

**FOOD &  
BEVERAGE**  
manitoba



**Community**  
Futures Manitoba



## **FOOD ECOSYSTEMS PROJECT**

# **MANITOBA FOOD DEVELOPMENT FACILITIES, KITCHENS, and FOOD HUBS**

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**NutriScience Solutions Ltd.**  
367 Niagara Street  
Winnipeg, Manitoba R3N 0V3

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# Manitoba Food Development Facilities, Kitchens, & Food Hubs

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## BACKGROUND and DEFINITIONS

The Food Ecosystems Project (FEP) is a partnership between Food and Beverage Manitoba (FAB) and Community Futures Manitoba (CFM), with support from Fireweed Food Co-op (FFC). The FEP focuses on the exploration and eventual mobilization of industry-led Food Incubation and Innovation Hubs that provide flexible, adaptable services to agri-food entrepreneurs. As part of this project, two Environmental Scans were completed, including overviews of Manitoba and Canadian capacity in food development centres, food hubs, other facilities with food production kitchens and related organizational supports.

The terms “food development centre,” “food cluster,” and “food hub” have increased in popularity over the last ten years and represent slightly different meanings to various stakeholders, including government, academics, entrepreneurs, or industry associations. In general, **food development centres** often include a processing kitchen and focus on production and processing and providing business support for small-mid sized enterprises (SMEs) and multi-national enterprises (MNEs).<sup>1</sup> **Food clusters** have a research orientation that prioritizes product development and testing and involve a network of organizations working in various areas across the value chain. **Food hubs**, on the other hand, focus more locally or regionally on supporting smaller food entrepreneurs and farmers through collective marketing, distribution, and direct outreach to consumers. Despite their differences, there is often a significant overlap between these models and therefore, some organizations may choose to integrate multiple desirable aspects from each of them. However, having strong support for all three in a province or region is necessary to stimulate and support the growth and sustainable development of vibrant agri-food economies. Please note in this report, we also use the term “**Food-kitchen hub**” to represent the broad activities of non-profit and for-profit food production spaces across Canada.

This provincial report builds off the “Canadian Food Development Clusters and Food Hubs” Environmental Scan that was also undertaken as part of the Food Ecosystems Project, which highlights the existing capacity of food development centres, food hubs, other facilities with food production kitchens and related organizational supports in Canada.

## METHODOLOGY

The data assembled in this report describes the current capacity in Manitoba to support food product development, from farm to commercialization and marketing, to the end consumer. Sources of information included primary research, namely twelve asset mapping sessions held throughout the

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<sup>1</sup> **For purposes of reporting, this project primarily focuses on small-scale food processors and producers (including farmers, fishers, beekeepers and ranchers).** As referenced throughout the report, “SMEs” are small to medium size enterprises and classified as those companies with no more than 50 employees (Small and Mid-size Enterprise (SME) Defined: Types Around the World). In contrast, “MNEs” are multinational enterprises with more than 50 employees and typically operating in more than one country (Multinational enterprises in Canada).

province as well as the fifty one-on-one industry interviews conducted, which provided key information on supporting and current capacity. It also includes secondary web-based research from government departments, non-government or community-based organizations, and other support organizations.

**Note: The following Scan is not exhaustive of all food development centres, food hubs or food-kitchen hubs in Manitoba, however, it does strive to include all that were noted as critical to the sector from our interviews and asset mapping sessions.**

## ANALYSIS

The Canadian Environmental Scan found that food clusters provide critical infrastructure and support to build adequate supply chain capacity for agri-food entrepreneurs locally and/or regionally. Generally, successful food clusters include several of the following actors:<sup>2</sup>

1. Stand-alone **food development facilities or centres** that focus on food and ingredient development and helping SMEs scale up (pilot scale and beyond).
2. **University infrastructure** to provide basic food science, ingredient development, nutrition fact tables (NFTs), and characterization (composition, texture, flavour, shelf-life, safety, etc.).
3. **Culinary centres** that meld food science with culinary arts to develop initial recipes and formulations.<sup>3</sup>
4. Active **food and beverage associations** that offer networking, training and support to a wide range of entrepreneurs and primary producers throughout the supply chain.
5. **Mentorship and accelerator programs** which are affiliated with or part of the actual infrastructure dedicated to product development and subsequent commercialization.
6. **Food hubs and cooperatives**, such as Fireweed Food Co-op or Fresh Options Organic Delivery, can also help alleviate some of the burdens of sourcing from many small producers, and, over time, help build up the 'missing middle.'
7. **Community-based organizations** offering support and mentorship in rural and urban centres.
8. A strong network of **support agencies** which provide specialized services (sector-specific training, business development, funding, etc.) for the ongoing growth of the agri-food industry.<sup>4</sup>
9. **Community Kitchens**, including **food-kitchen hubs** that, in general, offer ongoing access to private and shared food production facilities for SMEs unable to build or capitalize their own facility. Most include, at minimum, food preparation and cooking equipment and storage space.
10. **Farmers' markets** that connect consumers with farmers, artisans, fisheries, and local food processors.

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<sup>2</sup> New Nutrition Business. 2016. Functional Food Global Cluster Assessment.

<sup>3</sup> Natural Sciences and Engineering Research Council of Canada (NSERC) funded Technology Access Centres (TAC), a competitive process that, once approved offer grants to support innovative services and products, applied research and industry training. The cost of a client project is partially covered. Client cash can be leveraged to secure additional funding. Matching funds are as high as 10:90 (client to government). TACs for food development in Canada are Prairie Research Kitchen (Manitoba), Niagara College (Ontario) and Holland College (PEI).

<sup>4</sup> Example of B.C. provincial support for several urban/rural Food Hubs, or the Province of Manitoba's one-on-one business development specialists that offer support primarily to the missing middle.

## MANITOBA FINDINGS

The Manitoba agri-food sector, and in particular small farmers and food processors, are experiencing an incredibly difficult time due to the combination of the Covid-19 pandemic, climate change, international conflict, and increasing concentrations in the grocery-retail sector, leading to many food business closures. Many producers and processors are struggling to scale or stay afloat, for that matter, due to thinning margins, leaving them *at risk of shutting down in the next few years*. There are currently very few pathways to support food SMEs from startup to scale-up to commercialization and consumer engagement and uptake. The challenges and gaps that exist in Manitoba are described below, followed by a list of high-level recommendations to help address these issues.

### ***Support for Product Development and Commercialization***

Manitoba has not invested sufficiently in commercialization and scale-up capacity for agri-food SMEs compared to other regions. In B.C., there is a [formal network of all food hubs](#) developed in collaboration with industry, communities and post-secondary institutions dedicated to building capacity for provincial food and beverage processing and production while also serving the regional and sector diversity of the province. To date, there are urban and rural food hubs operating or under development in twelve communities in B.C. in particular British Columbia (B.C.), whose government has supported the development of numerous urban and, most significantly, rural food hubs. These hubs foster growth and innovation in the local processing sector through improved industry access to facilities, equipment, technology, technical services and business support.

Other provinces have well-financed food development centres working with start-ups and small to medium size enterprises (SMEs). Examples include the [Leduc Food Processing Development Centre](#) and the [Saskatchewan Food Centre](#). These facilities offer expertise in food and process development, interim processing, extrusion technology, skills development, food safety education and training, quality assurance, technology transfer and pathfinding. As described in the Canadian Environmental Scan, Ontario, Quebec and PEI also strongly support local food processors and producers through food science and culinary centres, as well as numerous food development hubs.

In the past, Manitoba had a dedicated Food Development Centre (FDC) that focused on helping small-scale food processors commercialize and scale up their businesses. Albeit expensive and difficult to access for many, it was a valuable starting point for product development in the burgeoning food sector. Unfortunately, instead of providing the necessary labour and funding resources and determining how the impressive infrastructure and technical talent in Portage la Prairie could support food-oriented SMEs, there has been a deliberate shift in the mandate. To ensure financial sustainability with less provincial support, the FDC now focuses on larger companies closer to the stage of commercializing – at the expense of small-scale innovation. Small-scale food processors working with culinary and research centres and looking to scale up their product for retail must now choose between building their own facility at great risk to their business or moving production outside the province. One interviewee who works directly with SMEs on various R&D activities noted that they have nowhere in Manitoba to send



their clients once they're ready for production.

Given the FDC's shift in mandate, our research found that the Open Kitchen is one of few shared production facilities open to SMEs in Manitoba (additional information noted below in [Key Capacity: By Region](#)). Primary and secondary research demonstrate the province would benefit from more models such as this one. Most other spaces being used by agri-food processors are "commercial" or "ghost kitchens", which are necessary to support the sector, but do not provide the capacity, flexibility, storage, distribution, and scale-up opportunities of a production kitchen. Some of the advantages of Open Kitchen's production space include:

- No capital investment required for facility or core equipment.
- Allows clients to bring in their own equipment providing flexibility to customize processes and output.
- Scale allows higher margins and ability to secure higher volume sales than a community or ghost kitchen, for example.
- Supportive owners with knowledge of and commitment to the agri-food industry.
- Positive relationships with health inspector(s) who oversee the kitchen.

Some of the limitations of this model include:

- Limited geographic flexibility.
- Limited storage capacity on-site.
- Lacking any technical staff or business development specialists.
- Single production kitchen does not allow for more than one SME to use at a time.
- Not CFIA or HACCP certified (inability for clients to export products interprovincially).

Additional insights into the Open Kitchen model include:

- 90% of clients are scaling home recipes.
- About 60% may not succeed. Relatively small investment, making the space fairly accessible (\$300/day for access vs \$1500/day at FDC).
- Houses about \$250K capacity without the overhead and staffing of FDC.
- Acts as an incubator - Focused on the needs of start-up and SMEs, with a multi-use design of the facility (no internal walls, all equipment on casters) that yields the opportunity for the client to configure a production line to best suit their resources.
- Any expansion of the production space must include large areas where pallets can be delivered, parking, loading docks and room to ship out of.

### ***Mentoring/Networking Needs***

The province has many resources to assist the food sector in its growth. However, as the Canadian Environmental Scan revealed, unlike provinces such as B.C. (referenced above) and [Ontario's Local Food Act](#) with targeted goals and investments, these resources are poorly organized and difficult to navigate. The province's recent Business Pathways resource is a step in the right direction, but it does not go far enough to support SMEs and establish connections between the various assets. Over the years, organizations such as Food and Beverage Manitoba (FAB), Community Futures (CF), Fireweed Food Co-op (FFC), Harvest Moon Society, and Direct Farm Manitoba (DFM) have emerged to connect rural and

urban communities and encourage knowledge sharing and collaboration between farmers, SMEs, researchers, funders, and other key stakeholders.

Direct Farm Manitoba, in particular, is an important support for small farmers, providing collaboration, networking, information sharing, training opportunities and an online platform for co-marketing. Their farm map and directory help interested customers connect with farm members and in doing so, increase the financial stability of their businesses. As noted in the province's small-scale food sector report (2015), FAB is also well-positioned to continue strengthening the food ecosystem by increasing connectivity and providing tailored support. **Instead of looking at the food system as a series of isolated actors and services, it is important to provide network support to ensure the functioning of an interconnected ecosystem.**

There is a value to having resources dedicated to business-to-business mentorship and entrepreneurship training. FAB, DFM, FFC, and other NGOs add value to new and established food businesses by providing industry-wide networking opportunities and access to sector-specific information. It was also noted in our primary research that assistance is needed in navigating the grant process, and services should be better tailored to meet the specific needs of Indigenous Peoples and newcomers.

