganization.

THE PROJECT APPLICATION PROCESS

We're here to help!

Protein Industries Canada's staff will help guide you throughout the Project Application Process.

We will work with project proponents during all steps of the process, including helping you understand if your project is eligible, identifying potential partners you may want to work with, helping you build a strong consortium and a project that reaches the Program goals and outcomes, and providing support in developing the Application Package. Our job is to help projects be successful.

The full process and the application documents are detailed below. The depth of the application documents will vary depending on the project value.

1. Projects proponents will complete and submit the Application Package, which consists of the following documents (PIC's templates will be made available):
 - a) Project Application Form (same document regardless of project size)
 - b) Project Plan, including a Financial Workbook. Projects up to CAD\$499,999 will complete a Simplified Plan and a Financial Workbook, whereas projects over CAD\$500,000 will complete a Full Project Plan and Financial Workbook.
2. The application package will go through a pre-screening process from PIC staff to assess eligibility.
3. If the project is approved on the pre-screening, project will be evaluated by the Project Approval Committee (PAC).
4. PAC's approved projects will sign a Master Project Agreement (MPA) with PIC.
5. A project kick-off meeting will be scheduled with PIC's team.

PIC staff may reach out to proponents to ask clarifying questions or request additional documentation during any part of the process.

PIC encourages you to think boldly and consider how your project can be scaled-up. We are looking for transformational projects that do not duplicate work that has already been done. Transformational projects that can be scaled-up regionally or nationally often mean multi-year projects.

During the application process we will be providing support on how multi-year projects should provide the depth and detail of information PIC needs to track progress.

Project Application Form (same for all projects)

Once you have reviewed the Project Eligibility Requirements, you will complete and submit a Project Application Form. The form is the same for projects of any size.

Each project should only have one application, and consortium members must work together. The template is available on the Protein Industries Canada website. The Project Application Form (limit of 10 pages):

- Identifies the gap, problem, challenge or opportunity to be addressed by the proposed project, and how it will bring transformational results to the sector as a whole;
- Provides an overview of the main activities and workplan of the project, and how each will address the gap, problem, challenge or opportunity, including how the project will be scaled up to benefit the sector;
- Describes the anticipated outcomes of the proposed project, how they will be measured and the expected benefit to the ecosystem, and how they are aligned with PIC's Capacity Building priorities;
- Provides a top-level budget, including the expected contribution from each partner and the requested investment from PIC, on an annual basis;
- Explains what existing complementary work is available and how the project will leverage it, avoiding duplication of such work;
- Identifies the members of the consortium, their expertise and their role/contributions (financial and otherwise), and how the project will drive collaboration in the sector;
- Describes how the project will bring benefits to businesses within the agrifood ecosystem and how SMEs might be involved/benefit from the project;
- Identifies other subject matter experts that will be invited to work on the project;
- Details the proponents' qualifications, expertise and leadership abilities to execute the project
- Provides a description of Indigenous-related (and other under-represented populations) engagement activities involved in the project.

The Protein Industries Canada team is available to assist in the development of the document and to review and provide feedback prior to submission. Once the application package is finalized, it is submitted through the member portal at www.proteinindustriescanada.ca.

PIC's team will pre-screen the submitted applications and may contact the project proponents to clarify questions.

Project Plan and Financial Workbook

The project proponents will also be required to submit a Project Plan and a Financial Workbook, using PIC's templates.

The Project Plan is the document that details the work that will be done, including the activity breakdown, milestones and deliverables, the ins-and-outs of scope elements, and the risks, metrics and outcomes. The Financial Workbook is a spreadsheet containing the project budget, milestones and payment schedule.

The depth of information required in the Project Plan and a Financial Workbook vary according to the project size. A project up to CAD\$499,999 will require a Simplified Project Plan and a Simplified Financial Workbook, whereas a project over CAD\$500,000 will require a Full Project Plan and Full Financial Workbook.

| SUMMARY OF APPLICATION DOCUMENTS | UP TO CAD\$499,999 | OVER CAD\$500,000 |
|----------------------------------|---|---|
| Application Documents | <ul style="list-style-type: none">• Application Form• Simplified Project Plan• Financial Workbook | <ul style="list-style-type: none">• Application Form• Full Project Plan• Financial Workbook |
| Project Approval | Same process regardless of project size | |

Intellectual Property (IP)

The diffusion of IP is a cornerstone to innovation and the Superclusters Initiative. Protein Industries Canada recognizes that IP is an important topic for consortia members.

