



**FOOD &
BEVERAGE**
manitoba



Community
Futures Manitoba



Fireweed
FOOD CO-OP

FOOD ECOSYSTEMS PROJECT

CANADIAN FOOD DEVELOPMENT CLUSTERS, FACILITIES, and FOOD HUBS

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FOOD DEVELOPMENT CLUSTERS and FOOD HUBS

Background

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).¹ **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 our reports, we also use the term “**Food-kitchen hub**” to represent the broad activities of non-profit and for-profit food production spaces across Canada.

Food Development Clusters and Facilities

Clusters are a well-accepted and researched mechanism to promote the growth and development of an industry or sub-sector. A food development cluster is a network of interconnected organizations that have interests in a specific sector of the agri-food industry. Food development clusters offer a means for individuals and businesses in the agri-food industry to connect with support, develop new products, improve their processes, and increase productivity. Clusters can promote and foster forward-thinking ideas from farms to production plants to grocery stores.

¹ **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).

Food development clusters in Canada are generally research orientated and include universities, private and federal organizations and are co-located or exist in proximity to enhance collaborations and communications.² They are focused on coordinating a critical mass of scientific expertise throughout the industry, academia, and government. Clusters may be formal, with several facilities under one roof or one banner, or involve more informal linkages between several different players in the industry.

Characteristically food development clusters work with all types of entrepreneurs through the supply chain. Although their focus may not be specifically on farmers or small-scale food entrepreneurs, they typically provide specialized research activities for agri-food product development and commercialization at various facilities within the cluster. Successful food development clusters are well-funded and able to support start-ups and SMEs through accessing funds, matching funding, and in some cases, offering venture capital to assist companies in raising their own funds.

It is only by building out the agri-food ecosystem that a food development cluster can be sustained, where small companies grow, with new ones forming behind them. Using the resources of the ecosystem, keys for the success and evolution of food development clusters are innovation, cooperation amongst members, and the ongoing commercialization of novel ideas to generate new services or products. Sustained research and development activities over time can be a fundamental measure of innovation capacity.

Food development clusters focused on successfully delivering direct-to-market commercialization entail strong and repetitive interactions between start-ups, SMEs, and R&D providers. Stakeholders in clusters as well as those involved in food hubs as previously described, need access to crop and/or food research results, and R&D providers need access to farmers and companies to realize a market for their developmental technologies.

Another characteristic of successful food development clusters (as well as food hubs) is having dynamic linkages between members that, through cooperation, result in increased economies of scale and market competitiveness – locally and nationally. For example, linkages that support shared ingredient purchasing, shared equipment, or collaborative marketing and distribution activities. The achievement of a critical mass of diverse members is a fundamental aspect required to drive the growth of successful regional food development clusters and local food hubs.

Both food development clusters and food hubs undergo an evolution over time that typically starts with agglomerating existing early-stage enterprises, SMEs, and larger-scale companies in the case of a cluster, or small-scale agri-food entrepreneurs and farmers in the case of food hubs. Their expansion often includes more members and the formation of new farmers and companies, research facilities, and other service providers increases the size and scope of the food development cluster and/or food hub as it matures. The focus can grow to strengthen or build up the broader agri-food ecosystem and network of supports. Successful facilities find ways to be adaptable and remain relevant to their members overtime.

All areas of the food industry can benefit from regional food clusters and local food hubs. Continued support from government, businesses, organizations, and individuals will quicken the pace toward a

² [Food clusters in Canada - Canadian Food Business](#)

stronger, more resilient farming communities and a thriving agri-food industry. Both food development clusters and food hubs aim to connect local food producers and processors with shared technology, research and development, specialized equipment, expertise, and services in a dynamic environment. Making these connections also benefits the local community, economy, and beyond.

Food Hubs

Food Hubs come in many unique forms that reflect the needs of their communities, with the goal of a food hub to be “directly connected to the ecosystem of the region it serves”³. However, a commonality of nearly all food hubs is to create viable sales outlets for local food producers. The USDA defines a food hub as “a centrally located facility with a business management structure facilitating the aggregation, storage, processing, distributions, and/or marketing of locally/regionally produced food products.”⁴

One of the primary goals of food hubs is to give small and medium-sized farmers access to larger or additional markets. Many food hubs also focus on supporting small start-up food companies. Food hubs often share common values relating to conservation, sustainability, healthy food access, and supporting local farmers.⁵ “Collaborations unrelated to the primary activities of a food hub can help restore the local agricultural and agri-food landscapes, build skills, and form new social links within communities.”⁶ Food hubs fill gaps in food systems infrastructure, such as transportation, product storage, and product processing and typically have one or more of the following characteristics⁷:

- **Aggregation:** Compile products from different suppliers/farms to distribute through a single channel to meet the demand of larger buyers.
- **Distribution:** Store products and transport them to customer(s).
- **Marketing and sales:** Find buyers, sell, and advertise products, and promote farms’ brand identities.

Research conducted by Tufts University found that food hubs are generally categorized into three different types depending upon the access that farmers have to the end-market consumer(s)⁸:

1. **Retail or Farm-to-Consumer (F2C):** This model provides access to high-value markets by distributing products directly to consumers online, in a retail space, or via a community-supported agriculture (CSA) subscription.
2. **Wholesale or Farm-to-Business/Institution (F2B):** This model provides access to high-volume markets such as schools, grocery stores, hospitals, and restaurants that food producers couldn’t normally obtain on their own due to lack of volume or consistency. This method of aggregating products to meet higher volume needs is more efficient for buyers and makes it easier for them to buy regionally throughout the year.

³ <https://recolte.ca/salim-info/foodhubs>

⁴ <https://www.usda.gov/media/blog/2010/12/14/getting-scale-regional-food-hubs>

⁵ Berti, Giaime; Mulligan, Catherine (2016). "Competitiveness of Small Farms and Innovative Food Supply Chains: The Role of Food Hubs in Creating Sustainable Regional and Local Food Systems". *Sustainability*. **8** (7): 616. doi:10.3390/su8070616.

⁶ <https://recolte.ca/salim-info/foodhubs/>

⁷ <http://www.ngfn.org/resources/ngfn-database/knowledge/2013%20Food%20Hub%20Survey%20Report.pdf>

⁸ [worldpeas_scalingupguide.pdf \(nesfp.org\)](#)

3. **Hybrid:** This model includes both retail and wholesale operations.

A food hub may be established as a non-profit organization, a for-profit business, or a cooperative. A common underlying characteristic is the role of the hub as an incubator to support new or newer farmers looking to access larger markets. Small to medium-sized food producers face tremendous challenges in establishing, sustaining, and growing their operations. Purchasing land and equipment is only the first hurdle. Once in operation, many producers of this size find themselves struggling to navigate costly regulations and develop a solid customer base all the while managing their day-to-day operations. Most rely on direct marketing, a lower risk strategy for selling directly to household customers through farmers' markets, CSA subscriptions, and farm gate sales. However, this method requires an immense amount of time, resources, and skills, often resulting in many inefficiencies on the farm, and little to no opportunity for growth. Those who are successful tend to have an existing social network, post-secondary education, and English as their first language, leaving the rest struggling to sustain their operations.

