



# **MEAT TRANSITION ASSISTANCE PROGRAM**

## **PHASE 3**

### **STRATEGIC PLAN**

Approved by:

Meat Transition Assistance Program Steering Committee

7 December, 2009

## **ACRONYMS**

Acronyms used the Strategic Plan are listed below:

BC British Columbia  
BCCDC British Columbia Centre for Disease Control  
BCFPA British Columbia Food Processors Association  
CFIA Canadian Food Inspection Agency  
IAF Investment Agriculture Foundation of British Columbia  
MAL Ministry of Agriculture and Lands (British Columbia)  
MIES Meat Industry Enhancement Strategy  
MIR Meat Inspection Regulation (British Columbia)  
MOH Ministry of Health (British Columbia)  
MTAP Meat Transition Assistance Program  
MOHLS Ministry of Healthy Living & Sports (British Columbia)

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## Meat Transition Assistance Program Phase 3 Strategic Plan

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## **1. INTRODUCTION**

In 2006, the Province funded a Meat Transition Assistance Program to assist existing slaughter facilities to upgrade to provincial standards and develop new provincially licensed slaughter capacity in British Columbia. The enabling document is attached as Appendix B and the Phase 1 strategic plan as Appendix C. In 2008, the Province provided additional funding for a second phase of the program, to fill gaps in slaughter capacity for certain species and regions. The Phase 2 strategic plan is attached as Appendix D.

This September 2009 strategic plan articulates terms of reference and administrative procedures for a third phase of the program, announced by the Province on April 7, 2009. Terms of Reference for Phase 3 are outlined in Appendix A. Administrative procedures are outlined in sections 2 through 8 below.

For the first two phases of MTAP, Investment Agriculture Foundation administered the government funds. The BC Food Processors Association is administering the funds for the third phase.

## **2. GOVERNANCE OF MTAP**

### **2.1 Meat Transition Assistance Program Steering Committee Members**

MTAP Steering Committee members are listed on the BCFPA website [www.bcfpa.ca](http://www.bcfpa.ca)

Voting members may choose alternates who may vote in their absence, including ex-officio members not employed by government.

Subject matter experts may be invited to present information to the Steering Committee as necessary to aid the MTAP Steering Committee in making decisions.

### **2.2 Committee quorum and decision making**

The minimum number of voting members that need to be present in person or by telephone for the MTAP Steering Committee to conduct a meeting (quorum) is 3. Votes taken require a simple majority to pass.

The committee may hold a voting poll by email but the vote must be unanimous, otherwise an in-meeting vote must be taken as per the paragraph above.

### **2.3 Role of ex-officio members**

Ex-officio members of the MTAP Steering Committee bring their specific expertise to the initiative by participation on the MTAP Steering Committee as non-voting members. Also ex-officio members are expected to bring to the attention of all members of the MTAP Steering Committee any criteria or concerns that their agency has regarding the administration of this initiative or any project or proposal being considered by the MTAP Steering Committee. Ex-officio members are not required to attend all meetings but will be included in all communications of the MTAP Steering Committee, including all meeting minutes, and will provide input as required.

## 2.4 Communication support

Communication to support the Chair is provided by the Coordinator of the Meat Transition Assistance Program. In addition to duties outlined in 3.3, the Coordinator will assist in the flow of information between committee members and the chair, particularly with regards to input to the strategic plan and work plan between committee meetings and conference calls.

## 2.5 Vision, mission, principles and values

### 2.5.1. Vision

Livestock producers in all regions of British Columbia have reasonable access to licensed slaughter services, and slaughter facility operators are able to expand capacity to meet future needs.