#### ***Need for Infrastructure and Support for Current Capacity***

There is a major gap in infrastructure and capacity in Manitoba which is preventing small farmers and agri-food entrepreneurs from accessing much-needed processing and commercialization equipment and resources. Stakeholders across the food system are affected by this: from livestock producers who must travel long distances and book slaughter dates months in advance to processors travelling to Saskatchewan and Alberta or others forced to close their business operations.

There are deficiencies in access to co-packaging and co-manufacturing infrastructure. Cold and multi-day storage facilities are lacking, especially in rural and northern communities. Investing in shared storage, transportation, and distribution would be of significant value for small farmers and food processors.

Commercial kitchens, production spaces and farmers' markets are integral for startups to develop products that meet consumer demand and meet the needs of the market. Commercial kitchens in other provinces, such as B.C. and Ontario, are much better resourced and promoted than in Manitoba. Challenges in Manitoba for many commercial kitchens include a lack of administrative capacity, equipment, storage, and flexibility of production (such as space and infrastructure required for scaling production). Creating accessible funding opportunities for food-kitchen hubs to increase their administrative capacity and make much-needed upgrades and providing additional micro-funds specifically geared towards both rural and urban farmers' markets would be of great value.

Additionally, increased resources should be provided to the Manitoba Cooperative Association to support food cooperatives in achieving economies of scale, especially in rural and remote communities.

### ***Funding & Financial Resources***

When comparing the findings of the Canadian Environmental Scan with Manitoba, there appears to be a gap in access to grants and capital for small and mid-sized farmers and food entrepreneurs. This includes difficulties in obtaining grants and financing for infrastructure, capital, equipment, product development, scale-up and eventual commercialization.

Instead of exclusively funding large-scale projects, investing in SMEs with grants of \$1-100K could make a significant impact, allowing them to keep the lights on, hire more staff, purchase new equipment, work collaboratively with other SMEs in their region, improve overall efficiency and move them towards scaling up production.

### ***Supporting the Promotion of “local”***

The rising interest in local and nutritious foods has created new and exciting opportunities in the agri-food sector. During the Buy Manitoba and Buy Local campaigns, sales increased significantly and welcomed support to SMEs who otherwise were undertaking these promotions individually. Other provinces have well-established promotional campaigns that have significantly increased the reach of local food products. Examples include B.C.'s [“What’s from B.C.?”](#) and Nova Scotia’s [“Get Your Hands on Local!”](#) Funding should be provided for an updated Buy Manitoba Campaign, with cross-industry networking events hosted by local Community Futures offices or regional tourism associations.

Farmers' Markets also provide an important platform for small farmers and SMEs to market and obtain direct feedback from customers on their consumer product goods (CPG). Farmers' Markets need to be supported and promoted. The government and the agri-food industry should work together to promote local foods and invest in organizations such as FAB, DFM, or FFC, amongst others to continue developing the small-scale food sector.

### ***Challenges outside urban centres***

Rural and northern businesses in Manitoba face a variety of unique challenges, including difficulties in accessing industry support, finding committed employees as a result of youth migrating to larger cities, and government regulations that are not tailored to the rural and Northern context. Significantly more investments and resources for SMEs are available in Winnipeg, and even services “available” for the whole Province are rarely accessed, with travel dollars or regional knowledge needed to effectively do so. While organizations like Women’s Enterprise Centre, Community Futures, and Futurpreneur offer business mentorship, there is a lack of services and support specifically for the agri-food sector. There is also a disconnect between traditional knowledge, an understanding of the regional context for urban-based supports, and the perceived necessity for “formal” business or food training and education. Additionally, there are issues with food insecurity in Northern communities due to the inability to distribute wild foods as well as the lack of land and subsidized infrastructure for food businesses to reach economies of scale. Food policy, business frameworks, and economic development approaches need to be tailored to the rural, remote, and northern contexts to effectively support industry growth.

### ***A Manitoba Local Food Strategy***

Manitoba is currently without a path or direction forward when it comes to the small-scale food sector. While the 2015 small-scale food sector report commissioned by the province was an excellent starting point, little to no action has been taken since. A province agri-food strategy and action plan, similar to [initiatives in Ontario](#) and the [2022 Winnipeg Food System Snapshot](#), would help guide policymakers in developing policies and supports that meet the unique needs of Manitoba's small farmers and food processors. Such a strategy would help create and support industry-wide goals and ensure the successful implementation of existing and new recommendations. These goals could include increasing local and sustainable institutional food procurement that increases incrementally every few years as more SMEs scale to meet institutional demand. Further, could include development of an advisory committee or task force that encourages ongoing dialogue between the government and the small-scale food sector.

### ***Conclusion***

Manitoba has the potential to become a leader in food/culinary research capacity and infrastructure, technologies, product development and commercialization. However, currently, the industry is lagging behind nearly all other provinces. In order to better support the small-scale food industry, there must be a focus on improving research and commercialization capacity, market-driven research, collaboration between industry and technological/university centres, and increasing the responsiveness of the provincial government to industry needs. Based on the research and consultations for the Environmental Scan, the advantages and challenges/gaps facing small-scale farmers and food-focused SMEs in Manitoba are summarized in the following table:

<b>Advantages</b>	<b>Challenges/Gaps</b>
<ul style="list-style-type: none"><li>● The abundance of land, water, and natural resources in Manitoba. However, it is difficult for SMEs to appreciate these resources due to a lack of access to affordable land for emerging farmers (whole province); access to crown land up north; and contaminated water from hydro and other industry development, decreasing commercial fishing opportunities (challenge).</li><li>● The number of farmers in Manitoba is an asset. However, the rising average age of farmers with not enough younger farmers to replace them is very concerning (challenge).</li><li>● Manitoba's reputation for producing safe and quality food.</li></ul>	<ul style="list-style-type: none"><li>● Difficulty in stabilizing a small local food business due to capacity and equipment gaps for product development to scale up to commercialization.</li><li>● Slow recovery of COVID challenges.</li><li>● Costly to operate in major urban centres.</li><li>● The steep increase in utility costs and input costs.</li><li>● Supply Chain issues for ingredients and packaging.</li><li>● Difficulty in navigating provincial regulations and inconsistency in how regulations are applied.</li></ul>

<ul style="list-style-type: none"> <li>● The wealth of Farmers' Markets and Food Cooperatives in the province.</li> <li>● The availability of Commercial Kitchens (advantage). However, these are mostly in urban areas, leaving rural and remote communities with limited access. Also, several kitchens lack the necessary equipment, food safety and health certifications, sufficient space and onsite- or multi-day shared storage, transportation, processing and distribution capacity to adequately support SMEs (challenges).</li> <li>● Resources for innovation, such as the Prairie Research Kitchen, that provide essential support to SMEs who otherwise don't have their own capacity for research. In fact, over 70% of the clients referred to PRK are small and start-up companies with less than 5 employees and receive 50/75% of government funding for their PRK projects. That said, SMEs don't always know about this service (gap).</li> <li>● The synergistic relationship between PRK (culinary recipe development), U of M (for scale-up) and FDC (for protein) is also an advantage.</li> <li>● PRK often refers clients to other research centres if the equipment or expertise is not available in-house (this type of specialization is an advantage). R&amp;D projects that require scale-up are sometimes referred to U of M for specific products such as dairy (advantage), but often need to contact R&amp;D facilities outside of MB for production scaleup (challenge/gap).</li> <li>● The U of M dairy processing facility has been very successful in supporting SMEs (from in and outside the province) with the development of non-dairy alternatives.</li> <li>● Successful NGOs (Like FAB) which help facilitate collaboration and food pathways (advantage),</li> </ul>	<ul style="list-style-type: none"> <li>● No central location to find grants /loans /financing info or support; or for relevant and accurate information on product development, commercialization, and infrastructure capacity.</li> <li>● Many grants, loans, and financing are catered primarily to mid-large entrepreneurs with higher revenues and more employees, leaving few options for SMEs.</li> <li>● Current grant requirements, including stringent deliverables and the need to match the funding, are challenges. Also, SMEs often don't have the capacity to write the applications.</li> <li>● The gap in access to capital and small loans for most small-to-mid-sized farmers and food entrepreneurs, especially those with existing debt through financing.</li> <li>● High costs to entry, especially for small farmers needing land.</li> <li>● Labour shortages and difficulty retaining labour.</li> <li>● Lack of options for co-manufacturing and co-packaging; many of the packaging companies that do exist either can't make money or don't have the right equipment in an oversaturated market.</li> <li>● SMEs have limited budgets for applied R&amp;D and thus rely heavily on government funding to offset the costs and associated risks of research and commercialization. Many SMEs, however, do not know how to access this funding.</li> <li>● Difficulty in scaling from commercial kitchens and farmers' markets to retail. Many barriers exist when it comes to finding the right economies of scale and more specifically, accessing the capacity, capital, and information required to scale-up production.</li> <li>● The Food Development Centre lacked the ability to maintain expertise while keeping</li> </ul>
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<p>but lack the resources to offer extensive guidance with regards to navigational support, mentorship and advisors for regulations, business and market development, etc. (challenge/gap).</p> <ul style="list-style-type: none"> <li>● Rural-based organizations (CF, RMED, CEDF, etc.) that aim to address food system challenges (advantage) but are often under-resourced and/or don't have the specific industry /sector knowledge to effectively do so. (challenge/gap).</li> <li>● Supports for food research and development (advantage), but there is still more support needed for commercialization, infrastructure, mentorship, and market access (challenge/gap).</li> <li>● The history of successful direct-to-consumer industry-wide marketing and promotions (MB Food Fest, Buy Local, Great MB Food Fight, Ag in the City).</li> <li>● Business mentorship programs, like North Forge (focused more on technology, some interest in food), AWESOME (SK-based women's entrepreneurship support program), and other non-sector NGOs.</li> </ul>	<p>prices for research in line with SMEs' budgets, leading to moving away from supporting small processors. This resulted in gaps in basic food science, ingredient development, nutrition fact tables (NFTs), and characterization for SMEs.</p> <ul style="list-style-type: none"> <li>● Many small and start-up companies no longer have access to R&amp;D services at FDC unless their business has a direct link to plant protein or the by-product of protein extraction. FDC is focusing more on MNEs and later-stage development for export markets.</li> <li>● The U of M's Richardson Centre struggles to connect with industry, making their facilities relatively inaccessible to food businesses (large, small or startup). The lack of admin systems (ex: booking) and advertising furthers this issue of access. When able to make B2B connections (often limited to specific products), they try to offer capacity support and academic knowledge, including nutritional testing, business mentorship, support from technicians when renting the dairy plant facilities, technological support developing their product, and funding resources /connections (such as MITACs).</li> <li>● Aging infrastructure which isn't able to keep up with changes in technology and processing needs. It is expensive to be everything to everyone.</li> <li>● Not enough opportunities for rural-urban connections. Organizations (i.e. Community Futures, Direct Farm Manitoba, Fireweed Food Co-op, Harvest Moon Society, etc.) are mandated to do this but struggle to find capacity with time and funding.</li> <li>● Barriers to collaboration between farmers, SMEs and industry associations.</li> </ul>
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## KEY CAPACITY: SUMMARY

The specific key capacity supporting food hubs, clusters and/or facilities in Manitoba is summarized in the table below, and further detailed with a broader list by region in the following section.