Consequently, "smaller, and mid-sized farms are declining in Canada, thereby impacting the rural landscape and profile of Canadian regions... [Meanwhile], the average age of Canada's farm operators increased by 1.0 year, to 56.0 years in 2021... [and] the median age of farm operators rose by 2.0 years from the previous census, reaching 58.0 years in 2021. The proportion of farm operators aged 55 and older (older operators) grew by 6.0 percentage points from the previous census. In 2016, 54.5% of operators were aged 55 and older, increasing to 60.5% in 2021. Conversely, Canada's share of young operators was 8.6%, down slightly from 9.1% in 2016. As a result of industry consolidation and aging of farm operators, the number of farms dropped by 1.9% from 2016 (193,492 farms) to 2021 (189,874 farms)." ⁹ This has significant implications for our rural economies, including market entry, environmental resilience, and a decline in rural populations.

Food hubs aim to address these challenges by creating a robust, transparent, sustainable, and viable local food economy. There is a strong focus on instilling in consumers a sense of connectedness with, and responsibility to, the land where they live, raise a family, and do business, telling the story behind where food comes from. Local food hubs often focus on responsibility, helping to establish strong relationships between buyers and producers. Food product developers are often strongly vetted to ensure the hub focuses its support activities on those farmers and vendors who make decisions about their business operations and procedures with the environment in mind. "The ecosystem around the food hub is also a precious resource for bringing activities to life: neighborhood residents, associations, merchants, the community — everything contributes to making the food hub a vibrant space, anchored in its environment."¹⁰ Ultimately, food hubs are a response to increased sustainable practices within the agriculture industry. "Another source of transformation in the agriculture sector is the use of sustainable practices to cope with climate change. These adaptations are important, as the frequency of extreme

⁹ <https://www150.statcan.gc.ca/n1/daily-quotidien/220511/dq220511a-eng.htm>

¹⁰ <https://recolte.ca/salim-info/foodhubs/>

*climate events has increased in recent years and such events could represent a challenge for the industry in years to come.*¹¹

Characteristics of Food Development Clusters and Food Hubs in Canada

Canadian food development clusters and food hubs 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:¹²

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.¹³
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.¹⁴
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.

¹¹ <https://www150.statcan.gc.ca/n1/daily-quotidien/220511/dq220511a-eng.htm>

¹² New Nutrition Business. 2016. Functional Food Global Cluster Assessment.

¹³ 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 culinary development established in Canada are Prairie Research Kitchen (Manitoba), Niagara College (Ontario) and Holland College (PEI).

¹⁴ 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.

Lessons Learned from Environmental Scan and Select Interviews

Methodology

Through primary research (select interviews) and secondary web-based research, key learnings and best practices were identified in the areas of funding, leadership and market driven focus and economic impacts, as well as other characteristics.

The research involved an assessment of the capacity of key provincial food hubs, clusters, and stand-alone facilities (summarized below).

Funding

Funding has been a key factor in establishing food clusters focused on industry and/or research excellence, as well as for food hubs that support the local ecosystem. A long-term commitment from funders is necessary to achieve network effects and to encourage stable investment and capacity building. This scan shows that upwards of ten years of secured funding was often necessary to allow a food hub or food cluster time to develop into a more formalized food centre of excellence. Funding for such centres has come from a number of sources including multiple levels of government, research grants, as well as private sector memberships and investments.

Leadership

Strong dedicated leadership (both in terms of resources and human skills), backed by a qualified board representing diverse stakeholders, is critical to the success of both food clusters and food hubs. An established and supportive community (be it academic or customer) is also key in establishing a centre of excellence a successful food hub (second only to funding).

Another characteristic of successful food clusters and facilities focused on research is successful collaboration that is complementary of the existing research network. In addition, a clear governance structure is vital from the beginning to identify how the centre will work with industry, and to define how to make collaborative decisions alongside stakeholders.

Market Driven Focus and Economic Impacts

Specific to the food development clusters assessed in this scan, the majority are market-led rather than science or research-led. The interviewees noted that the successful centres and or facilities measured their success partially on how large a proportion of their annual income they generated from commercial revenues and/or commercialization of new products in partnership with industry. This theme is also very apparent on websites describing the services of the various centres as well as individual facilities.

The interviews indicated that research-focused stand-alone facilities had difficulty identifying an accurate and clear measure of their success and economic impact. This is due to some key issues:

- i. Incorporating a variety of departments and groups with different interests and mandate can mean varying definitions of success. For example, research centres, often measure success by the number of published papers, scholarships and funding for students and/or further research. For companies, economic impact and success is measured by many different factors, including increase of market share, reduction of production costs/time, exclusive access to IP, new products, etc.
- ii. Companies are reluctant to share financial data and outcomes related with technical innovations or findings that may have been implemented from a centre.

Centres and stand-alone facilities do measure such impacts and successes in industry-related support and outcomes by:

- i. Number of clients
- ii. Revenues generated
- iii. Number of projects underway
- iv. Number of enquiries
- v. Usage of pilot plant facilities
- vi. Number commercialized products for clients

Other Characteristics for Success of Food Clusters and Food Hubs

- i. Active communications among stakeholders, including bringing together people who might not otherwise meet, with a strong focus on involving stakeholders from government, SMEs, the research community, and the investment community or other funders.
- ii. Have a strong competitive environment focus on near-market activity.
- iii. Assist companies with finding funding and technical support to help them turn recipes and science into commercial products.
- iv. Participate in agenda-setting developments at a national level, such as regulations and food policy discussions.
- v. Involve all stakeholders through a "membership system," with SMEs paying a lower fee compared to international corporations paying a much larger fee.
- vi. Involve financing, venture capital and other commercial investment funders as stakeholders.
- vii. Foster positive alliances with other agri-food projects and centres.
- viii. Nurture strong links between industry and technology/university centres.

Key Capacity

Specific **key capacity** supporting food hubs, clusters and/or facilities in the Canadian provinces are described in the following sections. For an overview of capacity in Manitoba, see the “Manitoba Food Development Facilities, Kitchens and Food Hubs Environmental Scan” that was also undertaken as part of the Food Ecosystems Project.

