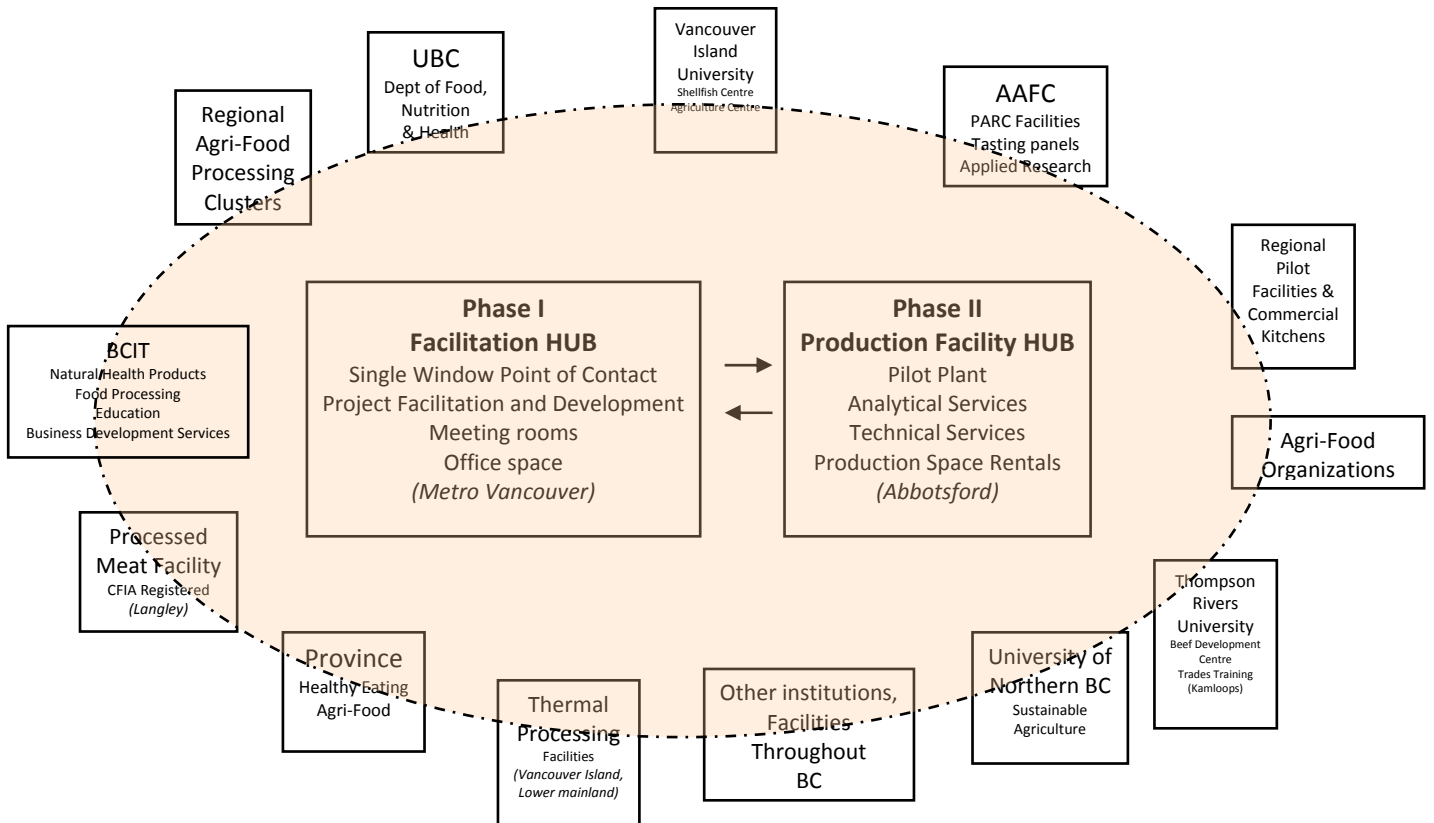


FOUNDATION USE ONLY	Date Received		Application Number	
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Project Title <i>(up to 10 words)</i>	Organizational Infrastructure Development for a BC Agri-Food Innovation and Commercialization HUB/Centre
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Funding provided by:

## PART 1: APPLICANT INFORMATION

<b>Co-Applicants, Working Committee</b>	
Organization	BC Food Processors Association – Lead Western Canadian Functional Food Network UBC – What’s Next (formerly Food Industry Service) and Faculty of Land & Food Systems BCIT – FPRC and HEAL Small Scale Food Processors Association BC Lifesciences Association BC Agriculture Council BC Food Technologists

### **Advisory Committee Members, Letters of Support**

BC Agriculture Council	Simon Fraser University (Centre for Sustainable Community Development)
BC Dairy Foundation	Small Scale Food Processors Association
BC Food Technologists	Thompson Rivers University
BC Innovation Council	University of Northern BC
BC Seafood Alliance	University College of the Fraser Valley
BC Wine Institute	Vancouver Island University
Canadian Federation of Independent Grocers	Western Canadian Functional Food Network
First Nations Agriculture Association	
Fraser Basin Council	

### **Government Partners**

Sharan Evani, Agriculture and Agri-Food Canada  
 Western Economic Development  
 National Research Council  
 Ministry of Advanced Education and Labour Market Development  
 Ministry of Healthy Living and Sport  
 Debbie Hellbach, Food Processing Specialist, Ministry of Agriculture and Lands  
 Tim Ewanchuk, Manager, Knowledge Transfer & Commercialization, Ministry of Technology, Trade and Economic Development  
 Ministry of Community Development  
 Ministry of Small Business and Revenue

<b>Designated Officer</b> ( <i>signing authority on behalf of the Applicant</i> )			
Name	Nico Human		
Title	CEO, BC Food Processors Association		
Mailing Address	35707 Sunridge Place, Abbotsford, BC V3G 1E5		
Telephone Number	604-504-4409	Fax Number:	604-504-4409 (call first)
Email	nico@bcfpa.ca		

<b>Lead Project Contact Person</b> ( <i>if other than Designated Officer</i> )			
Name	Rebecca Robertson		
Title	Manager; What's Next? Food Information Service, UBC Project Leader; Integrated Bioscience Research Cluster, BCIT		
Mailing Address	2205 East Mall Vancouver, BC V6T 1Z4		
Telephone Number	604-822-4100	Fax Number:	604-822-5143
Email	<a href="mailto:fis@interchange.ubc.ca">fis@interchange.ubc.ca</a>		

## Applicant Background Information

The co-applicants are comprised of a cross section of industry associations and academic institutions representing the needs of micro, small, medium and large British Columbian agri-food based companies. Through these groups, and partnering government bodies, all segments of the Agri-Food value chain are represented from primary production to the end consumer.

The industry association co-applicants have mandates to operate programs that enhance the competitiveness of businesses and to professionally develop their members in such areas as food safety, regulations and new research. The academic institutions are mandated to link industry with applied research and to pilot plant and demonstration equipment. In addition, What's Next?-FIS is mandated to offer a free information service to the public.

The companies represented require technical services including access to product commercialization services as part of the natural development of their industries and markets. Access to technical services, training and education is also necessary to meet the requirements of both HACCP Plans and Site Licenses; many processors must implement these programs as a condition of sale of their products. Primary producers of both food and Natural Health Products must also access similar services because on-farm HACCP Plans and Chain of Custody systems are a condition of sale to many wholesalers. The member companies have also stated that they need business services and financial guidance, especially in the small scale producer sector.

**Project Timing**

Planned Start Date:	January, 2009	Planned Completion Date:	June 30, 2009
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**Problem or Opportunity**

This project addresses the need for a HUB/Centre to coordinate and facilitate resources and services to the Food, Natural Health Products and food-related Bioproducts industries, from primary production to the wholesaler/retailer. This Opportunity was originally elucidated in the Executive Summary of report "Focus on the Future: Developing the Agri-food Industry in British Columbia published in March, 2006"<sup>1</sup>. The report identifies five strategies and their accompanying objectives and outcomes with Recommended Actions for each strategy. The Actions that this HUB/Centre directly addresses are:

1. Establish a virtual network of regional agri-food innovation clusters or centres,
2. Establish a strategic innovation program for the agri-food industry.
3. Strengthen the ties between industry and research capabilities & resources already existing in BC
4. Provide training, workshops and other support related to changes in the value chain.
5. Establish on-the-ground support to increase access to industry expertise.
6. Increase access of producers and processors to training & education.
7. Increase communication and coordination between industry sectors and government

The "Feasibility Study for a BC Food & Bio-Products Technology & Commercialization Centre"<sup>2</sup> stated that this HUB/Centre is needed and that BC Producers and Industry will use the Centre for services.