Research & Product Development	University Infrastructure	Food-Kitchen Hubs	Industry Associations	Service Delivery Providers	Other Key Capacity
The Food Development Centre (Portage la Prairie)	Brandon University – Rural Development Institute	Kitchen Sync (Wpg)	Food and Beverage Manitoba	Prairie Agricultural Machinery Institute (Portage la Prairie)	Fireweed Food Co-op
Richardson Centre for Food Technology and Research (Wpg)	Assiniboine College (Brandon)	The Open Kitchen (Warren)	Direct Farm Manitoba	Manitoba Agriculture – Business Pathways	Brandon Neighbourhood Renewal Corporation
Source Nutraceuticals (Wpg)	University College of the North	Counterspace Community Kitchen (Wpg)	Bioscience Association of Manitoba	Innovation Canada (MNE focus)	Community Futures MB
Cereals Canada (Wpg)	U of M - Faculty of Agricultural and Food Sciences (Wpg)	Wpg Ghost Kitchens	Manitoba Chambers of Commerce	Women's Enterprise Centre	Communities Economic Dev. Fund /Look North
CDN Centre for Agri-Food Research in Health & Medicine (Wpg)		ArtsForward (Neepawa)	Community Futures Manitoba	World Trade Centre, Winnipeg	Northern Association of Community Councils
Prairie Research Kitchen, Red River College (Wpg)			Manitoba Co-op Association	Futurpreneur	Food Matters Manitoba
				SEED Winnipeg	RMED - Rural MB Economic Dev. (Brandon)

A list of Community Kitchens in Manitoba can be found here by region: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens-listing.html>. Noted in this summary and below are kitchens that were mentioned as critical to the sector in our interviews and asset mapping sessions.

## KEY CAPACITY: BY REGION

Key areas of capacity such as research and development institutions, universities, food-kitchen hubs, clusters and/or production facilities in Manitoba are outlined in detail below. In addition to research exploring Manitoba Food Development Facilities, Kitchens, and Food Hubs, the following list of organizations are community-based, service delivery providers, and entrepreneurs working in the agri-food industry that attended or were noted at one of the Food Ecosystems Project Asset Mapping sessions. As either SMEs, organizations working with SMEs, or providing broader food ecosystems support, these organizations have a vested interest in Manitoba's agri-food industry.

## WESTMAN REGION

### Arts Forward | Neepawa

[ArtsForward - ArtsForward - Learn. Create. Share.](#)

ArtsForward provides arts and cultural experiences that enrich the lives of their diverse community. This includes a farmers' market, growing and cooking classes, and access to a certified commercial kitchen (rental rates are Full day \$90, \$100 and Half day, \$50 and \$60, for non-members and members, respectively).

### Assiniboine College

[Food Processing | Assiniboine College](#)

Assiniboine College offers an 11-month certificate program that prepares students for a career in Canada's growing meat processing industry. Students learn all aspects of the trade, including smoking and curing all types of animal protein, nutrition, safety, tools, workplace values and essential communication skills, in a newly built facility.

[Sustainable Food Systems | Assiniboine College](#)

The Sustainable Food Systems program gives students the skills to develop new ways to grow, harvest and manage their food supply, with the goal of improving food security in their communities. Assiniboine's field-to-fork approach encourages producing quality food while also supporting local food producers. Their courses cover a wide range of material, from learning the industry standard and modern approaches to growing food to understanding the science of agronomy and developing techniques to managing nutrients and pests. This program's facilities include fully equipped greenhouse, garden, orchard, field labs and growth chamber.

### Brandon Neighbourhood Renewal Corporation | Brandon

[BNRC – Brandon Neighbourhood Renewal Corporation](#)



BNRC, is a non-profit organization that strives to empower the community through advocacy, capacity building, provision of knowledge and sustainable funding.. Through meaningful partnerships with a number of government agencies, community groups and organizations, the BNRC aims to deliver meaningful programs that strengthen housing choices, improve recreational and leisure amenities, build economic opportunities, strengthen community potential, and create safe, attractive and inviting neighbourhoods. The BNRC is funded through a partnership arrangement by the Province of Manitoba and the City of Brandon.

## **Brandon University – Rural Development Institute | Brandon**

[About RDI | Rural Development Institute \(brandonu.ca\)](http://brandonu.ca)

Brandon University has been a cornerstone of the City of Brandon and southwestern Manitoba for over a century. Throughout this period, Brandon University has maintained its foundation as a rurally-based university with strong national and international links.

In 1989, Brandon University established the Rural Development Institute (RDI), which has become a leading source of research on issues affecting rural communities in Western Canada and beyond. RDI is a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. Further, the institute aims to foster community development and resiliency through research and information sharing on issues and opportunities unique to rural, remote and northern communities. RDI provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. Cooperation and collaboration between diverse stakeholders is a key characteristic of RDI’s research projects. RDI contributes to five strategic research areas: Rural Immigration, Regional Economic Development, Governance and Capacity Building, Rural Infrastructure Services and Rural Innovation.

## **Rural Manitoba Economic Development Corporation | Brandon**

[RMED | Rural Manitoba Economic Development Corporation \(rmedcorp.ca\)](http://rmedcorp.ca)

Based in Brandon, RMED is a new organization created to improve, support and increase success for economic development in Manitoba. Once in operation, RMED will strive to support Manitoba communities, economic development offices, and businesses by:

- Collaborating with communities to grow capacity for economic growth.
- Collecting, tracking, managing and sharing data and information on rural Manitoba.
- Helping clients navigate government regulations, legislation and initiatives that impact businesses, communities, municipalities and the Manitoba economy.
- Championing rural development in Manitoba by promoting what it has to offer and sharing success stories.

## **CENTRAL PLAINS REGION**

### **Prairie Agricultural Machinery Institute | Portage la Prairie**

[Home | PAMI](#)

The Prairie Agricultural Machinery Institute (PAMI) is a non-profit organization (est. 1975) to provide a unique resource to both prairie farmers and agricultural machinery manufacturers. In addition to expanding agricultural priorities, PAMI has also evolved to also serve the needs of both the mining and transportation industries. PAMI provides services in product development, testing, and design. They also offer clients access to agricultural testing and benchmarking equipment as well as first-rate testing equipment for industry. This includes their Arctic Test Center, used for extreme temperature testing, and their force-simulation test equipment, which includes a multi-axial simulation table and a heavy-duty vehicle performance testing center. PAMI also provides access to computer-aided engineering technologies, which enable clients to digitally prototype a structure, bulk material, or fluid to analyze the performance of a particular product or system.

## The Food Development Centre | Portage la Prairie

[Province of Manitoba | Agriculture - Food Development Centre](#)

Operated as a branch of Manitoba Agriculture, The Food Development Centre (FDC) is a food research facility that provides product commercialization with technical and research assistance for agri-food businesses. Particularly attention is given to those that focus on plant and animal protein products and ingredients to support the Manitoba Protein Advantage (MPA).

FDC offers a single-window approach, where business development supports are provided through a centralized portal and then triaged according to specific needs. Pathfinding services to assist food businesses in meeting their goals is a current focus for the FDC, and it is unknown what the future of their other business development services will be.

Their value-added services range from laboratory trials to commercial readiness of protein or co-products including:

### Protein Extraction and Product Application

- Wet protein extraction technologies including centrifugation, isoelectric precipitation, membrane filtration, enzyme-assisted extraction to create protein concentrates and isolates
- Dry protein extraction technologies in collaboration with external partners to create protein enriched flours
- Ingredient characterization
- Ingredient specification sheets
- Food analysis - protein, moisture, water activity and fat content
- Create high protein ingredient blends in food and beverage applications
- Prototype and scaleup applications of meat alternatives, beverages, bakery and bars
- Regulatory assistance - assessment of protein claims, quality analysis guidance (PER, PDCASS), guidance on Health Canada Novel Food or Novel Ingredient submissions
- Shelf-life testing and sensory analysis
- Identification of process controls

### Co-Product Applications and Sustainable Processing

- Find new uses for products and by-products
- Develop and add value to co-products
- Identify value added components in waste streams
- Committed to conducting research into finding innovative ways to reduce the use of water in food processing

## **NORTHERN MANITOBA**

### **Communities Economic Development Fund - Look North**

<http://cedf.mb.ca/>

Communities Economic Development Fund (CEDF) is leading the Look North initiative which provides business services to aspiring entrepreneurs, enterprises of any size, and northern communities. This includes assisting business development from start-up to expansion as well as supporting commercial fishers to gain access to capital through their Fisheries Loan Program.

CEDF works with community leaders and council members to identify economic development opportunities. In partnership with the Department of Economic Development, Investment and Trade, CEDF offers Look North Advisors to discuss business ideas, get assistance in developing market research, receive guidance for business plans or direction in registering businesses. CEDF/Look North can provide the information and assistance needed to identify lenders who can provide financing for a business. Having access to capital is critical to launching and sustaining a business until it becomes self-sufficient and profitable.

### **Northern Association of Community Councils – Northern Healthy Foods Initiative**

<https://naccmanitoba.com/nhfi/>

The Northern Health Foods Initiative (NHFI) was launched in 2004 in response to a report published that underscored the restrictively high costs of nutritious foods in the North. The goal of the NHFI is to increase accessibility to healthy food in northern and remote Manitoba communities. The Initiative provides support and fosters knowledge sharing around gardening, beekeeping, and composting.

While the Manitoba government oversees NHFI, NACC is one of the four NHFI regional partners along with Bayline Regional Roundtable, Food Matters Manitoba, and Four Arrows Regional Health Authority. The Frontier School Division plays a very important role in this initiative.

### **North Forge North**

[North Forge Technology Exchange](#)

North Forge North offers a fabrication lab (FabLab) that was designed with the local community in mind to provide an inclusive shared space for new and experienced makers. The FabLab is equipped with state-of-the-art tools and equipment to help bring ideas to life and offers training to help participants develop new skills and build confidence.

## **Northern Manitoba Food, Culture and Community Collaborative (NMFCCC)**

[Northern Manitoba Food, Culture and Community Collaborative - Home \(nmfccc.ca\)](http://nmfccc.ca)

NMFCCC is a joint effort between northern advisors, funders, organizations, and community members that work together to improve access to healthy foods and develop resilient local economies in Northern Manitoba. The Collaborative uses an innovative model to fund and provide tailored support for community-driven solutions to food insecurity, community health, community development, and environmental degradation.

## **University College of the North**

[HOME - University College of the North \(ucn.ca\)](http://ucn.ca)

University College of the North (UCN) offers a wide range of programs tailored to the needs of the North, which consists of a young and growing population that is more than 70% Indigenous. Regarded as a leader in the North, UCN is well-positioned to contribute significantly to the social, cultural, and economic development in the region and the entire province.

### ***Culinary Arts***

[FACULTY OF SKILLED TRADES, APPRENTICESHIP & TECHNOLOGY - University College of the North \(ucn.ca\)](http://ucn.ca)

This 40-week program is designed to provide students with the knowledge and skills to prepare them for a career in Culinary Arts. Each course provides both theory and hands-on learning in the UNC cafeteria and covers important information related to occupational safety and health.

### ***Near Net-Zero Greenhouse |The Pas***

<https://ucn.ca/2022/04/near-net-zero-greenhouse-operating-on-ucn-campus/>

Based in the Pas, UNC operates a near-net-zero greenhouse specially designed to grow food in the North with minimal energy input. The facility uses biofibre blocks which absorb light to heat the building, allowing for year-round food production. Once fully operational, the greenhouse will incorporate multiple growing systems to best meet the needs of the community and to test their viability in a northern climate.

Currently, UNC has introduced two of three growing systems. Seedlings for a variety of herbs and produce have been planted and are starting to grow; the majority of the produce will be harvested for use in the campus cafeteria by Culinary Arts students and staff.

In addition to growing produce, the greenhouse acts as an important site for research and education.

## Uptown Emporium | Flin Flon

<https://uptownemporium54.com/>

The Uptown Emporium is a non-profit and a sub-organization of the Flin Flon Arts Council, developed with support from Creative Manitoba, the Northern Association of Community Councils, and others. Located in Flin Flon, their online platform and physical retail store showcase food items handmade by over 50 makers and artisans from across northern Manitoba.