BRITISH COLUMBIA

BC Food & Beverage

[Home Page \(bcfb.ca\)](http://bcfb.ca)

Langley – Founded in 2004, BC Food & Beverage is a not-for-profit industry association representing food and beverage manufacturers across British Columbia, whose membership represents approximately \$7 billion in industry revenues. Building meaningful connections and community within the industry is a critical aspect of their work. Their offerings and services include:

- Regional Meetups
- [Foodpro Thrive Conference](#)
- B.C. Food and Beverage (BCFB) Awards
- Cultivate Magazine - [READ](#)
- Referral Guide
- Women in Food & Beverage Signature Series
- Emerging Business Series
- Executive Roundtable
- Product of the Year Competition

British Columbia Institute of Technology

www.bcit.ca/appliedresearch/nrg

Burnaby – The British Columbia Institute of Technology’s Natural Health and Food Products Research Group (NRG) addresses issues of product quality, process improvement and human health using basic and applied science along with state-of-the-art technology. Their goal is to ensure that all Canadians can achieve the potential health and economic benefits offered by medicinal plants, natural health products and the food industry.

With an emphasis on product sources and quality standards, their projects focus on health policy, regulatory affairs, product formulation, botanical authentication, analytical method development and validation, chemometrics, and therapeutic monitoring for pre-clinical and clinical studies.

Their research and development is closely linked with the priorities and policies created within the provincial and national natural health product, food and agricultural industry, and by the government agencies regulating these sectors.

Buy B.C.

[Home | Buy BC \(gov.bc.ca\)](#)

Buy BC was created to help British Columbians select fresh-tasting, high-quality products that are grown, raised, and processed locally in communities across the province. The Buy BC logo is a product of origin symbol confirming the authenticity of B.C. food products. The Buy BC program, led by the Ministry of Agriculture, Food and Fisheries, helps to promote B.C. food and beverages to ensure consumers can easily identify and enjoy local food products, while supporting farmers and businesses throughout B.C.

Coho Commissary

[Coho Commissary | Why Coho](#)

Coho Commissary is a privately-run food incubator-accelerator kitchens in different locations across BC including Vancouver, Victoria, Gibsons, Richmond and White Rock. Coho Commissary's kitchens are home to 100+ food businesses, 'Virtual Restaurants & Food Trucks' section, serving takeout or delivery meals; 'Meal Prep & Catering,' accepting pre-orders of their products, ready for pick up or delivery within a couple days; 'Packaged Goods,' items to fill the pantry; 'Bakery and Patisserie,' and 'Beverages' section.

Commissary Connect

[Commissary Connect – Connecting Local Food](#)

Vancouver – Commissary Connect is a series of privately-run food incubator-accelerator kitchens. Commissary Connect was founded in 2012 to offer shared kitchen space. Commissary Connect's mission focuses on connecting local food through technology, community, support, and resources. Since opening their kitchens in 2013 to members, over 200 small business owners have used the facilities, and many have had the extra benefit of tapping into their entrepreneur-in-residence program. The company offers commercial kitchens based on a shared-use technology where food entrepreneurs can rent a space where costs are adjusted on a case-by-case basis depending on which equipment was used and for how long. There are currently three locations including Laurel Street location, the first Shared-Use Hazard Analysis and Critical Control Points (HACCP) certified site in Canada, and [BC's first Regional Food Hub and Pilot and Demonstration Site for the Provincial Food Hub Network](#).

Through a state-of-the-art approach to shared kitchen spaces, Commissary Connect members have access to around the clock dedicated workstations, shared office space, and modern appliances with affordable rates based on a "pay-for-what-you-use" philosophy. Driving all of these innovations is patent-pending technology that enables online booking, tracks equipment usage and depreciation, and powers Wi-Fi-enabled door locks, all in a collaborative and supportive atmosphere. Data collection capabilities are also embedded directly into every aspect of operations.

Also available are a pop-up retail space and a food cart that can also help promote or launch new products. In 2020, the retail space pivoted to become a pop-up store called [Creations at Commissary Connect](#), offering members another way to sell their products locally.

Pacific Institute of Culinary Arts

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

Vancouver – The Pacific Institute of Culinary Arts is a teaching facility with limited food development, as well as some events and cooking classes open to the public.

The BC Food Connection

<https://bcfoodconnection.ca/>

The BC Food Connection is an online industry resource by BC Food and Beverage to bring members together with complimentary needs or services. A new search-enabled site helps pair up food manufacturers, processors, co-packers, re-packers, and commercial or commissary kitchens to encourage cooperation for the sake of achieving overall growth as individual companies.

The BC Food Hub Network

[BC Food Hub Network - Province of British Columbia \(gov.bc.ca\)](https://bcfoodhubnetwork.ca/)

The BC Food Hub Network aims to foster growth and innovation in the processing sector through improved industry access to facilities, equipment, technology, technical services, and business supports. The Network is being developed in collaboration with industry, communities, and post-secondary institutions to build provincial food and beverage processing while serving the regional and sector diversity of the province.

The Network is comprised of regional food processing and innovation hubs ('food hubs'), and an Endowed Food and Beverage Innovation Professorship, currently held by Dr. Anubhav Pratap Singh, at the **University of British Columbia (UBC) Vancouver campus**. The Network brings together services and technology that improve support to the agriculture, seafood, and food processing industry and advance innovation in the province's processing sector.

The Province contributed \$2.58 million (2019 to 2022) to create an endowment fund to provide long-term financial support for the B.C. food and beverage innovation professorship at UBC to:

- improve B.C.'s food processors' access to modern processing technology and practices;
- provide expertise to help the sector continue to innovate and develop new products;
- help create new potential post-secondary programs in B.C. to develop qualified personnel who will help grow the industry locally;
- lead development of the B.C. food and beverage innovation centre at UBC Vancouver; and
- facilitate improved research and information sharing for processors accessing the B.C. Food Hub Network.

To date, there are food hubs operating or under development in twelve communities in B.C.

[Centre for Seafood Innovation - Bowser, Vancouver Island](#)

The Centre for Seafood Innovation, led by Vancouver Island University (VIU), offers seafood businesses commercial culinary kitchen, event and training space. The centre offers applied R&D, and business

development services to address seafood sector challenges and opportunities. As part of VIU, the centre accesses the research, science and technology, social sciences, culinary, and management expertise needed for innovation.

[Commissary Connect - Vancouver](#)

Commissary Connect operates the Network's pilot and demonstration site, located on Laurel Street in Vancouver. The facility is open 24/7 and provides local processors with access to a HACCP-ready facility. Commissary Connect.

[Cowichan Farm & Food Hub – Cowichan Valley](#)

Cowichan Farm & Food Hub, led by the Cowichan Green Community Society, will offer a commercial teaching and processing kitchen, as well as an aggregation space for local food producers and processors.

[Fraser Valley Artisans Food Hub - Abbotsford](#)

Fraser Valley Artisans Food Hub, led by the Mission Community Skills Centre Society, will offer shared kitchen space for food processing and commercial production and customized training programs for the food sector.

[Kitchen Connect - Victoria](#)

Kitchen Connect, led by the Victoria Community Food Hub Society, will offer a shared processing and packaging facility and aggregation space to local processors and producers.