The design of this project takes into account the recommendations of the Feasibility Study for a B.C. Food & Bio-Products Technology & Commercialization project performed in 2007 and the experience gained by the committee members managing that project. A key point is that the establishment of a successful BC agri-food innovation HUB/Centre is too complex to be managed by volunteers.

The Feasibility study identified that all sectors of the BC agri-food chain would use a HUB/Centre for food product development, pilot plant, educational, training and business advisory services. This project, led by the BC Food Processors Association, was managed by an industry-led volunteer working group and a larger advisory committee comprised of government and academia. The study benefited from the experiences of other technology centres in Canada. It is the experience of centres offering a range of services that only 30% of their revenue streams are from research, product development and pilot plant fees while 70% of their revenues are from education, training and business services. The HUB/Centre will be designed to reflect this finding.

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<sup>1</sup> Focus on the Future: Developing the Agrifood Industry in British Columbia (2006). Prepared by Ference Weicker & Company Ltd.

<sup>2</sup> Feasibility Study for a BC Food & Bio-Products Technology & Commercialization Centre, September 2007,-Funded by IAF.

It should also be noted that with all of the challenges facing the industry and the increasing public interest in food safety and food security, many organizations in BC are working on related, but uncoordinated, support structures. There are also significant food-related health initiatives emerging from Health Canada and the BC Government related to reducing sodium intake<sup>3</sup> and eliminating trans fats<sup>4</sup>. A HUB/Centre can organize and coordinate the resources required to support these organizations and to address these health initiatives.

A significant outcome of the 2007 Feasibility Study was the unprecedented cooperation and team-work demonstrated by the various committees; the committee members remain committed to the establishment of a BC HUB/Centre and are willing to put in the time needed for this project.

Another significant result of the study is that a reputable Abbotsford based agri-food company is offering to donate commercially zoned land, valued at approximately \$2 million towards the project; this will be incorporated into the HUB/Centre over time.

## **Reach**

The proposed HUB will either directly or indirectly through coordination of the HUB and “Spokes” offer services to individuals and organizations involved in the agri-food value chain throughout the province. All of the groups illustrated in the opening graphic will ultimately work with the HUB/Centre. The resource database will be designed to incorporate a maintenance/upgrading component by which new areas of service are identified and become part of the services offered and facilitated through the HUB/Centre.

## **Objective**

The Objective of the project is to put into place the governance and structure of the HUB/Centre by which to coordinate and facilitate resources and services to the Food, Natural Health Products and food-related Bioproducts industries.

## **Project Activities**

The following Activities are part of developing a HUB/Centre

- Identify a governance model that will satisfy the needs of the many groups that stand to gain from the establishment of a BC Agri-Food Innovation and Commercialization HUB/Centre.
- Create a strategic marketing campaign that effectively communicates and “sells” the HUB & spoke concept – the relationship between the HUB and the various Spokes must be clearly stated.
- Develop and populate an Agri-Food database of existing resources. The primary user of this database will be the HUB as this database is key part of offering and identifying services in a timely manner. The database will be designed to allow the HUB to quickly identify the resources available to customers of the Centre. The HUB also needs to have adequate information by which to build collaborative projects between the Spokes. Some parts of this database may be integrated into a

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<sup>3</sup> Health Canada, formation of an expert “Sodium Working Group” to explore options for reducing sodium intake and cardiovascular disease among Canadians,-October 2007.

<sup>4</sup> BC Government, Healthy Living and Physical Fitness goal “Banning the use of trans-fats in the preparation of food in restaurants and schools by 2010”.- <http://www.gov.bc.ca/yourbc/environment/> accessed October, 2008.

web-based platform for Internet searching; this adaptation will be part of the database specifications. Finally, this database will be designed to allow future maintenance and upgrading.