## INTERLAKE REGION

### The Open Kitchen | Warren

[Our Roots — The Open-Kitchen](#)

Founded in 2008, The Open Kitchen is owned and operated by three siblings who grew up on a small farm in Warren, Manitoba. Starting as a small saskatoon orchard, their business has since evolved into a government-certified food production facility which is available for rent to small food producers and processors.

The products developed at the facility are sold at local markets and shops, including the St. Norbert's Farmers Market, Save On Foods and Etsy Handmade Market. The facility includes:

- 1,800 sq. ft. of food production & storage space (provincially inspected and certified)
- Secure temperature-controlled storage for ingredients and finished product
- 40-litre electric kettle
- two large movable coolers
- pneumatic piston-filler for bottling sauces and liquids
- oversize triple sink with 24" compartments and two drain boards
- heated floor of poured seamless concrete with non-slip covering
- potable water from well on site
- superior overhead lighting
- staff room & personal storage areas
- full wheelchair-access washroom, including shower
- free parking & free plug-in access year round
- white plastic washable panels on walls and ceiling

**DAMAGE DEPOSIT:** (one time, at start of rental agreement): \$1,000.00 (refundable upon termination of rental agreement) basic facility rental, per day (24 hours): \$300.00 (effective April 1st, 2019)

- includes use of all machinery
- includes all utilities (electricity, water, sewage)
- includes use of staff and kitchen facilities
- includes parking and plug-ins (winter) and facility cleaning fee

**STORAGE:** monthly storage fee (partial month counts as full month) paid at the end of each month:

\$15.00 per pallet. pallet handling fees:

- receive pallets: \$20.00 per pallet
- send pallets: \$20.00 per pallet

### **RENTAL AGREEMENT**

The open kitchen does not charge for the certification day—the day that a renter is inspected and approved by the provincial department of agriculture. Each production day thereafter is subject to a daily facility use fee.

## **WINNIPEG**

### **Research and Product Development**

#### **Canadian Centre for Agri-Food Research in Health and Medicine (CCARM)**

[Canadian Centre for Agri-Food Research in Health and Medicine | St. Boniface Hospital Research \(sbr.ca\)](https://www.sbr.ca)

Located within the St. Boniface General Research Centre, this facility is dedicated to the research of nutraceuticals, functional foods, natural health products and their health-related benefits. The CCARM research program aims to translate positive results from basic laboratory science into new and safe dietary supplements and food products that will directly impact the health of the public. From laboratory to human research, CCARM conducts clinical research studies (clinical trials) of functional and healthy food products and nutraceuticals identified by their laboratories as having potential beneficial effects on diseases that are of clinical and financial significance to Canadians. Diseases targeted thus far include immune disorders, diabetes, obesity, and cardiovascular and vascular diseases. CCARM is a unique partnership between St. Boniface Hospital, the University of Manitoba, The University of Winnipeg and Agriculture and Agri-Food Canada.

#### **Cereals Canada**

[Cereals Canada](https://www.cereals.ca)

CIGI and Cereals Canada merged in June 2021 with the strategic direction to support all cereals and pulse research and product development. Their mandate is to provide technical support and market access to all Canadian cereals clients, and in doing so, attracts a wide range of customers to Canada. Their work includes the provision of market trends and partnerships with universities or researchers in the areas of food nutrition. Their current capacity includes milling, technical specifications; and studying constituents and functionality of cereals, and currently house the Canadian Wheat Nutrition pilot initiative. Cereals Canada can provide lab scale to commercial scale capacity on extrusion. Their focus is on larger cereals and pulses destined for export, not specialty or ancient grains.

#### **Prairie Research Kitchen (PRK), Red River College PolyTech (RRC)**

<https://www.rrc.ca/research-kitchen/>

The Culinary Research & Innovation program is located at Red River College's (RRC) School of Hospitality

and Culinary Arts. The school has five kitchens and bake labs, two restaurants, and a mixology lab. Researchers have access to modern kitchen equipment as well as sixteen experienced chefs and baking instructors for client work.

Located in Winnipeg's historic Exchange District, Paterson GlobalFoods Institute (PGI) is home to the PRK and to RRC Polytechnic's School of Hospitality and Culinary Arts. In this state-of-the-art teaching facility, students acquire skills in professional baking and patisserie, hotel and restaurant management, and professional culinary arts.

Established in 2019, the Prairie Kitchen (formerly the Culinary Research Innovation Suite) provides a collaborative space for companies to develop and commercialize new food ideas. Clients work side-by-side with food scientists, chefs and students to turn ideas and raw ingredients into prototypes for scale-up and packaging trials. Additionally, PRK offers companies customized training in areas such as processing and safety, as well as technical and business services to support product development. Being embedded in the School of Hospitality and Culinary Arts allows the culinary research team to access a wealth of experience from culinary and baking instructors as well as to incorporate students into the projects to increase their learning outcomes. Further, with connections throughout the College, PRK can connect clients with experts in manufacturing, IT, marketing, and graphic design, among others.

**The facility** itself includes: a demonstration kitchen; a lab to analyze food quality and safety; a research kitchen to explore new equipment and techniques; and a food styling studio. Each space comes with a wide suite of equipment and technology for processing and prototyping, including a blast freezer, smoking equipment, curing chamber, 3D printer, vacuum sealer, and an industrial dehydrator etc.

#### **PRK Industry Engagement**

Clients include all sizes of companies, from start-ups to large manufacturers and food service organizations. This includes:

- Companies who want to bring new business ideas to life
- Product development professionals who need support between ideation and scaling-up
- Food processing/service companies seeking process improvement or ingredient optimizations

Emerging areas for culinary research include food fermentation, charcuterie and meat curing, food waste repurposing, and clinical sample development and production. Product and process development continues with proteins, hemp, pulses, and Indigenous foods and ingredients.

PRK works with its clients to define project scope, possible timelines, and next steps.

**Pricing and timetable of deliverables** are determined on an individual basis. Clients' requirements are gathered and analyzed to determine the scope of the service. The deliverables depend on the scope and objective of the service.

#### **Expertise**

The staff of eight includes a mix of culinary professionals, food science, and business professionals ([Expertise : Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](https://www.rrc.ca/prairie-research-kitchen)).

Research chefs and food scientists bring all their expertise in food trends, consumer demands, cooking styles and methods to the table. Their insights can provide clients with greater long-term competitive advantages—and a higher probability of market success.

### **Culinary Arts**

PRK research chefs bring a unique point of view to the food processing and service industries. With extensive experience in culinary techniques and flavour profiles, these researchers strive to provide great-tasting solutions that meet clients' needs.

### **Food Science**

PRK expertise in food science blended with culinary arts provides a powerful approach to challenges from the food industry. With a knowledge of food systems, scientific methods and food safety, PRK food scientists elevate project results to bring feasible solutions to innovation challenges. The scientific stream of PRK also focuses on clinical trials, plant bioactive research, and plant protein research.

### **Business and Marketing**

Ideas and prototyping are the first layer in a long commercialization funnel. As ideas form at the top of the funnel, a larger business community is there to connect the company to resources they need – from scale-up, co-packing, investment, marketing, to product launch.

The PRK, as part of RRC Polytechnic, is connected to these resources and is an active and respected part of the innovation community. Instructors and students throughout the College can bring skills in manufacturing, IT, marketing, and graphic design, and have partnerships with incubators, investors, business leaders and government.

### **Student Workforce**

PRK strives to train the next generation of culinary professionals and food developers by putting them to work on research projects.

### ***Research and Development***

#### **Rapid Prototyping**

Food product prototypes are often consumer-tested, either through a quick study or by test marketing by the client before scale-up occurs.

When possible, prototype development activities are supported by student workforce. RRC Polytechnic students learn to apply research methods and experimental design to the food product creation process.

Scale-up, shelf-life, and nutritional labeling can be done in partnership with food development centres.

#### **Food Service Application, Testing and Development**

PRK research group can prepare and compare different products under a variety of food service conditions. PRK facilities can also be used to introduce, demonstrate and market-test new products to potential customers, chefs, and/or distributors in the School of Hospitality and Culinary Arts' restaurants or test kitchens.

#### **Food Equipment Demonstrations**

PRK offers a place to explore, test, validate and develop ideas. From trialing new technologies, equipment or applications related to the food consumers' experience, PRK can help a client get started.

#### **Consumer Research**

Consumer acceptance is key to successfully commercializing your food service or product. PRK central location in downtown Winnipeg gives us immediate access to a large, diverse population for product



feedback. Food samples can be prepared in RRC Polytechnic kitchens and surveys can be delivered in the public atrium of the Paterson GlobalFoods Institute. PRK can connect clients with students in RRC Polytechnic's International Business program to pursue market research projects in foreign markets.

### **Food Process Improvements**

Food manufacturers require better quality, longer shelf life and more resource-efficient solutions. Food process optimization services can be done through on-site consultations or in-house experimentation. PRK can help clients analyze current formulation or production process, identify opportunity gaps, and develop cost-effective solutions.

### **Food Styling and Photography**

Food styling has become a popular service to provide social media-ready ideas for companies to show off their impressive creations.

Photography for these projects is also conducted through paid student opportunities.

### **Sample Preparation / Trade Show Support**

PRK can design and prepare a small number of samples (less than 1,000) for clients to be used for presentations, trade shows, or events on a fee-for-service basis.

This service provides students with opportunities to interact with industry, and provides clients with the opportunity to showcase samples of product developed in an inspected, registered facility by trained food handlers.

### **Corporate On-site and In-house Training**

PRK offers an exceptional space for staff training in the use of new ingredients, cooking or preservation methods, or to meet new client needs. With their flexible training solutions, organizations can benefit from PRK's expertise to demonstrate best practices and innovative solutions to improve performance and knowledge of staff.

### **Safety and Processing Training**

With safety and processing training options, clients can capitalize on existing training packages. PRK courses are developed based on recognized industry needs on food trends that continue to develop and become widespread.

External organizations can access training related to new ingredients and new preparation techniques, including safety and taste development: e.g., gluten-free baking, charcuterie, fermentation, and sous-vide.

### **Networking Events**

With technology diffusion services, PRK can support clients in selecting and participating in networking events, trade shows, industry-specific events and symposia.

## **Richardson Centre for Food Technology and Research**

<http://www.rcftr.ca>

The Richardson Centre for Food Technology and Research (RCFTR) is a university-based, not-for-profit, which specifically focuses on food science, i.e. examining the functional properties of compounds. They offer a pilot plant wet extraction for isolates/extracts and CFIA-certified options for milling. The cost depends on the project size and scope (\$1600 per day for milling).

The Centre is available to the agri-food, natural health product, and pharmaceutical industries to determine the structure, function, efficacy, and safety of functional foods and nutraceuticals as well as evaluate products in controlled animal and human studies for potential health claims and palatability and has expertise and equipment to move from the lab through mini-scale to pilot plant to ensure processes are fully scalable and optimal for commercial activity.

The RCFTR Pilot Plant is unique in that the manufacturing process can evolve from prototype through to commercial scale-up of food, nutraceuticals, or natural health products. This includes capabilities for the extraction of bio-actives from plant material or food products. The facility, along with equipment, is available for lease, with process operation completed by their technicians or (with appropriate training) a tenant's technician.

RCFTR is licensed as a Health Canada Natural Health Product Site, and HACCP is being implemented to allow tenants to have GMP and HACCP-certified products. With a number of academic researchers on-site, there is a wide range of food and natural health product expertise available.