[Kootenay Boundary Food Hub – Rock Creek and Greenwood](#)

Kootenay Boundary Food Hub, led by the West Boundary Community Services Co-op Association, will offer a co-packing and processing kitchen to meat producers in Rock Creek and a bakery test kitchen to processors in Greenwood.

[Kootenay Farms Food Hub and Innovation Centre - Creston](#)

Kootenay Farms Food Hub and Innovation Centre, led by Fields Forward, will offer co-packing space, shared-use food packaging space, storage facilities and wet and dry processing equipment to local producers and processors.

[Plenty & Grace - Surrey](#)

Plenty & Grace Food Hub & Innovation Centre (Plenty & Grace), located in Surrey, serves Fraser Valley plant-based food processors. Plenty & Grace Food Hub & Innovation Centre's website.

[Sprout Kitchen - Quesnel](#)

Sprout Kitchen Regional Food Hub and Business Incubator (Sprout Kitchen), led by the City of Quesnel, offers regional food and agriculture businesses access to a shared commercial kitchen, specialty food processing equipment, cooler and freezer storage, and co-packing services. In 2022, Sprout Kitchen will be setting up a lab for food safety testing and a regional distribution network. Sprout Kitchen's website.

[The Dock+ - Port Alberni](#)

The Dock+, led by the Port Alberni Port Authority, serves shellfish, finfish, seaweed and offers commercial kitchen space for terrestrial processors on Vancouver Island. TheDock+'s website.

[The Stir - Kamloops](#)

The Stir, led by the Kamloops Food Policy Council, provides kitchen facility rentals, business mentorship, and community support to help local food entrepreneurs start and scale-up their business to reach a wider market. The Stir specializes in canning and dehydration and offers – specialty food processing and packaging equipment, dry and cold storage, warehouse space, as well as a retail store and pop-up event space. Kitchen rentals are currently available through The Stir’s partner facilities in Kamloops and The Stir Food Processing and Innovation Centre.

[The Victoria Community Food Hub Society \(VCFHS\)](#)

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

(VCFHS) was incorporated as a charity in 2013. It works hand in hand with its key partners the Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR) and the Foodshare Network to promote a healthy and sustainable food system in the Capital Region. The VCFHS efforts are focused on ensuring that this food system provides healthy food to the most vulnerable people in our community and works to increase their resources, food skills and social connections for a healthier future. Core Projects and Partnerships of the Victoria Community Food Hub Society:

- South Island Farmhub
- Kitchen Connect
- Iye Creative Partnership
- School Food Shift Initiative

[Zest Commercial Food Hub - Salmon Arm](#)

Zest Commercial Food Hub, led by the Salmon Arm Economic Development Society, offers regional food and agriculture businesses access to shared food and beverage processing space, equipment, and services.

The Small-Scale Food Processor Association

[Who We Are - Small Scale Food Processor Association \(ssfpa.net\)](#)

Nanaimo – The Small-Scale Food Processor Association is focused on members who are local businesspeople who support and expand local economies. Their members contribute to local economies and sustainability. What differentiates them is their focus on the small-scale industry. Small to them means “Local” – local jobs, local infrastructure, local taxes. “Small Scale” leads to “Large Scale” and greater economic contributions. Their members are eager to see the next generation of agricultural policy because they are the ones who have the most at stake and they are the ones who have the infrastructure to facilitate the implementation of the policies.

This is also the organization who runs and promotes Buy BC Food & Drink (buybcfoodanddrink.com).

University of British Columbia – Faculty of Land and Food Systems

<https://www.landfood.ubc.ca/research/lfs-research-centres-groups/food-science-group/>

Vancouver – The Faculty of Land and Food Systems houses a number of research centres and groups, including but not limited to the Centre for Sustainable Food Systems, Dairy Education & Research Centre, Wine Research Centre and the Centre for Food, Resource and Environmental Economics. Additionally, there is a Food Science Group in this Faculty that supports a Food Nutrition and Health (FNH) Pilot Plant, research labs, kitchen stations, as well as the Western Nutrition Research Centre for natural health product and functional food industries.

YVR Prep

[YVR PREP – Metro Vancouver's Premier Commissary Kitchen & Food Hub](#)

Burnaby – YVR Prep is a privately-run food incubator-accelerator kitchens with mission to be an empowering community partner for aspiring food entrepreneurs, providing them with the necessary resources needed to build and sustain successful food businesses which not only benefit the local food system, but local economies as a whole. They offer access to community kitchens at different levels and for different levels of needs.

ALBERTA

Agri-Food Discovery Place (AFDP)

Edmonton – The AFDP is located on the University of Alberta's south campus in Edmonton, Alberta on a section of land identified as the University of Alberta Research Farm. Opened in June 2006 the pilot plant facility is part of the Agricultural Food & Nutritional Science Department (AFNS).

The AFDP is the first in Canada Meat Safety & Processing research unit and Solvent Extraction capabilities available under one roof, functions as completely separate wings, including separate air handling systems. There is a wet processing suite, and the sample preparation lab has a spectrophotometer, HPLC, GC, FTIR, rheometer, biochemistry analyzer, mini centrifuge, balance etc. Additionally, they have: Food Application and Processing Laboratories; Fermentation Laboratory; sub/supercritical fluid technology program, involving supercritical carbon dioxide and sub/supercritical water. They also have lab-scale units focused on different unit operations of extraction, fractionation, reactions, membrane separation and particle formation for extraction and fractionation of lipids and bioactive components, developing delivery systems.

The AFDP does not solicit clients with a main focus on R&D projects primarily funded by AB Ag in partnership with NAIT, Leduc, and extensive collaborations with other UAB depts. They do offer some scale up fee for service for applied research through University Academics, Government of Alberta, Agriculture & Forestry and External Industry Clients. The focus of this facility is AB clients. Overall, the facility has limited commercialization, as most work is pilot scale and Leduc is considered the primary commercialization centre.

Alberta Food Processors Association

[Alberta Food Processors Association \(afpa.com\)](http://afpa.com)

Representing, responding to, and promoting the interests of its members in the Alberta food and beverage industry since 1974, AFPA is the industry's leadership organization and offers a network of like-minded food and beverage sector entrepreneurs. AFPA acts as an educator and offers professional training and educational opportunities; collaborates with others on developing and offering resources, tools and information that supports business efficiency and competitiveness; provides numerous opportunities to network, bringing together colleagues and industry leaders, both associate and processing members, a great resource for new and veteran food processors; is a certifying partner for the Partnership in Injury Reduction program; updates its members on industry issues and activities that affect your business through newsletters, email updates and through the website and is a key advocate and a voice of influence with all levels of government on issues that impact Alberta's food processing industry such as public policy, regulations and programs.

Culinary Co-Working

<https://culinarycoworking.com/>

Calgary – Culinary Coworking is a low-cost, low-risk, full-service collaborative culinary space that supports artisans as they create, produce and expand their businesses. Their services include a 10,700 kitchen with 19 workstations, storage (dry/cold/freezer), collaboration opportunities and business support, as well as meeting spaces.