### 2.5.2. Mission

- To ensure that there are sufficient provincially licensed slaughter facilities in appropriate locations across the province
- To increase livestock slaughter capacity in British Columbia and build a basis for expansion of capacity in the future
- To assist in the development of sustainable regional solutions for the livestock industry

### 2.5.3. Principles and values

Guiding principles include:

1. Assist plants that were unlicensed before July 23, 2004 to upgrade to provincial standards
2. Assist in development of new or expanded provincially licensed slaughter capacity
3. Provide supplemental funding for plants in critical areas which are essential to maintaining adequate access to slaughter services

## 3. ADMINISTRATION OF MTAP

### 3.1 Functions of the Program Administrator

The BCFPA will administer the program and:

- Appoint the MTAP Steering Committee
- Deliver the program
- Maintain applicant file and financial records
- Hire a Coordinator
- Coordinate MTAP Steering Committee meetings
- Interface with clients
- Develop and implement a communication strategy
- Oversee/manage the work of staff assigned to program
- Administer the MTAP 3 funds (from the Province's April 2009 grant)
  - Invest the funds including interest on behalf of the program

- Provide a continuing account of current operating and administrative practices for the program funds sufficient to provide a sound basis for an external audit
- Disperse residual funds as directed by the original funding partners
- Report fund balance to the MTAP Steering Committee

### **3.2. Functions of the MTAP Steering Committee**

The Meat Transition Assistance Program (MTAP) Steering Committee is the decision-making body of the program. The MTAP Steering Committee and its Sub-Committee will oversee program delivery, monitor progress, make adjustments to and approve strategic plans, policies, and guidelines for all areas including:

- The strategic plan
- A job description for the MTAP Coordinator
- The program application materials and approval process
- The communication strategy
- Guidelines for financial administration and audit of program
- Identification of MTAP-Steering-Committee-driven projects
- The relationship between BCFPA and IAF for financial administration
- An annual report for BCFPA and public information
- Replacement of MTAP Steering Committee members and adding additional members if necessary
- MTAP Steering Committee guidelines, decision-making process, quorum, confidentiality, per diems etc.
- Critical success factors and risks
- Performance measures

The MTAP Steering Committee will:

- Meet up to six times in a 12-month period
- Participate in up to 12 conference calls
- Allocate residual funds according to the program
- Delegate a Sub-Committee, comprising one MTAP Steering Committee member, MIES-MTAP Manager, Program Coordinator, and an ex-officio from MAL, to review materials prior to submission to the MTAP Steering Committee for completeness and to approve straightforward applications where appropriate
- Receive Sub-Committee information and recommendations for project approval
- As necessary, make major decisions regarding the program, including modification
- Maintain a record of discussion and minutes

The MTAP Sub-Committee will:

- Meet under the leadership of the Coordinator
- Approve applications that clearly meet the intent of the strategy
  - Review checklist required by the Coordinator
  - Ensure proposed funding is consistent with the strategy
  - Approve funding pending BCCDC confirmation of licensing

In addition:

- All members of the MTAP Sub-Committee must be present in person, by phone or by email, to constitute a quorum; all voting for decisions must be unanimous.
- Complex applications or matters where the Sub-Committee members are not unanimous will be forwarded to the full MTAP Steering Committee for decision.
- The Coordinator will maintain a record of decisions.

### **3.3 Functions of the Coordinator**

A Coordinator shall be contracted by the MTAP Steering Committee to drive the program, receive and review applications, and recommend acceptance, rejection or redirection to another program element. The Program Coordinator will:

- Report to CEO of BCFPA via the MIES-MTAP Manager
- Draft work plans, policies, and guidelines as necessary
- Receive and review applications
- Assess eligibility under the MTAP
- Obtain approval from the Sub-Committee or Steering Committee for applications
- Advise applicants in writing of eligibility and amount of expenditures conditionally approved
- Monitor applicants' progress
- Review evidence of payment submitted by applicants
- Confirm issuance of plant licence
- Complete a checklist confirming receipt of required documentation
- Determine amount of eligible funding
- Prepare payments according to the terms of approval
- Liaise with MIES staff as required
- Liaise with government agencies as required, including the BC Centre for Disease Control
- Report to MTAP Steering Committee

### **3.4. Functions of Investment Agriculture Foundation (IAF)**

The IAF will continue to administer the funds for the Meat Transition Assistance Program for MTAP 1 and MTAP 2 in accordance with sections 2.3 and 2.4 of the Strategic Plans in Appendices C and D. For MTAP 2, this arrangement is further articulated in a financial administration agreement negotiated between IAF and BCFPA.