### **Food Product Development**

RCFTR is also equipped with a provincially-regulated commercial kitchen. The facility is designed to provide space and processing equipment for various food product development and commercial food production activities under provincial food safety guidelines. The facility is also equipped to prepare fixed diets for nutritional trials. The equipment for use includes:

- Commercial bake oven and stove top
- Blenders and dough mixers
- Bread slicers
- Commercial deep fryers
- Piston filler
- Frozen drink machine
- Utensils
- Commercial dishwasher
- Stand-alone and walk-in fridges and freezers

### **Milling and dry fractionation**

CFIA registered, RCFTR has a range of food processing capacities in a state-of-the-art, federally-regulated grain milling and dry fractionation facility. This unique facility includes laboratory and pilot-scale equipment suitable for research, pre-commercial and commercial milling activities including:

- Pilot-scale debranning
- Lab and pilot scale milling
- Pilot-scale air classification/dry fractionation
- Evaluating and testing of various debranning, milling and dry fractionation process parameters for grains and oilseeds
- Providing food grade, federally regulated toll milling and dry fractionation/air classification services
- Particle size distribution and flour functionality testing
- Additional analytical services – in-house or through many RCFN partner organizations

### Food functionality

- Protein extraction and quantification
- Membrane ultrafiltration separation of peptides
- Molecular weight distribution SDS-PAGE
- Enzymatic protein digestion/production of enzymatic protein hydrolysates
- Amylase, glucosidase, pancreatic lipase inhibition assays
- Trypsin and chymotrypsin inhibition assays
- Renin inhibition assay
- Degree of hydrolysis

#### Protein quality

- Amino acid content of samples
- Protein efficiency ratio
- Protein digestibility-corrected amino acid score
- In vitro protein digestibility score
- Dynamic human stomach model
- Oilseed extraction
- Defatting of canola seeds, meals and press cakes
- Extract testing for phenolic content

#### Antioxidants and polyphenols

- Identification and quantitation of phenolics, flavonoids, carotenoids
- Total anthocyanin content
- Total tannin content
- Oxygen radical absorbance capacity procedure
- ABTS radical scavenging activity
- DPPH radical scavenging activity

#### Extrusion cooking and extrudate functionality testing

- Laboratory scale co-rotating twin-screw extruder for lab scale production of directly expanded snacks, breakfast cereals, meat analogues and texturized protein
- Texture (hardness, gumminess, springiness, cohesiveness, and tensile strength in different direction of cutting)
- Minolta Color
- Density, water binding capacity and water solubility

#### Other testing

- Mastersizer particle size distribution testing in powders, flours and emulsions
- Ro-Tap sieve shaker
- Differential scanning calorimetry
- Gas chromatography analysis of fatty acid methyl esters
- Circular dichroism

#### Equipment

<b>Instrument/Service</b>	<b>Capacity</b>
Retsch PM-100 Ball mill	N/A
Retsch ZM-200 Centrifugal mill	0.08, 0.5, 0.75 mm sieve
Retsch SR 300 Rotor beater mill	0.2, 0.5, 0.75, 2, 4 mm sieve
Prater Sterling M-21 impact mill	50-200 kg/h; 1.0, 0.75, 0.5, 0.3, 0.2 mm screens
Prater Sterling MAC-0 air classifier	50-150 kg/h
Satake Debranner	50-80 kg/h
Malvern Mastersizer 2000	Laser defraction particle size analyzer for dry & wet samples
Waters Supercritical Fluid Extraction	1L, 5L canisters; co-solvent capacity
Hand Held Homogenizer, Ultra-Turrax, T 25 Basic S1, IKA Works	6,500 to 24,000 rpm
Screw press with heated jacket	3-6 kg input material/h
Manesty Xpress 300 Tablet Press	>16,000 tablets/h
Capsugel Capsule Filler	'0' and '00' capsule sizes; >5,000 units/h
Fuji Paudal BR-200G Basket Granulator	0.6-1.2 mm extrudate 50-100 kg/h
Fuji Paudal QJ-400TG Spheronizer	0.6-1.2 mm extrudate 50-100 kg/h

Armfield SD Basic, Spray dryer	70 m <sup>3</sup> /hr drying air (1 kg water/h)
Hobart Legacy, HL600	56 L
Hobart, HL200	19 L
Bohle Suspension Bowl stainless steel mixer	167 L
Bohle LM40 stainless steel mixer	40L
Bohle LM40 stainless steel mixer	10L
Armfield FT-40 Multi Purpose Processing Vessel	5-20L batch size, 1°C-85°C
Freeze Dryer	3L
Heratherm OMH750 Oven with mechanical convection	731 L; mx temp = 250°C
Packaging line	tablet or capsule counter, filler, capper, labeler, and sealer
Chroma meter CR-400	colour measurement instrument ideal for food, building material, and textile

## Source Nutraceuticals

[SNI Inc. - Your Source For Market Compliance \(sourcenutra.com\)](http://sourcenutra.com)

Founded in 2004, SNI offers a number of R&D services: from product conception to attaining a health claim on a marketed product. Their Regulatory Affairs Team can register Natural Health Products (NHPs), foods, functional foods and beverages, cosmetic products, medical devices, pet products, and pharmaceuticals in Canada, the U.S. and abroad. Offerings include:

- Support with the clinical trials process including strategic consulting, protocol design; Health Canada (or FDA) consultations, regulatory applications etc.
- Regulatory Compliance
- Packaging Compliance
- Food Safety Compliance
- Creative Services

## University Infrastructure

### University of Manitoba (U of M) - Faculty of Agricultural and Food Sciences

Founded in 1906, the Faculty of Agricultural and Food Sciences aims to develop people and ideas to provide food, bio-resources and services that benefit society, the environment and the agri-food sector.

#### ***Food and Human Nutritional Sciences***

[Food and Human Nutritional Sciences | Faculty of Agricultural and Food Sciences \(umanitoba.ca\)](https://umanitoba.ca/faculty-of-agricultural-and-food-sciences/)

The department's core research and teaching strengths are in food processing and preservation; food safety and quality assurance; metabolic and molecular nutrition; applied human nutrition; and food chemistry and bioresources. Exploring a wide range of research areas, the department is well positioned to build on and establish further linkages with other disciplines seeking to understand relationships between food consumption and the health of individuals and communities.

The department conducts research under the following themes.

- Applied human nutrition
- Food chemistry and bioresources
- Food processing and preservation
- Food safety and quality assurance
- Metabolic and molecular nutrition

#### ***Barbara Burns Food Innovation Laboratory***

This facility features a test kitchen and demonstration lab, which offer access to a slew of modern equipment to support student learning and skills development.

#### ***Ellis Building Pilot Plant***

The plant is outfitted with equipment to conduct food processing experiments, general food product processing studies, and on-site equipment usage and process evaluations.

#### ***George Weston Ltd. Sensory and Food Research Laboratory***

This food research lab provides teaching and training in all areas of sensory perception and flavour chemistry.

#### ***Dairy Lab***

[UM Today | Faculty of Agricultural and Food Sciences | U of M facility enriches dairy research and education \(umanitoba.ca\)](https://umanitoba.ca/faculty-of-agricultural-and-food-sciences/)

The Dairy Pilot Plant is a CFIA-licensed 4,900-ft<sup>2</sup> facility that produces fresh, frozen, fermented dairy and plant-based products, with a daily manufacturing capacity of 500L per day. The facility offers high-temperature short-time pasteurization, packaging, holding tanks, cheese-making equipment, ice cream machines, and refrigerated storage. In-house expertise includes dairy food and plant-based product development, laboratory, and sensory testing.

- Product development, scale-up and commercial production expertise in dairy and non-dairy categories.
- Focus is on both dairy and non-dairy products-protein, fat and carbohydrate composition.
- Fermented products-cheese, yogurts (both animal dairy and plant-based).
- Lab scale to commercial production capacity.

**Protein Innovation Centre** - in progress /development, with fundraising to begin by year-end 2022. The Dairy pilot plant will likely move into this new Centre.

### ***Manitoba Agriculture and Food Knowledge Exchange***

[Manitoba Agriculture and Food Knowledge Exchange | Faculty of Agricultural and Food Sciences | University of Manitoba \(umanitoba.ca\)](https://umanitoba.ca/extension/food-knowledge-exchange/)

The Faculty shares research shaping agriculture and food production in Manitoba and around the world. The research covers protein foods innovations, food safety and nutrition, crop breeding, animal care, environmental health, sustainability practices aimed at improving the food system.

## **Food-Kitchen Hubs**

### **Counter Space Community Kitchen**

<https://www.counterspacecommunitykitchen.ca/>

New to Winnipeg, Counter Space offers shared community kitchen facilities under a membership model (full and limited). Standard kitchen equipment is available, including deep fryers, dedicated cooler and freezer space, ovens, and others. More information can be found in the link above.

### **The Kitchen Sync**

[Your Space To Create - Kitchen Sync \(kitchen-sync.ca\)](https://kitchen-sync.ca/)

Founded in 2015, Kitchen Sync is a private event venue and shared workspace located in downtown Winnipeg. It includes a professionally licensed commercial kitchen stocked with the equipment and storage to help food entrepreneurs scale up or launch with minimal start-up overhead.

The Kitchen Sync does not have on-site or multi-day storage, and the facility is not at grade, meaning that all ingredients and supplies must be carried up and down a flight of stairs.

### **KITCHEN RENTAL PRICING**

- Hourly rates; All groups are a maximum of 3 people
- Casual use \$28 per hour, minimum 3-hour booking, less than 80 hours per month

- Includes 1 parking spot
- Preferred rate \$25 per hour minimum booking 3 hours includes dedicated storage locker, fridge space and 1 parking spot

#### **Extra Services**

- Walk-in cooler space \$200/monthly
- Extra fridge space \$100/monthly
- Extra freezer space \$100/monthly
- Consultation/training \$75/monthly
- Long term bookings and storage can be arranged by contract for a minimum of 6 months

#### **Minimum Requirements**

- Certificate of Insurance with \$2 million liability
- Food Handlers Certificate
- Manitoba Health or Manitoba Agriculture Permit
- Demonstrated ability to operate in a commercial kitchen
- Damage deposit of \$300

### **Winnipeg Ghost Kitchen**

[About | Winnipeg Ghost Kitchens](#)

A “Ghost Kitchen” is a commercial kitchen designed specifically for delivery and take-out meals only. In recent years, it has become a viable business model due to the popularity of online food ordering. A ghost kitchen can increase sales by having multiple different restaurant brands running out of a single kitchen.

Winnipeg Ghost Kitchens offers five separate commercial kitchens, provincially inspected, and equipped with everything a restaurant requires. On-site staff help handle all order handoffs to delivery drivers and takeout customers. This space is intended for both food start-ups to established businesses and can be rented on an hourly or monthly basis.

### **Service-Delivery Providers and Community-Based Organizations**

#### **Canadian Muslim Women Institute | Winnipeg | Manitoba**

[www.cmwi.ca](http://www.cmwi.ca)

CMWI is a not-for-profit organization, founded in 2006, that works towards empowering Muslim women specifically, be they newcomers or longtime residents.

Through their programs and services to the community, CMWI aims to foster sound emotional health, stability and personal development to achieve self-sufficiency and financial independence in order to assist the newcomers to Canada in their settlement period. The organization offers four food-based programs and is currently exploring additional food-related social enterprise opportunities.

#### **Dehydration Nations**

[Out to Dry Zine FINAL \(nmfcc.ca\)](http://nmfcc.ca)



Dehydration Nations is an Indigenous-led grassroots project that seeks to share the traditional skill of food dehydration, make connections between communities and work towards facilitating a network of trade in dehydrated foods between all nations. They work alongside organizations such as Good Food Club, Fireweed Food Co-op and the Northern Manitoba Food, Community and Culture Collaborative.

### Fresh Option Organic Delivery

<https://www.freshoption.ca/>

Founded in 2003, Fresh Option Organic Delivery (FOOD) is a Winnipeg-based distributor of local and organic food. They aim to source from local sustainable farmers (mainly small-scale and family-run) when possible and import organic certified products that are out of season or unable to grow in Manitoba. Services include a weekly home-delivered fresh produce box with additional grocery items available a la carte. Their mission as a business is to provide eaters with an alternative for accessing local and organic food and help strengthen Manitoba's organic market through cooperation with local producers.