Edmonton Organic Food Hub

[Edmonton Organic Food Hub | The Organic Box](#)

The Organic Box is the host to Edmonton's largest and one of Western Canada's most successful food hubs. In the fall of 2014, they moved into a 17,000 square foot facility, which includes cold and dry storage, a freezer, and a processing space with shared storage, distribution, and marketing facilities.

Food Processing Development Centre

[Food Processing Development Centre | Alberta.ca](#)

The Leduc Food Processing and Development Centre (FPDC) operates within the Food and Bio Processing Branch of the Department of Alberta Agriculture and Forestry in Leduc.

It offers 65,000 square feet of pilot plant and product development laboratory space equipped with 7 incubation suites and over \$20,000,000 in equipment that supports food product innovation along the full development and commercialization continuum. In August 2020, the FPDC, received \$2.6 million toward equipment that will help companies develop new plant-based foods and products from Western Economic and Diversification¹⁵.

¹⁵ [Alberta plant protein sector gets \\$2.6M boost in federal gov't funding for small food producers | CBC News](#)

The FPDC and Agri value Processing Business Incubator engages with clients and tenants in the development of food products, food manufacturing processes, pilot plant development, interim processing, and food processing business incubation. In addition, the facilities are considered a “designated incubator” under the federal Start Up Visa Programme.

Fee schedule

Engineering services	\$ 350 per day
Technical consultations	\$ 350 per day
Benchtop development by Agriculture and Forestry staff	\$ 350 per day
Benchtop development by client staff	\$ 200 per day
Pilot plant development	\$ 500 per day
Interim processing	\$ 500 to \$1,200 per day
Post processing cleaning	\$25 per person per hour
Handling and storage	\$0.10 per kilogram per day
Seminars and demonstrations	Cost plus 10%

These fees apply to Alberta companies or companies that have processing facilities in Alberta. Fees for out-of-province clients will be negotiated prior to signing a contract, but in most cases will be double those quoted above.

Core services

Product development:

- Technical consultations
- Concept analysis and development
- Prototype design and demonstration
- Product packaging technology

- Regulatory requirements and labeling assistance
- Quality control/quality assurance specifications

Pilot Plant/Process Development:

The pilot plant consists of four separate processing areas: meat, wet process, dry process, and fine particulate. Equipment can be integrated to provide a process made up of unit operations such as size reduction, drying, separation, heat transfer, extrusion processing, concentration, smoking, packaging, and mixing. A complete forming, batter/breading, frying, cooking, baking and freezing line is also available and can be arranged in any required sequence. The pilot plant can be used for scale-up and process design, as well as interim and test-market productions.

Analytical services:

Product evaluations of physical properties, such as colour and texture, as well as chemical composition and microbial qualities. Analysis supports shelf-life determinations and nutrition labeling requirements.

Sensory evaluation:

- A comprehensive sensory laboratory in Leduc, with access to experienced and trained panelists.
- A Consumer Product Testing Centre in downtown Edmonton including a database of consumer panelists to meet the demographic requirements of your product.
- Access to institutional food preparation equipment, to mimic end-user preparations.
- Statistical data analysis and product test reports.

Product and process development:

Benchtop development refers to the use of the laboratory or test kitchen for product development. Clients may use the facility on their own, or with assistance from a centre scientist or technologist (note the difference in fees).

Pilot plant development refers to the use of the pilot plant for the commercialization of products under development or the production of products for test market purposes. The assistance of technologists skilled in the use of the centre's equipment is included in this fee. The FPDC's pilot plant is licensed and inspected by the Canadian Food Inspection Agency (CFIA).

The facility works with clients to attain CFIA licenses under the Safe Food for Canadians Regulations as required for their processing. The FPDC has various capabilities in the areas of meat, dairy, fruit, vegetable and grain processing.

Applied research:

FPDC food scientists engage in applied research collaborations with industry clients and other stakeholders.

Consultation services:

FPDC scientists provide consultation services to clients. The related charges for this service are based on the time spent at the FPDC and/or at the client facility.

Interim processing:

Once a product or product line is developed, optimized, and successfully scaled up, FPDC supports clients as they commercialize their product through its interim processing program.

Clients can access the FPDC pilot plant to produce their product for sale as they build capacity to transition into their own production environment (as their own facilities are being upgraded or constructed) or potentially into the FPDC business incubator.

Facilities

- Federally inspected pilot plant areas and product development kitchens.
- Sensory and Consumer Product Testing Centres (Leduc and Edmonton).
- Agri value Processing Business Incubator: 8 fully serviced processing bays with centralized shipping and receiving and shared cold storage, staff welfare areas, and reception.

Recognition

- Agriculture and Agri-Food Canada Meat Hygiene Directorate Standards as an establishment registered with the Canadian Food Inspection Agency (CFIA). Pilot plant meets all requirements for the shipment of products containing meat ingredients, both inter-provincially and internationally.
- Utilizes HACCP systems.
- Incubator meets CFIA building requirements and can be federally registered with approval of HACCP Plans

Equipment

Dry processing, Wet processing, Injection and tenderizing, Mixing and tumbling, Forming and stuffing, Batter, pre-dust, bread application, Thermal processing, High pressure processing – non-thermal, Freezing, Packaging, Benchtop processing equipment, Laboratory analytical equipment, Bakery

Food Science & Technology Centre

[food_science.pdf \(gov.ab.ca\)](#)

Brooks – This is a division of the FPDC specializing in physical and chemical testing, pet food, extrusion, interim processing, and applied research.

Staffing

- Management - Six
- Scientists and specialists - Twelve
- Technical and support - Seventeen
- Business development - Seven

GFR Ingredients

[Home | GFR Ingredients](#)

Owned by GFR Pharma with its current plant in Barrhead, AB, GFT offers nutritionally focused plant-based protein powders from legume, grain or seed crops, with 25,000 square foot HACCP-certified manufacturing facility. Their capacity includes:

- Plant protein extraction technology: Concentration of desirable macronutrients through decanting, centrifugation and/or evaporation.
- Fermentation / enzymatic reactions.
- 800L/hr spray drier has the capacity of producing 500MT to 1,000MT annually depending on the product properties of the raw material and solids content of the liquid fed to the drier.
- Recovery: the dried powder exiting the drier cools through cyclonic movement, is sifted, and then passes over a rare earth magnet before packaging.
- Product Development.
- Pilot scale - 200L/hr spray drier has the capacity of producing from 550 kg to over 2MT of product every 24 hours, depending on the product properties of the raw material and solids content of the liquid fed to the drier.

Northern Institute of Applied Technology (NAIT)

[Food Product Development - NAIT Applied Research](#)

[Centre for Culinary Innovation - NAIT Applied Research](#)

Edmonton – NAIT blends food science with culinary expertise to create new foods and beverages as described here.