Capacity Building Projects may generate IP, data or other proprietary materials. PIC staff will work with the consortium members to develop an IP Rationale and include such IP on the IP Registry. IP Rationales contemplate access to Background IP and Foreground IP and describe how the project will enable diffusion and commercialization of IP.

PROJECT EVALUATION

All application packages will be reviewed and evaluated by the Project Approval Committee, with the results communicated to the Lead Applicant.

There are three possible results of an Application Package evaluation:

1. **Approved.** The consortium will be invited to sign the MPA - Master Project Agreement.
2. **Conditionally Invited.** The project is aligned with Protein Industries Canada, but may require additional information or some changes. A consortium may choose not to proceed if they do not agree with the requested changes.
3. **Declined.** The project is not aligned with Protein Industries Canada or does not meet eligibility criteria. The project will not be considered in its current form.

PIC will work to review the projects as quickly as possible within the evaluation process, taking the time necessary to complete our due diligence.

Specifically, projects will be assessed via the following evaluation framework by PIC's Project Approval Committee:

1. Project addresses the issue & delivers objectives; alignment with priorities & strategy

- Is the issue/gap clear and well-defined on the application form?
- Does the project explain how it will address the gaps and deliver the outlined objectives?
- Are the activities and milestones clear, meaningful, and aligned with our 7 priorities and PIC's strategy?

2. Transformational impact on the ecosystem; benefits to the entire ecosystem beyond the applicants

- Does it clearly articulate what will be the transformational impact on our ecosystem? Does it have clear outcomes that will benefit the sector as a whole?
- Does it bring additional, impactful ideas to the table?
- Does it involve and/or benefit Canadian SMEs (small- and medium-sized enterprises)?

3. Leveraging existing work & no duplication

- Does it add/take into consideration existing work (in Canada and internationally)?
- Does it acknowledge previous work that was done and explain how the project will leverage such work?

4. Strength of the consortium (proponents' qualifications, expertise & leadership; collaboration)

- Does the consortium represent a holistic approach to collaboration?
- Do the proponents possess the necessary and complementary qualifications to meet the project objectives and deliverables? What is their mandate/authority/previous experience?
- Does the project foresee additional subject matter experts?

5. Timeline, budget & industry contribution

- Are the timeline and budget realistic and achievable?
- Is the consortium investing dollars in the project?

6. Inclusion of Indigenous & other under-represented populations

- Does the project include an Indigenous and/or other under-represented populations, perspective/engagement?

THE PROJECT APPROVAL COMMITTEE (PAC)

The Committee consists of five members, four Protein Industries Canada senior executives and one independent industry expert, appointed by the CEO of Protein Industries Canada.

The Committee provides independent oversight of the project selection process, and has been delegated the authority to make independent, expert evaluations of project applications under the Capacity Building Program.

Unless invited by Protein Industries Canada, at no time should stakeholders, members or applicants be engaging Committee members with regards to projects that have been evaluated, are currently under consideration by the Committee or have been decided upon. In addition, the Committee will not reach out directly to applicants for information or input regarding projects; these requests will be handled by Protein Industries Canada staff.

Members who fail to comply with this policy could have their membership rights terminated, project funding cancelled, and/or current and future projects removed from consideration.

Concerns, comments or questions with regards to Committee operation or decisions should be directed to Protein Industries Canada staff.

Committee members, Protein Industries Canada members and Protein Industries Canada staff all share a responsibility to report any activity in contravention of this policy.

THE MASTER PROJECT AGREEMENT

Once your project is approved, PIC will work with the members of the consortium to sign a Master Project Agreement (MPA). The MPA is a contract that all members of the project 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. PIC is a signatory to the agreement as a co-investor.

Additional information may also be requested to substantiate the Project Plan. Once the MPA is signed, work can begin!

PROJECT REPORTING

Tracking progress of the project and reporting on deliverables, milestones and the project budget are key components of any project that PIC invests in. All approved projects will be required to report progress regularly and project reporting requirements will vary according to project size and milestones.

FREQUENTLY ASKED QUESTIONS

What's the difference between Capacity Building and Technology Projects?

Technology projects are focused on a value chain approach to collaborative innovation to encourage the development of new technologies and processes in each of the four Technology Pillars (Create, Grow, Make and Sell). Technology projects are the bulk of PIC's investment. They must be industry-led and have specific selection criteria, including the participation of SMEs (small- and medium-sized enterprises) in projects, matching industry dollars and having a private company as their lead. For more information on Technology Projects, please see our [**website**](#).