## **3.5 Program policies**

### **3.5.1. Conflict of interest**

If any direct conflict of interest arises for any of the MTAP Steering Committee members, that member will identify the conflict of interest and remove himself/herself from any discussions or decisions regarding the matter.

A proponent who feels there may be a conflict of interest with one or more MTAP Steering Committee member(s) may identify those members in their project application. The MTAP Steering Committee members who have not been identified will decide whether the identified members should be excluded from discussions or decisions regarding the project.

### **3.5.2. Confidentiality**

Information identified by a program applicant to be of a confidential or sensitive nature will not be shared with anyone other than MTAP Steering Committee members involved in the decisions regarding the project. The only public MTAP document is the program's annual report, unless otherwise determined by the Steering Committee.

The BC Food Processors Association requires non-disclosure agreements to be signed by MTAP Steering Committee members. Federal and provincial government employees already having a non-disclosure agreement with their employers will not need another agreement.

### **3.5.3. Reimbursement of expenses and per diems**

MTAP Steering Committee members not receiving reimbursement of expenses or per diems from another organization will be reimbursed for expenses and per diems incurred while performing committee-related duties commensurate with standards of the BC Food Processors Association. Unless per diems are waived during the meeting, the current rate of reimbursement is \$200 per day (\$100 per 1/2 day; \$50 per ¼ day) plus travel expenses, plus preparation time. Preparation time shall be agreed to at the beginning of each meeting and shall be recorded in minutes. The MTAP Steering Committee will decide the eligible expenses at meeting onset. Meeting expenses will be reimbursed to MTAP Steering Committee members upon submission of a completed BCFPA Expenses Claim Form to the BCFPA office.

### **3.5.4. Appeals**

Decisions made by the Sub-Committee can be appealed to the MTAP Steering Committee. Decisions by the MTAP Steering Committee are final. The applicant may submit another application that fits the intent of the Meat Transition Assistance Program.

### **3.5.5. Freedom of Information and Protection of Privacy**

At the time of application, project proponents consent to provide to the BC Food Processors Association any information that is reasonably required for purposes related to the program, and authorize the sharing of information required for program administration with any appropriate government agency, including the BCCDC.

The BCFPA collects, maintains and uses information provided by program applicants in order to fairly evaluate and administer applications, and to monitor and evaluate project success. In doing so, the BCFPA respects the privacy of project proponents and recognizes the need to safeguard their confidential information.

The BCFPA maintains the confidentiality of any personal information provided by applicants, and in handling such information complies with the provisions of the Freedom of Information and Protection of Privacy Act. In handling confidential information of program applicants, the BCFPA endeavors to keep applicant information current and accurate and to safeguard it from unauthorized access. All information will be retained only for the time periods needed to fulfill the purposes for which it was collected.

### **3.6 Program audit**

All activities of the program will be subject to audit based on Canadian Generally Accepted Auditing Principles. The program audit will be undertaken by the auditor for the BCFPA. The program audit period will conform to the fiscal audit period of the BCFPA and will be completed within 90 days of the BCFPA fiscal year end. The full audit report, including the Management Letter (if issued) will be submitted to the original funding agencies immediately after completion. All costs associated with the annual program audit will be borne by the BCFPA as part of its costs of administering the program.

### **3.7 Administration budget**

The administration fee for the MTAP program will be 8 per cent of the total MTAP funding originally granted. Interest accrued will not be included in the 8 per cent.