Fermentation:

NAIT is working with industry to develop pre-competitive formulations of fermented, pulse-based, flavour ingredients using Alberta grown pulses and grains. These products and flavours demonstrate novel ingredient usage in food applications.

Repurposing agriculture and food waste:

As part of the food circularity, industry is looking to increase their environmental performance while supporting a low carbon economy. NAIT is working with industry partners to characterize the starch by-products and develop new processes to transform them into a variety of value-added products, such as biofuels, biochemicals or food ingredients.

NAIT's Centre for Culinary Innovation has expertise in new food and beverage product development that combines culinary creativity with food science principles to create foods that taste amazing. The centre works with all types of food products but has specialized expertise with plant-based foods. They have a passion for using crops grown in Alberta whenever possible.

Southern Alberta Institute of Technology (SAIT) Polytechnic

<https://www.sait.ca/programs-and-courses/diplomas/culinary-arts>

Calgary – SAIT is a teaching facility that offers a culinary arts program, with very limited food development.

The Public Food Hub

<https://publicfoodhub.com/>

Edmonton – Uniting food lovers and makers through markets, kitchens and community.

Venturepark Labs

<https://www.ventureparklabs.ca/accelerator>

Calgary – Venturepark Labs is a non-profit supporting early-stage entrepreneurs in the food and wellness categories. It was initially founded in 2015 as District Ventures Accelerator and District Ventures Kitchen by Arlene Dickinson with the support of the City of Toronto. In May 2021, this initiative became Venturepark Labs—a community within Venturepark, with its accelerator now located in Calgary while its Food Incubator is in North York, Ontario.

Revenue generation for this project includes:

- Membership fees
- Events
- Fee for service use of facility

Membership in Venturepark provides:

- Food Business Incubator
- Live events led by food industry experts
- Online members-only resource library and discussion forum
- Mentorship opportunities

The Accelerator Program offers four months of training to assist with scaling a product. Entrepreneurs gain insights from industry leaders and access to Canada's business growth ecosystem, Venturepark. The Park provides connections to investment capital and skilled brand builders. Other offerings through this program include:

- One-on-one guidance from their advisors.
- Tools for CPG success, including educational sessions on strategy, forecasting, sales, marketing, supply chain and more.
- Insights from top-tier CPG firms, including Shopify, Nielsen, Acosta, and program sponsors: Torys LLP, Chartwells, BMO Canada, and Sobeys.
- Founders-only sessions with Venturepark Labs alumni, and CEO, Arlene Dickinson.

Successful participants present for distribution at our Sobeys *Look for Local* event and national Demo Day for added exposure to investors and retailers.

SASKATCHEWAN

Prairie Food Link

<https://saskagrsource.ca/about-us/saskatoon-food-and-ingredient-processing-cluster-sfipc/>

Prairie Food Link is a vehicle for food ingredient and processing companies of all sizes and scales to foster connections and build their businesses. Prairie Food Link events enable ‘meaningful collisions’ between its members, encourage sharing of ideas and information, leading to innovation, investment and job creation within Saskatchewan’s agri-value sector.

Although initiated in Saskatoon, this ‘food cluster’ is extending its reach throughout Saskatchewan, including into the north. Membership includes food and ingredient processors and retailers of all sizes, as well as their supporters, including educational institutions, R&D facilities, government, investors, financial institutions, and Indigenous economic development organizations.

Prairie Food Link is industry-led, and supported by Ag-West Bio, Saskatchewan’s bioscience industry association and Prairies Economic Development Canada.

Saskatchewan Food Industry Development Centre (FDC)

[Food Centre Inc – Full-service food development and processing centre in Saskatchewan!](#)

Saskatoon – The Saskatchewan FDC is a non-profit organization providing expertise and resources to assist agri-businesses create innovative products and value-added opportunities in the food industry. Their line of expertise includes food and process development, interim processing, extrusion technology, skills development, food safety education and training, quality assurance, technology transfer and pathfinding. The Centre’s federal processing facility is Saskatchewan’s only commercial incubation centre for food processing.

Since its inception in 1997, the Food Centre has worked with over 410 clients of all sizes to develop and process over 940 products. An example of the Food Centre’s outreach, Eat Well Group announced in October 2021 its collaboration to commercialize and expand the product offerings of its investee companies¹⁶. It began operation on an initial Agri-Food Innovation Fund (AFIF) endowment funding of \$8.5M with additional \$1M for renovation of a commercial kitchen and equipment. Industry and Resources provided \$2M for construction of the pilot plant in 1998 and opened in 2001. Incorporated in 1997, the following are members rather than shareholders: The Province of Saskatchewan, University of Saskatchewan, and Saskatchewan Food & Ingredient Processors Association. The Board of Directors is made up of industry and member representatives.

The FDC has built a sustainable revenue model and is globally competitive for costs, with no obvious gaps in their capacity. Their services include shelf-life testing, stability, nutrition fact tables, wet and dry

¹⁶ [Eat Well Group Provides Operational Update on Plant-Based FoodTech Portfolio Company | London Free Press \(lfpress.com\)](#)

extraction, extrusion, fermentation, and the AWESOME program (training, mentorship for women across the prairies). They also offer CFIA, Halal, Food Safe Certifications which all support commercialization, as well as co-packing and co-manufacturing capacity.

According to an interview comment, entrepreneurs felt the Saskatchewan FDC was a more supportive structure than the Manitoba FDC¹⁷ with stronger focus on SMEs, was well-funded and offered full pipeline from product development to incubator programs. The FDC is typically at full capacity and companies are in FDC for 2-3 months. They work closely with NAIT and PRK, as have direct commercialization capacity which sets them apart from others such as Texas AM, US Pilot Plants, Nat Crop Institute, Nebraska.

The Food Centre facilities are distributed across 2 locations – their 10,000 square foot Pilot Plant on the University of Saskatchewan campus and 55,200 square ft Agri-Food Innovation Centre located in Saskatoon’s holiday park industrial area. Both locations have many certifications and offer different processing options for food processors.

Recent Developments:

May 2021 saw a **major expansion** through a \$2.3 million investment as part of the Canadian Agricultural Partnership (CAP)¹⁸. The total investment in the expansion is \$7.55 million, with funding from a variety of sources including Western Economic Diversification Canada (\$3.5 million), Agriculture and Agri-Food Canada and the Saskatchewan Ministry of Agriculture (\$2.3 million), industry support (\$1 million) and the Food Centre's own capital reserve (\$750,000).