Capacity Building projects are focused on benefitting the whole industry, bringing lasting value to the sector. Projects under Capacity Building can be led by non-profits and academia, although industry-dollar contribution is also part of the selection criteria. The projects must benefit the whole industry and not duplicate existing efforts.

As collaboration is at PIC's core, it is expected for both Technology and Capacity Building projects to have strong collaboration amongst partners.

What type of projects is PIC looking for?

We are looking for projects that have the potential to transform our agrifood sector and are not duplicating existing efforts or ongoing activities. We welcome multi-year projects that can be scaled-up and encourage industry contributions and matching funds. We also give preference to projects that have an Indigenous component.

Projects should follow our Program Guide requirements and be aligned with Protein Industries Canada's objectives, PIC's Capacity Building priorities and their outcomes.

Can any organization be a project proponent/member under the Capacity Building Program?

Non-profits, academia and private companies can all be project proponents under the Capacity Building Program. As part of the criteria, Protein Industries Canada will assess the proponent's expertise and ability to deliver the project's outcomes, as well as the strength of the collaboration and that the work that is being proposed leverages such work.

Can international companies and organizations be a part of a project?

Yes, international companies and organizations can be part of a project. Foreign project costs for activities that may occur outside of Canada will undergo additional review and must be pre-approved by Protein Industries Canada.

Why do projects need to have a minimum of two project partners?

The core of our work at Protein Industries Canada is collaboration. We believe that if industry works together to achieve our desired outcomes, we will get there faster and without duplication of work. There are many organizations in Canada doing work in our Capacity Building strategic priorities. We want to leverage such work and build upon it, while bringing innovative ways to address gaps in our ecosystem and building capacity so Canada can realize its full agrifood potential.

What is meant when it says each member of the consortium must contribute in a “meaningful way”?

It is intended that every member of the consortium brings something to the table — expertise, finances, experience in a certain market, research capabilities, etc. It is expected that each member will actively contribute to the project.

What is meant by “member?”

“Member” refers to a company or organization that has purchased an annual membership with PIC and is considered a member in good standing. There are two classes of membership: Industry Member and Non-Voting Members. Both Industry and Non-Voting Members can submit applications under the Capacity Building Program.

How much money is each project eligible to receive?

There is no set maximum that a project can receive, and preference will be given to projects in which industry dollars are invested. We welcome application of multi-year projects, with the expected annual expenses broken down by year in the proposed budget.

PIC will reimburse consortium members their portion of the investment once proof of eligible expenses has been submitted and reviewed.

What can be considered industry matching funds?

Projects with industry dollars will be given preference. Examples of industry funds include, but are not limited to, cash contributions and registration fees.

For how many years will my project be funded?

Projects may be of one or two years or be completed before March 31, 2023. We encourage project proponents to consider multi-year projects in their proposal.

Does a project need to be aligned with all seven Capacity Building Priorities?

Projects must deliver outcomes from at least one of our Capacity Building Priorities.


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.

APPENDIX – CAPACITY BUILDING PRIORITIES, GOALS AND OUTCOMES

In addition to the seven Capacity Building strategic priorities listed below, Protein Industries Canada believes the inclusion of Indigenous communities and other under-represented populations is an important part of creating economic growth for Canada..

| PRIORITIES | GOALS | KEY DESIRED OUTCOMES |
|---|--|--|
|  <p>Labour, Skills and Access to Talent</p> | <ul style="list-style-type: none"> • Ensure the sector has adequate numbers of employees with the right skills to meet its growth and productivity goals, increasing availability of labour. • Expand the available talent pool by expanding knowledge among job seekers about the opportunities and benefits of working in the sector. • Bring industry and academia from across Canada and globally together to design curriculum that includes industry-demanded skills to produce highly skilled graduates in the areas of value-added processing, food science, business and the biosciences. • Employment programs that are relevant to the sector and are easier to navigate. | <ul style="list-style-type: none"> • Increase investment into the sector to allow more competitive salaries. • Ensure a highly-qualified labour pool, including Indigenous, underrepresented populations and new Canadians, to meet the current and future needs of the industry, including re-training and acknowledging the relevance of skills from other sectors. • Increase the number of students trained in fields related to the value-added processing sector in Western Canada; engage/expose youth to the agrifood sector earlier in career development. • Increase the number of research and development employees and world-class scientists present in the cluster. |