### Good Food Club

[Good Food Club – West Broadway Community Organization](#)

The Good Food Club (GFC) was started in 2002 by West Broadway residents who wanted to increase access to affordable nutritious food, improve health outcomes, and build community and friendships in the process. How it works is GFC purchases food in bulk from local farmers and distributes it to members at an affordable price through a market in the summer and a food box program during the off-season. Members can help prepare and distribute in exchange for 'sweat bucks' to help further subsidize the cost. Volunteering also offers members an opportunity to gain new skills and relationships. GFC also offers a variety of social activities and skill-based workshops, including community feasts and farm visits, to help connect members to their food systems and each other.

With over 1500 members, and thousands of volunteer hours harnessed, the GFC is a celebrated community model of success. In their words, "The GFC creates quality local employment opportunities, supports local producers, breaks cycles of social and economic isolation, all while generating measurable health outcomes and a safer, stronger community."

### Immigrant and Refugee Community Organization of Manitoba (IRCOM)

[IRCOM Inc.](#)

IRCOM is a non-profit organization responsible for managing IRCOM House, an affordable apartment complex for lower-income newcomer families for up to three years after their arrival to Canada. In 2016, IRCOM opened a second transitioning housing apartment complex. Additionally, the organization offers families wrap-around support and services to assist them in transitioning to life in Canada. Some of their services include asset and capacity building workshops as well as a balcony gardening program which gives residents the tools and support to grow food for their families and community. The formation of IRCOM was a direct response to the lack of affordable housing, social isolation, and challenges newcomers experienced navigating social and governmental systems.

## Leftovers Foundation

[Leftovers Foundation \(rescuefood.ca\)](http://rescuefood.ca)

The Leftovers Foundation is a Good Food Organization and one of Canada's largest, tech-enabled food rescue charities. Their Rescue Food program aims to mobilize the community to rescue and redirect food to food security organizations in an effort to reduce food waste and increase food access. Using The Rescue Food App, food businesses donate their leftover food, volunteers then pick up these donations and deliver them to service agencies who either upcycle for hot meal service or immediately distribute the food to community members in need. Community Helpers Unite is another social enterprise associated with Leftovers Foundation, that provides food access.

## North Forge Technology Exchange

[North Forge Technology Exchange](http://North Forge Technology Exchange)

North Forge is a non-profit organization that acts as an incubator, accelerator and community of entrepreneurs that supports science-based technology-enabled and advanced manufacturing start-ups in Manitoba. Their team provides business training and expert support, networking, mentorship, a pathway to growth capital, and ongoing entrepreneur-in-resident support. North Forge also offers a women-specific entrepreneurship program which includes a range of workshops, events, and mentorships to help participants develop their networks and gain confidence in the world of tech and entrepreneurship. Their non-profit fabrication lab in Winnipeg operates out of 27,000 square feet facility and is considered the largest of its kind in North America. At the Fab lab, clients have access to a suite of technology and equipment that transform wood, plastic, steel, glass, and fabrics into prototypes. North Forge is also making effective strides to boost an early-stage investment ecosystem across Canada by announcing the creation of the North Forge Angel Network (NFAN).

## Norwest Co-op Community Food Centre

[About the Community Food Centre | NorWest Co-op Community Health \(norwestcoop.ca\)](http://About the Community Food Centre | NorWest Co-op Community Health (norwestcoop.ca))

The NorWest Co-op Community Food Centre (CFC), based in the Inkster community, aims to increase access to healthy food by bringing people together to grow, cook, learn, share and advocate for good food for all in their community. The centre strives to go beyond a traditional charitable approach to food insecurity by providing multi-facilitated, integrated and responsive programming that helps address underlying issues of chronic hunger, poverty and poor health. Their programs include an after-school smoothie drop-in, cooking classes for men and women, an affordable fruit and veggie market, and more recently, an urban farm for teaching and growing food for their programs. CFC is a project of NorWest Co-op Community Health Centre, operated in partnership with Community Food Centres Canada.

## SEED Winnipeg

<https://seedwinnipeg.ca/>

SEED Winnipeg was formed in the late 1980s as a result of a major study into the economic development needs of Winnipeg's inner city. After opening its doors in 1993, SEED has strived to build a strong community and increase opportunities for people through financial empowerment programs and services. Staff provide tailored asset-building programs, such as money management workshops, as well as business development programs, including low-interest loans to support upskilling, and newcomer and Indigenous business support & training.

## Seeds of Life Alliance

[About SOLA | SOLA \(solawinnipeg.com\)](#)

Seeds of Life Alliance (SOLA) is a not-for-profit community co-op based out of Winnipeg, MB. They specialize in education and training, teaching students and educators how to design food programs that integrate art, construction, and emotional literacy. They strive to create positive community impact through the time-honoured tradition of sowing their seeds in the land and promote trauma-resiliency through brain-based practices that nurture the whole health of the individual.

Their mission is to create community resilience through land-based regenerative agricultural and cultural practices. They aim to provide permanent sustainable solutions by training youth and community members to become the next leaders in the field of sustainability. They are developing a long-term strategy that builds partnerships with local communities and greater global networks.

## SNA Community Greenhouse

[SNA | » Community Greenhouse \(spenceneighbourhood.org\)](#)

The Spence Neighbourhood Association (SNA) was initially formed in 1997 as a non-profit housing group in response to poor living conditions in the neighbourhood but has since evolved into a full-fledged community development organization with diverse programming. SNA works with the people of Spence to revitalize and renew their community in the areas of Holistic Housing, Community Connecting, Community Economic Development, Environment and Open Spaces, and Youth & Families.

In recent years, the organization has set their sights on building an urban greenhouse space in the community. Activities in the space will include seed planting & saving, plant care, harvest & processing and composting, among others. There are also plans to run a salsa garden to support a youth social enterprise.

## Sustainable South Osborne Community Co-operative (SSOCC)

[Sustainable South Osborne](#)

Sustainable South Osborne is a community-service cooperative meaning that members get a vote at each AGM to help shape the way programs and events are run. Since their grassroots beginnings in 2009, they have developed several sites, formerly patches of weeds, into garden spaces known as the South Osborne Permaculture Commons. Any resident of Winnipeg is welcome to join the commons. Volunteers tend the gardens for a share of the harvest, with the help and guidance of garden stewards. Three clubs offer regularly scheduled volunteer times during the growing season. SSOCC also runs occasional workshops on gardening throughout the off-season.

## YES Winnipeg

[About YES! Winnipeg | Economic Development Winnipeg](#)

YES! Winnipeg is Economic Development Winnipeg's business development team, promoting the city as the ideal location for new business, expansion, investment and top talent. YES! Winnipeg's experts serve as a concierge for businesses, making it easier to grow and invest in Winnipeg through a suite of specialized services, market expertise and business connections. Their services include:

- Business development: assisting local companies to stay and grow in Winnipeg and attract and steward new investment to the city.
- Talent and workforce development: working closely with local companies and investors to help them attract talent at home and abroad.
- Foreign direct investment: focus on promoting Winnipeg's competitive advantages to the world, generating investment leads for their business development team.
- Investor relations: this team is tasked with stewarding, managing and growing private/public investment in YES! Winnipeg while ensuring alignment with the needs of businesses.
- Marketing and branding: craft, style and target Winnipeg's narrative for business and investment with input from the broader team.
- Market intelligence: ensure the data, intelligence and research used by YES! Winnipeg team is accurate and consistent across their platforms.

YES! Winnipeg is focused on assisting business retention, expansion and attraction, with particular focus on these key sectors:

- Advanced Manufacturing
- Aerospace
- Agribusiness
- Creative Industries
- Energy & Environment
- Financial Services
- Information and Communication Technologies (ICT)
- Life Sciences
- Transportation & Distribution

## Province-Wide Organizations

### Bioscience Association of Manitoba | Wpg-Based

[Home Page | Bioscience Association Manitoba \(biomb.ca\)](#)

The Bioscience Association Manitoba (BAM) is an advocate for the province's bioscience community. As a non-profit, BAM supports 110 members across the province, ranging from agricultural biotechnology to health biotechnology to cleantech biotechnology, connecting with key stakeholders and government officials by encouraging innovative partnerships. These collaborations start locally and often expand globally. BAM is committed to the success of its members by extending valuable resources and training opportunities to help the sector improve skills, enhance research and development, and achieve

commercial success.

## Community Futures Manitoba | Wpg-based

[www.cfmanitoba.ca](http://www.cfmanitoba.ca)

Community Futures Manitoba Inc. (CFM) is an association representing 16 Community Future organizations (CFs) established throughout rural and northern Manitoba. The Community Futures Manitoba Board of Directors is composed of one representative from each of these organizations. Community Futures operates across rural and Northern Canada as a grassroots-driven program created to strengthen rural economies by enabling entrepreneurship and assisting in community economic development. The goal of each CF is to assist the communities in their region to develop their economic potential. To this end, CFs work with communities and their agencies and organizations to:

- Develop long-term community economic development strategies and plans
- Coordinate resources to implement these development plans
- Promote the region and its economic opportunities.

CFs further support the local economic development process by assisting area entrepreneurs with:

- Preparing and assessing business plans
- Providing business and market information
- Providing business loans:
  - Standard Loan (up to \$150,000)
  - Entrepreneurs with Disabilities (up to \$150,000)

## Direct Farm Manitoba

[Contact | Direct Farm Manitoba](#)

DFM is a member-owned cooperative made up of direct marketing farmers and farmers' markets. Together, they work to support and advocate for the needs of their members to ensure the economic sustainability of individual members and the sector as a whole. Their work includes advocacy, hosting networking and knowledge-sharing events, and sharing resources, among other activities. In 2020, DFM introduced the Manitoba Community Food Currency Program to provide food-insecure individuals and families with currency to purchase food from farmers at their local farmers' market.

Direct Farm Manitoba is also a proud member of Farmers for Climate Solutions (FCS), a national farmer-led coalition representing more than 20,000 farmers, and a founding member of Canadian Farmers' Markets, a coalition of farmers' market associations across the country.

## Farm Credit Canada

<https://www.fcc-fac.ca/en.html>

FCC is a federal commercial Crown corporation reporting to Canadians and Parliament through the Minister of Agriculture and Agri-Food. They provide financing, knowledge, and software to almost

102,000 customers. They have over 10 offices located throughout Manitoba, and provide services to Agriculture, Agribusiness and Food and Beverage Companies.

## **Fireweed Food Co-op | Wpg-based**

[HOME | Fireweed Food Coop](#)

Fireweed Food Co-op (FFC) is a multi-stakeholder community service co-op spearheaded by community stakeholders to connect producers and consumers of local food. The cooperative runs two main programs, the South Osborne Farmers' Market (see farmers' market section for more info) and Fireweed Food Hub, as well as several food security initiatives, including the Veggie Van.

In 2020, FFC launched Fireweed Food Hub, a cooperatively-run aggregator and wholesale distributor of local, sustainably produced food that connects small-to-medium scale sustainable producers with wholesale customers (i.e. restaurants, retail and institutions). By aggregating from many food producers, Food Hub fills an important gap in the supply chain that smaller-scale, sustainable regional producers often struggle to bridge, making it easier for wholesale customers to source from local and small producers to increase their sales. In doing so, the Food Hub provides a competitive alternative to the global supply chain and increases resiliency in the local food system.