## **4. ADMINISTRATION OF MTAP PROJECTS**

### **4.1 Introduction**

Those who wish to upgrade or build a slaughter facility for provincial licensing in British Columbia may apply to the MTAP Phase 3 program. Terms of Reference regarding eligibility and procedures for applications are articulated in Appendix A. These are based on previous phases of the program. This section clarifies administrative details for approval and management of funds under MTAP 3.

### **4.2 Funding**

1. The maximum funding levels may be as high as \$150,000 on a 50/50 funding formula.
2. For mobile plant projects, unless specifically approved by the MTAP Steering Committee, a maximum of ten docking stations per mobile unit may be funded at a maximum of \$5,000 per docking station (\$10,000 expenditure on a 50/50 cost share basis) and only where the docking stations are widely dispersed and serve the broad community. The program will not fund docking stations within a one-hour drive of another docking station or an existing licensed plant that processes the same species.
3. Business services are eligible for funding on a very limited basis and only when considered vital to the development of targeted capacity as determined by the MTAP Steering Committee. Up to \$5,000 advance funding on a 50/50 cost-shared basis is available for a business plan.

4. Advance funding is permitted where the risks to successful completion are minimal and on a stepped schedule that requires 50% operator investment<sup>1</sup> prior to advance payment being given and with 25% of the approved funding withheld until final license is issued.

### 4.3 Application criteria

Application guidelines, forms and assessment criteria will be made available. Project applications must be complete and in a form outlined by the MTAP Steering Committee. Applications will be judged on the basis of (but not limited to) the following:

- a) Meets application deadlines
- b) Application is consistent with MTAP 3 Terms of Reference in Appendix A
- c) Provides a detailed outline of costs
- d) Documentation is complete
- e) Authorization to share information is provided

### 4.4 Application procedure

Applications will be submitted to, and reviewed by, the MTAP Coordinator. The application process will be administered as follows:

1. Interested parties should contact the MTAP Coordinator for guidance before submitting an application.
2. Interested parties will submit applications to the MTAP Coordinator by the closing date using the application materials approved by the MTAP Steering Committee.
3. The MTAP Coordinator will review the application for completeness.
4. When requirements of the application have been met, it will be forwarded to the Sub-Committee for discussion and recommendation to the Steering Committee for decision.
5. Upon Steering Committee approval, funding will be allocated according to the approved eligible costs of the project.
6. The MTAP Coordinator will advise the applicant in writing of the eligibility of the proposed activities for program funding and the cost-shared amount of funding formally committed by MTAP.
7. The MTAP Coordinator will monitor applicant progress.
8. When the work has been completed, the applicant will submit evidence of payment for the goods and services (net of GST), and evidence of licensing provided by BCCDC.
9. The MTAP Coordinator will review project documentation, and complete a checklist to verify that project requirements have been met.
10. Upon approval of project documentation, the Coordinator will prepare a payment in accordance with the program funding terms, or in accordance with the direction of the MTAP Steering Committee if the payment does not conform to the standard program rules.
11. All payments drawn on the MTAP funding bank accounts require two signatures, signatories being approved by the directors of the BCFPA.

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<sup>1</sup> The 50% referred to is 50% of the applicant's whole project cost: thus when requesting an advance on a \$300,000 project, the applicant should already have spent \$150,000

#### **4.5 Evaluating progress reports and approving payments**

Approval of payments is subject to MTAP guidelines. In general, payments are processed following completion of the project, on receipt of copies of invoices (excluding GST) with evidence of payment, and confirmation of the issuance of the license from BCCDC. The MTAP Coordinator will identify and remove ineligible expenditures from invoices to be reimbursed.

Advance payments may be made where withholding of payment to the end of the project would cause undue hardship or inability to complete the project due to lack of funds. Advance requests need to be presented to the MTAP Sub-Committee with supporting information identified by the MTAP Coordinator.

An advance funding decision is made by the MTAP Sub-Committee which advises the MTAP Steering Committee. Funds formally committed may be withdrawn by the MTAP Sub-Committee if the proponent is not making suitable progress toward licensing. The Coordinator will monitor progress and make recommendation to the MTAP Steering Committee should applicants not be actively pursuing licensing. The allocated funds may then be re-allocated to another potential applicant.