| PRIORITIES | GOALS | KEY DESIRED OUTCOMES |
|--|--|---|
|  <p>Regulatory Modernization</p> | <ul style="list-style-type: none"> • Modernize the Canadian regulatory system to be responsive to innovation that supports the agrifood sector. • Support efforts to address non-tariff regulatory barriers of Canadian plant-protein products in key international markets. • Understand domestic restrictions/ barriers to growth that may be impacting investment into expansions, new builds, etc., that are necessary to increase capacity domestically. | <ul style="list-style-type: none"> • A regulatory system that is continually responsive to innovation, which will lead to increased investment into Canada's agrifood sector. • A clear and defined process within the federal family – alignment on priorities/red-tape reduction/ quicker processes/ the establishment of a sandbox environment when appropriate. • A unified approach to regulatory modernization amongst industry – including provincial governments; NGOs; industry, etc. • Improved regulatory literacy amongst companies in the agrifood sector. |
|  <p>Data and ICT Management</p> | <ul style="list-style-type: none"> • Assist the development of process or platforms that combine, leverage and monetize data for improved business outcomes. • Explore the further enablement of data arising from projects, which may lead to further collaboration among companies of all sizes, from various sectors, academia and research institutions. Data generated with the support of Protein Industries Canada investments could be leveraged to catalyze commercialization and economic growth across the ecosystem. • Improve the knowledge and awareness of the importance of data in Canada's agrifood sector. | <ul style="list-style-type: none"> • Increase the number of PIC members with a formal Data Strategy. • Increase the number of data sharing agreements among PIC members. • Data is leveraged to catalyze commercialization and economic growth across the ecosystem. |

| PRIORITIES | GOALS | KEY DESIRED OUTCOMES |
|--|---|--|
|  <p>Intellectual Property Literacy</p> | <ul style="list-style-type: none"> • Improve the IP literacy of organizations in Canada's agrifood sector with a focus on awareness, education and advice. • Increase the value extracted from IP to help companies compete in a global marketplace. | <ul style="list-style-type: none"> • Increase the number of PIC members that hold IP. • Increase the number of PIC members with a formal IP Strategy. • Increase the number of licence agreements for the IP in the agriculture and processing sector that results from PIC-funded research. • Commercialization of Latent IP. • Increased sharing/leveraging of IP between organizations. |
|  <p>Infrastructure</p> | <ul style="list-style-type: none"> • Ensure the infrastructure is in place, and efficiently utilized, to support the growth of the agrifood industry. • Have a plan to meet the infrastructure needs of the future. Working with different agencies, governments, NGOs, academia, etc., to understand what needs to be accomplished to realize Canada's agrifood potential. | <ul style="list-style-type: none"> • Industry is aware of and has the ability to access/use infrastructure to its full scope. • An inventory of capacity and players/asset map is created. • A priority list of infrastructure needs exists and investment is prioritized. • Enhanced collaboration to address the infrastructure gap; collaboration for investment and to solve problems. • Indigenous communities are engaged into the agrifood sector and are benefiting from economic activity. |
|  <p>Access to Capital</p> | <ul style="list-style-type: none"> • A sustainable plant-protein and value-added sector in Western Canada by improving access to working and infrastructure capital. • Increase the knowledge and interest in the agrifood and plant-protein sector with lenders. • Increase the ability of agrifood businesses to access capital via training and connections. | <ul style="list-style-type: none"> • Increase investment into Canada's agrifood sector by all sources of financing, including FDI and Indigenous Development firms. • Stronger connections between investors and the agrifood sector. • Increase the number of PIC members who successfully access capital (working and infrastructure). |

| PRIORITIES | GOALS | KEY DESIRED OUTCOMES |
|---|--|--|
|  <p>Global Brand and International Engagement</p> | <ul style="list-style-type: none"> • Establish Canada as a globally recognized leader in the production of plant-protein ingredient and products. • Attract foreign direct investment and global talent to Canada's agrifood sector. • Substantiate Canada's brand as a reliable, safe supplier of nutritious and sustainable food. • Grow the volume and value of Canadian plant-protein exports. • Support the development of Canada's nutrition and sustainability attributes. | <ul style="list-style-type: none"> • Strong relationships to support business between Canadian companies and international counterparts. • The creation of international standards to support trade. • Data systems to substantiate Canada's brand. • Increase knowledge by the agrifood sector of international market needs. • A comprehensive plan to support the marketing of the "Canadian Plate." |



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