## **First Peoples Economic Growth Fund | Wpg-based**

[First Peoples Economic Growth Fund Inc. \(firstpeoplesfund.ca\)](http://firstpeoplesfund.ca)

An initiative of the Province of Manitoba & The Assembly of Manitoba Chiefs, The First Peoples Economic Growth Fund Inc. (FPEGF) is a not-for-profit organization with the mandate to provide financing to support Manitoba First Nation business proposals that are economically viable.

A unique aspect of the fund is that it provides a variety of support for First Nation-owned businesses through a diverse portfolio of programs. These include: [Joint Venture Program](#); [Entrepreneur Loan Program](#); [Community Economic Expansion Program](#); [Business Plan Assistance](#); [Aftercare Program](#); [Skills Development Program](#); [Business Contribution Fund](#).

## **Food and Beverage Manitoba | Wpg-based**

<https://foodbeveragemb.ca/>

Established in 1993, Food and Beverage Manitoba (FAB) is an industry-led association dedicated to promoting Manitoba's vibrant food and beverage industry and ensuring members have the resources, strength and conditions they need to succeed. FAB supports Manitoba's food and beverage industry to achieve its full creative and competitive potential by providing expertise in developing new markets, training a skilled workforce, building human resource capacity; creating opportunities for networking and collaboration; and sharing critical information about trade, industry regulations and government programs. FAB strives to meet the diverse needs of its membership: from small startups to multi-

national corporations, food and beverage producers, growers, and processors to marketing boards, government agencies, retailers, packagers, and suppliers.

## **Food Matters Manitoba | Wpg-based**

### [Food Matters Manitoba – Food Matters Manitoba](#)

Food Matters Manitoba (FMM) is a non-profit organization that runs a wide range of activities in support of improving food security in the province. One of their primary activities involves supporting land-based programming (traditional country-based food and local food production) in 13 Northern communities as part of the Province of Manitoba's [Northern Healthy Foods Initiative](#).

Food Matters provides support for agricultural ventures, including gardens, bees, chickens, greenhouses, and orchards. Encouraging and fostering local leadership with their work is also a goal. Events such as the Northern Youth Gathering and Grow North Conference, are a great place for training, sharing resources, and supporting the networking of ideas.

FMM has also been a leader in conducting community food assessments and mobilizing urban, rural, and northern communities in local planning, data collection, and asset mapping. Their partnerships with leading nutrition and food security research institutions have produced novel research on food environments, newcomer nutrition, sustainable food systems, and food policy.

More recently, FMM launched [Food Action Hub](#), which provides sector-driven space for community leaders, educators, academics and students to connect, collaborate, share, learn and take action on food security work together.

## **Futurpreneur Manitoba | Wpg-based**

### <https://www.futurpreneur.ca/>

Futurpreneur is a national, non-profit organization that provides early-stage financing, mentorship and other resources to help young aspiring entrepreneurs between the ages of 18 to 39 launch successful businesses that contribute to sustainable economic development in their communities and for Canada. They offer an internationally recognized mentoring program that matches young entrepreneurs with a business expert from a network of more than 2400 volunteers. In partnership with Business Development Canada (BDC), they also offer low-interest financing for young business owners. Tailored support is also provided to Black and Indigenous entrepreneurs, including mentorship, finances, networking opportunities and resources.

## **Harvest Manitoba**

### [Food Bank Winnipeg | Food Bank Network - Harvest Manitoba](#)

Harvest Manitoba is a charitable organization that (formerly Winnipeg Harvest) now encompasses the Manitoba Association of Food Banks, making it the fourth largest food distributor of its kind in Canada.

The organization collects and shares approx. 11 million pounds of healthy and nutritious food to hungry Manitobans every year. With this food, they prepare Harvest Hampers in their Winnipeg Warehouse and share with other community-based organizations, which are then distributed to feed more than 83,000 Manitobans.

## Innovation Canada

### [Innovation Canada](#)

Innovation Canada provides flagship programs and services designed to help businesses innovate, create jobs and grow Canada's economy. These programs include the [Strategic Innovation Fund](#) which invests in businesses to help them scale up, research, develop, commercialize and collaborate; [Innovative Solutions Canada](#) which funds R&D and testing prototypes for innovators; and the [Canada Digital Adoption Program](#) which helps companies improve their e-commerce presence or digitalize their business operations. Innovation Canada also fosters [Global Innovation Clusters](#) that bring together private sector, academic institutions and not-for-profits to strengthen industries and economies, among providing many other supports and business tools. Services are primarily designed for MNEs.

## Manitoba Agriculture

<https://www.gov.mb.ca/agriculture/index.html>

Manitoba Agriculture is a provincial government department that offers numerous programs and relevant resources to support the growth of the food ecosystem in Manitoba. Some of these resources include:

### ***A List of Commercial Kitchens for Rent***

To support small start-up food entrepreneurs to access commercial kitchens, this resource provides an updated list of provincially inspected community kitchens available for rent in Manitoba. [Province of Manitoba | agriculture - Commercial Community Kitchens For Rent Listing \(gov.mb.ca\)](#)

***Resources for Farmers Markets*** The [Farmers' Market Guidelines](#) provides a clear overview of food safety regulations for farmers' markets, including what can and cannot be made at home, and the rules for selling potentially hazardous foods

### ***Contract Manufacturing and Co-Packer Listing***

A contract manufacturer or co-packer is a company that manufactures and/or packages food for other companies to sell. Reference [Using a Contract Manufacturer and Co-Packer](#) resource to assist you in determining if using a contract manufacturer or co-packer is right for you. This site is out of date but is currently being revised by MB Agriculture.

### ***Business Pathways website***

The new Business Pathways website aims to support food and agri-product entrepreneurs, businesses and organizations throughout all stages of the business life cycle. It provides comprehensive resources to help foster economic development as well as business management, product and process development and marketing support for new and existing agri-food businesses. The new website also incorporates the resources, programs and services of business service providers and industry partners. See [www.manitoba.ca/foodbusiness](http://www.manitoba.ca/foodbusiness).



### ***Sustainable Canadian Agriculture Partnership (S-CAP)***

The Governments of Canada and Manitoba have announced a new \$221 million agreement for strategic agricultural initiatives in Manitoba under the new Sustainable Canadian Agricultural Partnership (Sustainable CAP). The Sustainable CAP is a five-year, \$3.5-billion investment by Canada's federal, provincial and territorial governments that supports Canada's agri-food and agri-products sectors. Manitoba Agriculture will accept funding applications for projects that will support the sustainable growth of the agriculture and agri-food sector. See <https://www.manitoba.ca/scap/index.html> for more information.

## **Manitoba Chambers of Commerce | Wpg-based**

[Home - Manitoba Chambers of Commerce \(mbchamber.mb.ca\)](http://mbchamber.mb.ca)

Since 1931, the Manitoba Chambers of Commerce (MCC) has served as the umbrella association for 64 local chambers across Manitoba, representing almost 10,000 organizations of all sizes and across all sectors. As the “Voice of Business in Manitoba,” MCC advocates for sustainable economic development, entrepreneurial success, vibrant communities, and a strong future. Chamber members have access to a variety of business services (such as HR support), educational and networking events, advertising and investment opportunities, and business resources and information. Across the province, chambers work together to create a supportive business community. While MCC focuses primarily on issues of provincial scope, its network of chambers plays a vital role in helping the association understand the needs of their members in local business communities.

## **Manitoba Co-operative Association | Wpg-based**

[www.manitoba.coop](http://www.manitoba.coop)

Manitoba Cooperative Association (MCA) brings together cooperatives across the province in an effort to build a strong and supportive community of co-ops. Their membership is diverse, representing approximately 125 individual co-ops working in various sectors. Co-op members have the opportunity to engage with other cooperative leaders as well as have input into matters that are relevant to the co-op community. MCA also runs a small grants program and provides members with relevant resources and support. Previously, with funding from the province, MCA provided co-op development and business services for co-operatives in Manitoba.

## **Manitoba Industry-Academia Partnership | Wpg-based**

[Manitoba Industry-Academia Partnership](#)

The Manitoba Industry-Academia Partnership builds and maintains connections between post-secondary institutions (PSIs) and businesses, for the mutual benefit of increasing work-integrated learning and research opportunities. With a focus on three specific areas – enhancing PSI and Industry Collaboration, Indigenous inclusion and work-integrated learning – MIAP provides post-secondary students with valuable experience and connections to employers in their chosen field of study, while also giving employers access to new talent and innovative ideas. Post-secondary institutions, employers

and researchers can help ensure Manitobans are ready with the knowledge they need to maintain meaningful employment and grow Manitoba's economy.

## **Manitoba Women in Agriculture and Food**

[Women Farmers Manitoba | Manitoba Women in Agriculture | Female Farmer - MWAFF](#)

Manitoba Women in Agriculture and Food (MWAFF) is a non-profit organization that advocates for increasing the representation of women in agriculture and food and is committed to closing the gender gap in the industry. In addition to their advocacy, they also support industry stakeholders in developing diversity, equity and inclusion policies in their organizations. These stakeholders include companies, non-profits, government, educational and financial institutions. Their services are specifically designed to support engaging more women as employees, foster their career progression and establish business connections with women entrepreneurs and business owners as partners for growth.

## **Social Enterprise Manitoba / Canadian CED Network | Wpg-based**

<https://socialenterprisemanitoba.ca/>

Social Enterprise Manitoba is an initiative of the Canadian Community Economic Development Network. It functions as a hub for social enterprise activities in the province, providing resources, workshop information, news, and other events or opportunities to support social enterprise practitioners, developers and stakeholders.

Social enterprises are community-based businesses that sell goods or services in the marketplace to achieve a social, cultural and/or environmental purpose; they reinvest their profits to maximize their social mission. Social enterprises are a key model for community economic development, a framework that values economic, social, and environmental outcomes and a diversity of enterprises and organizations that support local asset building and community ownership. Social Enterprise Manitoba is leading public policy advocacy to encourage the government to further support social enterprise and implement policies to support the development of the sector.

## **Women's Enterprise Centre | Wpg-based**

[Women's Enterprise Centre of Manitoba \(wecm.ca\)](http://wecm.ca)

The Women's Enterprise Centre of Manitoba (WECM) supports women looking to start or expand their businesses. Their team of experienced business advisors work on an individual basis with clients to answer their questions and help them determine the next steps to make their businesses successful at no cost. The *Welcome to Business* and the *Business Plan Development Workshop Series* are introductory sessions for women in the early stages of business planning and start-up. Other sessions focused on marketing, management, and financial understanding have been designed to provide participants with information that can be immediately applied to the operation of their businesses. WECM also organizes networking and professional development events to provide women entrepreneurs with opportunities to enhance their knowledge and connect with other professional women.

Their business advisors also help clients prepare a business plan to qualify for a loan offered through WECM, specifically for start-ups, expansion and the purchase of an existing business. Loans are available in any amount up to \$150,000. Clients with existing loans may apply for additional funds, but the total amount owing cannot exceed \$150,000. More information can be found on their website.

## World Trade Centre Winnipeg | Wpg-based

[WORLD TRADE CENTRE Winnipeg | Serving all of Manitoba | Au service de tous les Manitobains \(wtcwinnipeg.com\)](http://wtcwinnipeg.com)

The World Trade Centre Winnipeg (WTCW) is an information hub for Manitoba entrepreneurs at all stages. Services include workshops and seminars that cover a range of business topics; one-on-one support from business advisors; customized research that examines a business's competitive landscape; support developing an export plan; resource sharing, and networking opportunities, among others. WTCW is a member of the World Trade Centre's Association (WTCA) and the Western Canada Business Service Network (WCBSN).