#### **4.6 Completion of projects**

Projects will be deemed completed when the plant is licensed. If the licensing agency provides specific conditions, MTAP funding may be used to address those conditions.

It is understood that, unless otherwise agreed, ownership of individual project reports will rest with the BCFPA.

#### **4.7 Labour**

Labour may be counted as part of an applicant's eligible costs, according to the following guidelines:

- One-time (not on-going) labour costs associated with non-capital eligible costs that are performed under contract by a third party (such as hired consultants) are eligible if they relate to the requirements of the new Meat Inspection Regulation.
- Labour costs directly related to the construction, installation and/or set-up of eligible capital costs that are to be done by the applicant (in-kind labour) are also eligible, if they relate to the requirements of the Meat Inspection Regulation. In-kind labour may be included as a project component for up to 20% of the eligible capital cost items listed in the proposal. In-kind will be assessed at the rate of \$20 per hour. For example, on a total project costing \$300,000, the total amount of eligible in-kind labour would be \$60,000, thus \$30,000 could be claimed from MTAP).
- Self-manufactured or fabricated equipment may be included as an eligible expense as long as costs are similar to (and do not exceed) similar equipment already available on the market. Dimensions and receipts must be submitted for the fabricated equipment or materials, as well as contact information on a similar product available on the market. The Coordinator will review this material to ensure it is appropriate.

## 5. COMMUNICATION STRATEGY

The purpose of the Communication Strategy is to:

- Raise awareness and understanding of the Strategic Plan among livestock producers, slaughter facility operators, local and regional governments and other stakeholders in the livestock processing sector.
- Promote participation in the strategic initiatives outlined in the plan, and help solicit project proposals.
- Report on the MTAP Steering Committee progress towards fulfillment of the plan, including achievements in individual initiatives.
- Celebrate successes and promote a 'culture' of growth and optimism among British Columbia producers and processors.

The Communication Strategy is an integral part of the Strategic Plan and will be implemented immediately upon approval to proceed. The Communication Strategy will include the following items:

- Announcement and promotion of the Strategic Plan.
- Solicitation of project proposals, including distribution of 'how to apply' information.
- Periodic updates / progress reports on the program and fulfillment of the Strategic Plan according to performance and evaluation procedures. Information support for MOHLS, MAL, industry organizations, and local media.
- Information support for MAL, industry organizations, and local media.
- Outreach to communication channels of stakeholders.
- Publication and dissemination of project results by project proponents.
- Recognition of funding agencies on all program materials.

The Communication Strategy will expand upon an existing communications infrastructure furnished by the BCFPA and adopted by the MTAP Steering Committee. This infrastructure utilizes internet technology as a primary vehicle, supplemented by an array of printed materials. Communicating through existing stakeholder organizations will be an additional component of the Communication Strategy.

The Communication Strategy will apply through the life of the Meat Transition Assistance Program. Primary responsibility for its execution will rest with the MTAP Steering Committee.

## **6. PERFORMANCE AND EVALUATION PROCEDURES**

### **6.1 Target outcomes**

#### **6.1.1 Projects**

The fundamental success of the initiative will be determined by the number of slaughter plants licensed under the Meat Inspection Regulation and the availability of slaughter capacity within a reasonable distance of livestock producers in all regions of the province. This includes under-served areas being identified and adequate service developed; and critical capacity being maintained where adverse events would have resulted in reduced service.

#### **6.1.2 Administration**

- a) Total administration costs are 8 percent of the MTAP Fund provided, excluding interest.
- b) Every effort will be made to adhere to the following guidelines:
  - a. Applicants will be sent a written acknowledgement within 1 week of the application being received by the BCFPA.
  - b. Requests for payment (advance or final claim) will be considered for approval within a month following the applicant's submission of paperwork.
  - c. Funds will be sent to approved applicants within 2 weeks of the request for payment being approved.