Their **Fermentation Ecosystem** (CAD 1,315,998.00)¹⁹ was announced by Protein Industries Canada (PIC) in November 2021, the Food Centre will be constructing the first not for profit, pilot scale fermentation facility in Canada. It will focus on offering training in the area of fermentation processing, the partners will be strengthening skills and talent within the ecosystem. Partners include: Global Agriculture Advancement Partnership (GAAP); University of Saskatchewan; Ag-West Bio Inc.; Champlin Advisory Limited

Global Recognition on Plant-based Protein Innovations:

Over the last several years, the Food Centre has worked with local and international clients in the development of high moisture meat analogues and protein fibrillation. The Food Centre is recognized globally as a leader in converting plant-based protein through new product development, ingredient validation and extrusion technology. A twin-screw extrusion technology is capable of transforming a wide variety of agricultural crops into innovate consumer food products such as snack foods, breakfast cereal, pet foods, meat analogues and bio-products.

¹⁷ Food Ecosystems Project Interview Summary, October 29, 2022.

¹⁸ [Food Centre Expansion Will Support Saskatchewan’s Value-Added Agriculture Sector | News and Media | Government of Saskatchewan](#)

¹⁹ <https://www.proteinindustriescanada.ca/projects/advancing-fermentation-processing-in-western-canada>

The Food Centre's line of expertise includes ingredient, food and process development, interim processing, extrusion, skills development, food safety education and training, quality assurance, technology transfer and pathfinding. The Centre's federal processing facilities are Saskatchewan's only commercial incubation centre for food processing.

Training:

- 2 Day HACCP Workshops; HACCP & Food Safety Certificate Program (International HACCP Alliance accredited) www.haccponline.ca
- Good Manufacturing Practices (GMPs) www.gmpsonline.ca
- As well as other skills and business training workshops and seminars.

Staff:

The Saskatchewan FDC has over 40 staff including product development; extrusion; ingredient innovation; food safety and skills development; agri-food processing; pilot plant processing. They also offer food inspection and the [AWESOME program](#) for women food entrepreneurs.

Saskatchewan Polytechnic Culinary Arts

<https://saskpolytech.ca/programs-and-courses/programs/Culinary-Arts.aspx>

Saskatchewan Polytechnic is a teaching facility, offering a culinary arts program with limited food development.

University of Saskatchewan – Bioprocessing Pilot Plant

[Bioprocessing Pilot Plant - Portal for Industry Engagement - University of Saskatchewan \(usask.ca\)](#)

Saskatoon – The Bioprocessing Pilot Plant is a research facility within the College of Agriculture and Bioresources. The facility houses industrial-grade, pilot-scale scientific equipment designed to isolate and extract compounds from various plants and crops. Such compounds may be studied further at laboratory scale or applied in industry, and include biofuels, protein ingredients, starches, and natural health products. The facility is available for collaborative research projects with other academic units, research organizations and industry partners, and for toll processing.

University of Saskatchewan – Food & Bioproducts Research & Development

[Food and Bioproducts Research and Development - Portal for Industry Engagement - University of Saskatchewan \(usask.ca\)](#)

Saskatoon – Faculty scientists conduct research and provide graduate training related to novel foods and food ingredients, food authenticity, bioproducts processing technology, food chemistry and analysis, microbial biotechnology, quality assurance, sensory and taste testing, biochemical and nutritional analysis.

They also conduct research into natural products and functional foods explores enhancing nutritional quality and nutraceutical value of foods, as well as processes to realize these gains. Recent work has yielded a range of evidence-based nutraceuticals and early-stage products, from antioxidant-rich superfruits to food supplements and vitamin additions to sunscreens.

Human dietary intervention studies are also conducted, as well as work using animal models, bioassays, imaging and flow cytometry. Selected analytical and other services are provided on a fee-for-service or contract basis.

Areas of Expertise:

- Development of novel foods and food ingredients
- Food authenticity
- Bioproducts processing technologies
- Sustainable biofuels development
- Food chemistry
- Microbial biotechnology
- Food testing, tasting, and nutritional analysis
- Nutrition and nutraceutical R&D
- Human dietary intervention studies
- Animal models, bioassays, imaging and flow cytometry
- Biochemical and nutritional analysis
- Functional food and nutraceutical product development

ONTARIO

BioEnterprise

<https://bioenterprise.ca/>

Guelph – BioEnterprise is an organization offering agri-food companies business support and venture capital opportunities. A new partnership between Bioenterprise FIRSt at George Brown College (Toronto, ON) is anticipated to open up new product development innovation opportunities for Canada’s agri-food sector²⁰. The two organizations have signed a three-year memorandum of understanding to collaborate on innovation opportunities and jointly boost Canada’s national food and agri-tech network.

Canadian Food and Wine Institute (CFWI)

[Culinary Innovation and Food Technology \(Co-op\) Program | Niagara College](#)

Welland – The Canadian Food and Wine Institute is a technology access centre (TAC) funded organization. CFWI offers programs such as: Artisan Distilling; Baking and Pastry Arts; Beverage Business

²⁰ [Bioenterprise and George Brown College to collaborate on innovation - Food In Canada](#)

Management; Brewmaster and Brewery Operations Management; Cook Apprenticeship; Culinary Innovation and Food Tech (Co-op); Culinary Management; Culinary Skills; Wine and Viticulture Technician. The CFWI at Niagara College is in the heart of the agricultural, wine, and culinary country. It offers several co-op programs in culinary innovation and food technology.

Canotek Kitchen

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

Ottawa – Canotek is Ottawa’s largest shared kitchen, offering 2,000 square feet of cold and dry storage, prep, cooking, and baking space. It functions as a co-working space for small to medium food businesses, with a retail and packaging area. The different spaces can be rented by the hour, on a monthly contract, or on Flex packages giving a lot of flexibility for growing or seasonal businesses.

COOK UP

<https://cookupinc.com/>

Windsor – Since their launch in 2019, they have worked with over 35 food entrepreneurs at various stages of their entrepreneurial journey. Some of these entrepreneurs have launched their own brick and mortar restaurants. Some have decided to opt out of the food business and pursue other opportunities. Their organization’s work is, at its core, to nourish entrepreneurs as they direct their own journeys with the belief that they will, in turn, build an enterprise that has a transformative impact on our entire community. Services offered include: access to affordable kitchen space, a network of support services, entrepreneurship coaching and professional services, and market opportunities.

Craig Richardson Institute of Food Processing Technology (IFPT)

Kitchener – The IFPT meets the needs of the food and beverage manufacturing industry by providing education, training, research and technical expertise. The pilot plant is the result of a \$5M investment providing students the opportunity to operate industry equipment on three complete production lines: bakery, fresh vegetables, and beverage. The IFPT also delivered a workshop to industry, government, and academic, to explain how a system of open innovation works and how a model food cluster (Food Valley) encourages such a system.

Food and Beverage Ontario

<https://foodandbeverageontario.ca/>

Food and Beverage Ontario (FBO) is a not-for-profit, leadership organization dedicated to advancing the interests of Ontario's food and beverage processors. Their focus is on the success, prosperity and growth of the food and beverage processing sector. They work collaboratively with colleagues and partners across the agriculture and food supply chain.