## Farmers' Markets and Local Stores

### WINNIPEG

#### Bronx Park Farmers' Market

[https://market.bronxpark.ca/content.php?navigation\\_id=2469](https://market.bronxpark.ca/content.php?navigation_id=2469)

This open-air market, located at the Bronx Park Community Centre (720 Henderson hwy), is open Saturdays 9 am to 2 pm until the end of September and hosts a wide variety of bakers, farmers and artisans.

#### Country Roots Market & Garden

Located at 1577 Henderson Hwy, this market and gardening centre carries farm fresh produce, bedding plants and various local products, July through October.

#### Downtown Winnipeg Farmers' Market

[https://downtownwinnipegbiz.com/signature\\_events/downtown-winnipeg-farmers-market/](https://downtownwinnipegbiz.com/signature_events/downtown-winnipeg-farmers-market/)

The Downtown Winnipeg Farmers' Market is a project of Downtown Winnipeg Biz that provides the downtown community access to local food year-round. During the summer season (June-September), the market is open every Thursday from 10 am to 2:30 pm at Manitoba Hydro Place (behind 360 Portage Ave. on Graham & Edmonton). From October to May, the market runs biweekly on Thursdays from 10 am to 2:30 pm at Cityplace Mall (333 St. Mary's Ave).

#### East St. Paul Farmers' Market

<https://www.eaststpaul.com/p/east-st-paul-farmers-market>

The East St. Paul Farmers Market, established in 2016 as a Centennial initiative, operates every Sunday at 302 Hoddinott Road and features every Sunday to collect fresh, locally grown produce, baked goods, preserves, handmade crafts, bath and body products, and more!

### Jardins St-Léon Gardens

<https://www.stleongardens.com/>

A seasonal indoor-outdoor market store that sells a wide variety of products grown or made by over 200 local producers. The space also includes a gardening centre with a large selection of bedding plants. From juicy local strawberries to freshly baked bread, they pack our shelves with only the best that can be found across Manitoba. Jardins St-Léon Gardens is located at 419 St Mary's Road and is open every day of the week from spring to fall.

### Le Marché St. Norbert Farmers' Market

<https://stnorbertfarmersmarket.ca/>

Le Marché St. Norbert Farmers' Market is a non-profit organization and cooperative that runs the largest farmers' market in Manitoba. It provides a space for hundreds of Manitoba farmers, artisans and food processors to connect with a strong and supportive customer base. The farmers' markets operates Saturdays year-round, as well as Wednesdays during the summer season.

### River Heights Farmers' Market

<https://corydoncc.com/special-events/farmers-market/>

The River Heights Farmers' Market runs every Friday from 12-5pm starting in July until the end of September in the River Heights Community Centre parking lot. Vendors sell a variety of local food, fresh flowers, baked goods, and crafts.

### South Osborne Farmers' Market

<https://www.fireweedfoodcoop.ca/aboutmarket>

The South Osborne Farmers' Market (est. 2016) is a project of Fireweed Food Co-op and runs every Wednesday, from 4-8 pm, mid-June to late September. All their vendors sell Manitoba-grown, baked or made products and strive to reduce packaging waste as much as possible. The market also features a beer garden, live music, a kids craft tent, and hosts various grassroots initiatives and events related to sustainability, community building, local food and food issues.

### Tyndall Community Market

In collaboration with Tyndall Park Community Centre, this community market runs Saturdays and Sundays from spring to fall at the community centre (225 King Edward Street). Some of the goals of this upcoming market season are to showcase local vendors and talent, and to contribute to the diversity and vibrancy of the Tyndall Park community.

### Wellness Institute Farmers' Market

<https://wellnessinstitute.ca/farmers-market/>

This market runs Tuesdays, 9:30 am to 2 pm from mid-July to the end of September outside the front entrance of the Wellness Institute (1075 Leila St).

### West Broadway Farmers' Market

<https://westbroadway.mb.ca/programs/good-food-club/west-broadway-farmers-market>

From July to September, the Good Food Club runs the West Broadway Farmers' Market every Wednesday from 2-3pm. Shoppers can find affordable local produce and other foods for sale inside the Edward Carriere Community Rink at 185 Young Street.

During the off-season, The Good Food Club holds a mini market every second Wednesday from October to June inside the gymnasium at 185 Young Street. This affordable market provides the opportunity for residents to purchase locally made goods, meats, cheeses, and Good Food Boxes filled with fresh fruits and vegetables.

### Wolseley Farmers Market

The Wolseley Farmers Market is located at R.A Steen Community Centre in the heart of the Wolseley neighborhood and runs every Tuesday and Thursday, 3-6:30 pm, from June to the end of October.

### Past Markets

The Selkirk Avenue Farmers' Market (run by the North End Food Security Network) and Winnipeg Central Global Market (run by Community Education and Development Association), both located in food insecure areas, were previously active in 2020 and 2021 respectively. Based on research, it is assumed that a lack of capacity and/or vendors impacted the longevity of these two markets.

Crampton's Market, after many years of success, also announced their closure in March 2023.

## RURAL MANITOBA

### Altona Farmers' Market

<https://altona.ca/p/altona-farmer-s-market>

The Altona Farmers' Market in southern Manitoba is the place to find locally grown fresh produce, baked goods, and handmade items every Saturday, 10 am to 12 pm, from July through September. The market is located on Main Street under a canopy.

### The Arnes Farmers' Market | Gimli

The Arnes Farmers' Market has a wide assortment of foods and handcrafted items and family-friendly activities. Typically beginning May long weekend, the market is open on weekends throughout the summer season.

## ArtsForward Farmers Market | Neepawa

<http://artsforward.weebly.com/farmers-markets.html>

An initiative of ArtsForward, this market runs Thursday evenings, 4-6 pm starting June 30<sup>th</sup>.

## Brandon Farmer's Market

<http://www.brandonfarmersmarket.com/>

The Brandon Farmer's Market operates year-round in the Town Centre in the heart of downtown Brandon. The summer market runs on Saturdays, 9 am to 12 pm, from June to October in the Town Centre Parkade. Additionally, an indoor market operates year-round on Fridays, from 9 am to 4 pm inside the Town Centre.

## Cypress River Farmers' Market

During the summer season, Cypress River Farmers' Market has fresh produce, baking, and other items for sale every Saturday morning from 10 to 11:30 am. Refreshments and washrooms are available on-site.

## Dawson Trail Markets | Richer

<https://dawsontrailmarkets.com/>

The Dawson Trails Market is located in Richer, Manitoba and features local farmers, bakers and crafters from July to September. In 2022, the market moved to the Richer Inn after operating for five years at the Dawson Trail Museum. Their new schedule is Fridays from 3-7 pm.

## Gimli Farmers' Market

The Gimli Farmers' Market sells products made, baked, or grown in Manitoba on Saturdays from 10 am to 2 pm and is located beside the Gimli Art Centre. The market runs mid-June to September 10. on Saturdays from 10 am – 2 pm.

## Global Market Brandon

Entering its thirteenth season, Global Market Brandon is a long-standing market that provides safe, open and creative space for local vendors and the community. This year, it will operate on Saturdays, 10 am to 3 pm at the Building Re-Fit Store (1233 Rosser Ave).

## Kleefeld Farmers' Market

The Kleefeld Farmers' Market, organized by Stand Market and Events, runs Saturdays from 9 am to 2 pm, August through September.

## Kurbis Country Market | Beausejour

<http://www.kurbiscountry.ca/>

From early June until late October, Kurbis Country Market has a large selection of fresh, naturally grown vegetables produced right on their farm as well as an assortment of other food items from local producers and processors.

### Lac du Bonnet Farmers' Market

La du Bonnet Farmers' Market showcases a wide array of local homegrown, homemade, or handcrafted products, and plays host to buskers, entertainers, face painters, community groups, and more. The market runs every Saturday, from 10 am-1 pm, May long to Thanksgiving weekend in the centre of La du Bonnet.

### The Little Red Barn | Oakville

<https://www.thelittleredbarnmb.ca/>

The Little Red Barn grows and sells their own vegetables through their retail store, and sources what they don't produce from other local farmers and processors.

### Minnedosa & District Farmers' Market

<https://www.minnedosa.com/p/farmer-s-market>

Established in 1988, this market is one of the oldest farmers' markets in Manitoba. Over the years, it has become a community staple and a much-anticipated start to summer. The market provides a variety of products, including fresh produce & herbs, prairie fruits, homemade baked goods & preserves, plants, flowers & locally made crafts. It operates on Fridays in July and August, from 5-7 pm in the parking lot of Covenant Church.

### Morden Farmers' Market

<https://mordenchamber.com/events/farmers-market/>

The Morden Farmers' Market, hosted by the Morden & District Chamber of Commerce, is held every Thursday from 4 pm-6 pm, mid-June to early-October. Each week, shoppers can find a diversity of local vendors, musicians, food trucks, and community organizations. Since 1995, the market has been operating at 8th Street and Stephen Street in the centre of downtown Morden.

### Oak Lake Farmers' Market

Oak Lake Farmers' Market began in 2011 with funding from the local economic development board. Their mandate is to provide an avenue for locals to sell products they grow or make. Originally, the market was located in the town centre but has since moved to the Oak Lake Island Resort campground to access the summer vacation crowd. Currently, there are between 10 to 15 vendors selling home-baking, vegetables, honey, art/crafts, cedar furniture and soap.

## Selkirk Port Market

<https://www.myselkirk.ca/market/>

The Selkirk Port Market offers jewelry, soaps and skin care products, baking, vegetables, preserves, tea, honey and more on Wednesdays from mid-July to the end of August at the Selkirk Waterfront.

## Southeast Farmers' Market | South Junction

<https://sunrisecornermb.ca/visit/the-southeast-farmers-market/>

The Southeast Farmer's Market is located at the Pine Grove Seniors Center (22 Prevost Street, South Junction) and operates Fridays, 3-8 pm, through the whole year. The market hosts 15 to 20 vendors each week selling a variety of homemade and homegrown products.

## St Adolphe Market

<https://stadolphemarket.square.site/>

St Adolphe Market is a not-for-profit organization (est 2019) that takes a portion of the vendor fees and donates them back to the community. The market, located at the St. Adolphe Arena (345 St Adolphe Rd) is open a handful of weekends throughout the summer and has grown to host over 60 vendors!

## Steinbach & District Farmers Market

Steinbach & District Farmers Market runs from the end of June to the end of September in the Clearspring Mall Parking lot.

## Treherne Farmers' Market

<http://www.treherne.ca/p/annual-events>

The Treherne Farmers' Market at the Cottonwood Park is open every Thursday throughout July and August from 4pm to 5pm.

## The Village Farmers' Market | Birds Hill Park

<https://pineridgehollow.com/pages/farmers-market>

The Village Farmers' Market (formerly Pineridge Hollow Farmers' Market) brings together a friendly vendor community in Birds Hill Park who sell a large selection of products all grown, made or crafted in Manitoba. The summer market runs every weekend from mid-May until the end of October, and pop-up markets are held periodically throughout the rest of the year.

## Winkler Community Farmers' Market

The Winkler Community Farmers' Market is open on Tuesdays, from the end of June until the second last week of September. In 2023, the City of Winkler also organized an indoor market from January to May.



## Winnipeg Beach Farmers Market

The Winnipeg Beach Farmers Market was started “with a hope for community and a love for supporting local.” The market runs Friday through Sunday, from 11 am – 3 pm, May 12 to September 25.

## Past Markets

<https://www.directfarmmanitoba.ca/map/>

The following are markets noted on Direct Farm Manitoba’s website, that do not have their own websites and as such, their current status as active or not is unknown:

- Grandview Farmers Market
- Robin Farmers Market
- Killarney Farmers’ Market

The Harvest Moon Local Food Initiative (HMLFI), a well-loved farmer-led buying club, has also closed their doors at the end of 2022 after many successful years in operations.

## NORTHERN MANITOBA

None to our knowledge.