- Develop the terms of reference for a Centre Secretariat assigned with the task of establishing a BC Agri-Food Innovation and Commercialization HUB/Centre

Developing the organizational infrastructure for a BC based Agri-Food Innovation and Commercialization Centre and Network will re-establish momentum and ensure uninterrupted transition to the Innovation Programming negotiated under the Growing Forward Agreement (GFA). Securing a Champion or Secretariat to oversee and support the establishment of a Food and Bioproduct Technology & Commercialization Centre/Hub is one of the initiatives under BC's Agri-Food Innovation Support program through the GFA.

### **Develop Distinct Project Identity**

- Hire Market Agency
  - Create strategic marketing campaign that captures partner's desire's, sells the HUB & spoke concept and follows funding recognition guidelines
  - Presentation to Working Committee
  - Develop communication materials for communicating to several audiences including government, potential customers, and Associations for their members.

### **Governance**

- Hire management consulting firm to determine best fit governance model (Association Management Consultants could maybe do the job)
  - Presentation to Working Committee
  - Assemble first board of directors
  - Provide preliminary training

### **Resource Database**

- Hire Information Technologist to
  - identify updatable, searchable database for HUB & Spoke management
  - Presentation to Board of Directors
  - Hire Data Entry person
  - assemble list of resources from advisory committee members
  - enter data into the database
  - Interact with the Web Platform project staff
  - Demonstrate database to Board of Directors

### **Develop the Terms of Reference and Request for Proposals for a Centre Secretariat**

- Contract a member of the Purchasing Management Association of Canada to:
  - Develop Business Case
  - Develop Solicitation Document
  - Post Solicitation
  - Receive proposals
  - Review proposals
  - Produce Evaluation Guide (structured scoring system)

- Evaluate proposals, select candidate(s)
- Contract Development

### **Source of Project Cost Spreadsheet**

See attached spreadsheet: 21OCT08Budget.xls

### **Source of Project Contributions Spreadsheet**

*(Double Click on Chart to Edit, to return to Application Document click on Text outside Chart)*

The Project Contributions Spreadsheet indicates that there is a large in-kind contribution from the Committee members. This estimate is based on the Committee Members experience with the Feasibility Study; much more work was required of committee members than originally estimated due to added meetings, conference calls and committee work. The Co-Applicants fully understand that a significant of time will also be required for this project; they are willing to give the time needed to complete the work.

### **Project Communications**

This project will be communicated broadly through the partnering organizations. The intent is to broaden the reach beyond the original 22 partners. There will be a large meeting at the end of this project for There will also be materials that communicate the HUB/Centre to government and to the Public.

### **Short-Term Indicators of Success**

- A governance model and inaugural Board of Directors will be in place.
- The HUB/Centre project will have a distinct identity and communications plan.
- The Province will have a database of existing Agri-Food technology and commercialization related resources.
- The Board of Directors will be in a position hire a Centre Secretariat towards establishing a BC Agri-Food Innovation and Commercialization HUB/Centre. It will be able to transition immediately to the BC Food and Bioproduct Technology Commercialization Centre initiative negotiated under the Federal: Provincial Growing Forward Agreement.

### **Long-Term Indicators of Success**

A BC Agri-Food Innovation and Commercialization HUB/Centre will be established over the next 5 years.

### **Project Completion Plan**

At the end of this project, the Board of Directors will be in a position to transition immediately to the BC Food and Bioproduct Technology Commercialization Centre initiative negotiated under the Federal:Provincial Growing Forward Agreement.

## **Resources (Human & Financial)**

### **Project Manager**

Rebecca Robertson

### **Develop Distinct Project Identity**

Creative Design/Marketing Firm

### **Governance**

Tom Abbott, Association Management Consultants Inc. – Suggested contractor

### **Resource Database**

BCIT Technology Centre

### **Develop the Terms of Reference and Request for Proposals for a Centre Secretariat**

Member of the Purchasing Management Association of Canada or Purchasing Services Branch |  
Procurement and Supply Services of the Ministry of Labour and Citizens' Services

### **Confidentiality Note:**

By applying to the Investment Agriculture Foundation, the Applicant is hereby consenting to the release of information including but not limited to: collection, disclosure and use of information by third parties for the purposes of verifying creditworthiness and eligibility for funding; and successful Applicants, their principals and partners having their names, funding amounts and short summaries of their projects and results made available to the public.