### **6.2 Performance measurement**

#### **6.2.1 Projects**

The Coordinator will maintain a record of applications and provide a monthly report to the MTAP Steering Committee on decisions and approvals. Program performance will be evaluated as follows:

1. # plants applying for the program
2. # plants funded under the program

#### **6.2.2 Administration**

1. 80% of applicants will be sent a written acknowledgement within 1 week of the application being received by the BCFPA.
2. 80% of the requests for payment will be processed within a month following the applicant's submission of paperwork.
3. 90% of funds will be sent to approved applicants within 3 weeks of the request for payment being approved.

### **6.3 Accounting**

The Coordinator, in conjunction with the BCFPA's accountants, will maintain records of administration costs, instructions for disbursements and applicant submissions, and will provide a monthly report

demonstrating how funds were spent. The financial records will be monitored and verified by the BCFPA. IAF will maintain records of disbursements and fund balances and will liaise with the Coordinator and BCFPA accountants regarding funds in Phases 1 and 2.

#### **6.4 Reporting**

The MTAP Steering Committee will develop administrative policies and procedures to be undertaken by the Coordinator to ensure fiscal responsibility, transparency and accountability. Program status reports will be submitted by the Program Coordinator to the BCFPA and to the MTAP Steering Committee on a quarterly basis or as required, as well as an annual report that includes:

- Evaluation and status of the annual plan
- Assessment of which strategic plan objectives and outcomes have been met by the projects completed and which have yet to be completed
- Evaluation of projected vs. actual outcomes
- Fiscal reporting

#### **6.5 Critical success and risk factors**

The MTAP Steering Committee will undertake an assessment of critical success and risk factors and will establish the appropriate control measures to minimize those risks. Critical success and risk factors include:

1. A smooth regulatory process
  - MIES will assist processors in becoming licensed.
  - Regulatory stakeholders will be engaged through the MTAP Steering Committee or government management meetings.
2. Engagement of communities in developing community solutions
  - Regional Districts and agricultural associations throughout the province will be informed of opportunities under MTAP, and proponents will be encouraged to engage their communities.
3. Cooperation of all stakeholders in communities
  - MTAP will provide funds for the construction of abattoir capacity deemed critical to fill community needs. The MIES may be engaged to assist in the community development process.
4. Industry understanding of SRM impacts
  - Engage BC SRM and the MIES to ensure that processors are aware that SRM concerns are limited to certain species only and to encourage all levels of government to develop regulatory systems that ensure the continuance of slaughter capacity throughout British Columbia.
5. Maintenance/expansion of non-SRM waste disposal systems
  - Engage BC SRM and MIES to encourage communities and regulators to enable community-based waste disposal systems that don't cause pollution.
6. Adherence to the strategic plan
  - A Sub-Committee will oversee decisions of the Coordinator. Difficult applications will be forwarded for review by the full MTAP Steering Committee. Ex-officios will participate in all committees to provide guidance regarding the strategic plan.
7. Industry interest leads to over-subscription
  - Government will be informed of anticipated funding shortfalls.
8. Lack of industry support leads to under-subscription
  - MTAP communication systems will be enhanced to get the message out and to encourage applications.

- Cost-shared ratios may be adjusted in underserved areas with ex-officio support.
- Pursue early success stories to encourage those planning to go ahead and discourage those holding back.
- Engage appropriate stakeholders to address impediments.

## **7. STRATEGIC PLAN MODIFICATION**

Over time as projects are completed and new information becomes available there may be the need to change the strategic plan to better meet the broad goals of this initiative. The MTAP Steering Committee can modify the program, with ex-officio approval, to achieve the goals of the program. A record of discussion and decisions must be maintained and a report submitted to the BCFPA.

Any significant changes to the program or reallocation of funding must have the approval of the BCFPA before the decision is implemented.

## 8. APPENDICES

### Appendix A - MTAP 3 Terms of Reference

MTAP 3 will be operated according to the original MTAP 1 operating procedures, subject to modifications to accommodate the Phase 3 program as articulated in the Phase 3 Strategic Plan. As outlined in the April 4, 2006 Strategy for a Meat Transition Assistance Program for British Columbia<sup>2</sup>, MTAP 3 funding (\$1.2 million) will be directed as follows, with priority to underserved areas:

1. Assist plants that were unlicensed before July 23, 2004 to upgrade to provincial standards
2. Assist in development of new or expanded provincially licensed slaughter capacity
3. Provide supplemental funding for plants in critical areas which are essential to maintaining adequate access to slaughter services

Key elements of the MTAP 3 program are as follows:

1. All unallocated funds from MTAP 1 and 2 plus new funds for MTAP 3 will be merged into a single MTAP Phase 3 program (budget approx \$3 million) that will operate under the Phase 3 Strategic Plan.
2. An under-served area is one that does not have adequate custom slaughter capacity for all species within a reasonable distance and/or waiting time.
3. In general, the maximum project funding level may be as high as \$150,000 on a 50/50 funding formula (\$300,000 total eligible expenditure). Amounts in excess of this may be considered only in the case of priority 3 above.
4. MTAP 3 funding will be provided only to abattoirs (slaughter facilities, not stand-alone cut and wrap operations or butcher shops) providing custom kill and a significant level of service relative to community needs.
5. MTAP 3 funding will not be available to fund plants in original (pre 2004) meat inspection areas of South Vancouver Island and the Fraser Valley.
6. For mobile plant projects, a reasonable number of docking stations per mobile unit may be funded under MTAP 3, each separate from the mobile unit. Funding up to \$5,000 on a 50/50 funding formula (\$10,000 in total eligible expenditure) will only be provided where docking

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<sup>2</sup> The founding document of the MTAP program is the April 4, 2006 Strategy for a Meat Transition Assistance Program for British Columbia, which articulates the program's fundamental rationale, strategies and outcomes. BC Food Processors Association worked with the Investment Agriculture Foundation to develop and include administrative procedures found in the June 27, 2006 MTAP Strategic Plan. This was edited and re-issued on July 24, 2008 as the MTAP Phase 2 Strategic Plan, and on December 7, 2009 as the MTAP Phase 3 Strategic Plan.

stations are widely dispersed, to serve the broader community. MTAP 3 will not fund docking stations within a one-hour drive of another docking station or an existing licensed plant that processes the same species.

7. MTAP is primarily intended to assist with capital costs related to slaughter facilities. However, a project may apply for advance funding for business services up to \$5,000 on a 50/50 funding formula (\$10,000 in total eligible expenditure) where advance work (e.g. a feasibility study) is warranted, in the opinion of the Steering Committee. In addition, business management support required to successfully operate a plant (e.g. business planning, marketing studies) can be an eligible expense under MTAP 3.
8. Advance payments (prior to licensing) will be permitted under MTAP 3 only where risks to successful completion are minimal, to a maximum of 75% of the amount approved, and on a stepped schedule that requires 50% operator investment prior to advance payment.
9. Loans may be considered under exceptional circumstances to maintain critical capacity in under-served regions, following discussion and decision of the MTAP Steering Committee, and with ex officio support.
10. Other than the exceptions noted above, residual funds and eligible expenses remain as per the April 4, 2006 agreement.
11. Changes to the MTAP 3 Strategic Plan must have the support of the ex-officios.

- Appendix A MTAP 3 Terms of Reference
- Appendix B [MTAP Enabling Agreement - Strategy for a Meat Transition Assistance Program for British Columbia – April 4, 2006](#)
- Appendix C [MTAP 1 Document – Meat Transition Assistance Program Strategic Plan June 27, 2006 and MTAP 1 Past and Present Operating Procedures – June 30, 2008](#)
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