Services include:

- As a leadership organization, FBO offers access to industry leaders, decision makers and a network of like-minded food and beverage sector individuals.
- As an advocate, FBO provides a convincing voice of influence with government on issues of public policy, regulations and programs.
- As a collaborator, FBO connects with other organizations on developing and offering resources, tools and the latest information that directly supports business efficiency and competitiveness.
- As a strategist, FBO's Making Food and Beverages a Recipe for Success – 2018-2023 Strategic Priorities ensures a competitive industry.
- As a network, FBO brings together colleagues and industry leaders, a great resource for those just starting out and veteran processors.
- As an educator, FBO offers informational and educational opportunities.

Membership is available for industry stakeholders and partners including suppliers, vendors, academia, associations, and other relevant businesses.

George Brown College – Food Innovation & Research Studio (FIRSt)

<https://www.georgebrown.ca/hospitality-culinary-arts/food-innovation-research-studio-first>

Toronto – Technology Access Centre (TAC) Funded, FIRSt offers industry access to technical resources, state of the art facilities and networking opportunities for small and medium-sized businesses within the Greater Toronto Area (GTA) food and beverage industry, enabling these companies to grow and reach more customers. Industry can:

- Access college expertise, technology and equipment to enhance productivity, competitiveness and innovation.
- Take products to market swiftly and cost-effectively.
- Access creative culinary faculty and student talent who get real world, practical training and learning opportunities working on research projects.
- Use research laboratories and test kitchens meet industry needs.

FIRSt's Program "**The Food Innovation & Research Studio (FIRSt)**", is a contract research and development group at George Brown College in Toronto, providing food and beverage clients with creative, practical, and science-based insights to solve product development innovation challenges. FIRSt works with food and beverage companies of all sizes to deliver customized service packages spanning the product development process.

Just Food

<https://justfood.ca/>

Ottawa – Just Food is a local, non-profit, community-based organization that works on both rural and urban food and farming issues in Ottawa and the surrounding region. First established in 2003 as Ottawa Food Security Council, Just Food, welcomes the Ottawa Community Garden Network, and launches its website, the second version of the Ottawa Buy Local Grow Local Food Guide and the first collaborative version of Food Link with the City Health Department in 2006. They released **Ottawa Food Action Plan**, a

community engagement project that was a collaboration between Just Food and the University of Ottawa, funded by the Canadian Institutes of Health Research (CIHR). In 2012, Just Food established offices at the Just Food Farm site in the eastern Greenbelt.

They lead the Karen Farm in Ottawa, to allow displaced people to practice and adapt their farming skills and provide healthy fresh food for themselves and their community. The farm sells its certified organic produce through weekly vegetable boxes in a CSA program which helps to offset costs. The farm is supported by volunteer drivers and record-keepers.

In 2013, Just Food established the Start-up Farm Program, to support new farmers in the Ottawa region. By offering access to land, shared infrastructure/equipment, and training, the program aims to enable more people in this region to start their own successful farm business, and in 2015, in partnership with Natural Gourmet, launched an incubator kitchen (no longer in operation).

Kitchen 24

<http://www.kitchen24.ca/>

Toronto – Kitchen 24 is a commercial shared kitchen and culinary community for foodie entrepreneurs in Toronto. Opened in 2017, the community-focused shared kitchen provides 35,000 square feet of modern preparation and storage space.

Kitchen Collective

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

Hamilton – The Kitchen Collective is a non-profit, affordable commercial kitchen and culinary incubator designed to give aspiring entrepreneurs a boost in the industry as well as a collaborative space in which to launch their business and learn from each other. As a co-operative, the Collective is owned and operated by its members, ensuring that the services provided are always in line with the needs of the membership.

The Kitchen Collective not only helps put amazing and delicious food into the hands of Hamiltonians, but creates new jobs, helps launch new and exciting culinary businesses, and assists in helping those businesses grow and connect to the Hamilton community.

The Collective is:

- an inspected, approved, and fully-equipped commercial kitchen designed for anyone who works with food, in any stage of their business development or career;
- a space where members can experiment, create, collaborate, and share;
- a space for starting or expanding food related businesses without the huge expense involved in building and equipping a private commercial kitchen;
- a space to host cooking workshops and demonstrations, as well as host temporary ‘pop-up’ retail and food events;
- a home base for mobile foods businesses such as trucks and carts to prep their product and manage their business;

- a space where new chefs can practice their craft, develop new dishes, and gain the experience needed before opening their own restaurants.

Nourish Marketing

<https://www.nourish.marketing/>

Toronto – Nourish Marketing is a full-service marketing agency specializing in the food sector from field-to-fork. Nourish offers digital services, packaging, video and photography, PR & Influencer marketing, events and sampling, test kitchen, multicultural, integrated advertising, research, and branding.

NSF International (Guelph)

<https://www.nsfcanada.ca>

Guelph – NSF International (previously Guelph Food Tech Centre) is located in Canada as part of a global network, with 2,500 employees in over 170 countries. NSF provides product and process development, food and label compliance and packaging services. They offer a team of food scientists that work at each stage of a product's development from concept to finished product. It is a one-stop shop for food product compliance and formulation needs to ensure safety and quality. NSF International also has a second Canadian location in Montréal.

Ontario Agri-Food Venture Centre

<https://www.northumberland.ca/en/ontario-agri-food-venture-centre/oafvc.aspx>

Northumberland – The Ontario Agri-Food Venture Centre (OAFVC) offers production support to food entrepreneurs and farmers. Businesses best suited to launching production at the OAFVC include those looking for economic sustainability through shared “pay to play” production and storage spaces, and those seeking a way to continue scaling-up production while working out the details of moving into a built-to-purpose facility or partnering with a co-manufacturer. Working with clients who have a proven production process, the OAFVC provides access to safe, clean, food manufacturing spaces and qualified production support staff. Clients join our network of food entrepreneurs and industry supporters whose unique experiences and resources help the OAFVC drive opportunities for innovation that benefit all.

The Food Development Group

<https://fooddevelopmentgroup.com/>

Richmond Hill – With over three decades of experience, the Food Development Group offers technical support to diverse clients ranging from start-up companies to multi-nationals. Their team is a unique combination of experienced and educated food developers, food processors, and food engineers which makes us capable of helping all sectors of food industry. They offer bench top product development, formula optimization, food product commercialization, nutritional information generation, shelf life, and assistance in plant scale up.

The Grove

[The Grove \(thegroviewfd.com\)](http://thegroviewfd.com)

London – The Grove is the District’s agri-business hub where participants share resources, space, and connections to create the right conditions for innovation, education and growth. The Grove is situated on the grounds of Western Fair District and is a collection of assets, both physical and intangible, designated primarily for use serving agri-businesses (including agri-food, agri-tech). Agri-Entrepreneurs can join community of innovation, with access to resources such as:

- Access to a high visibility location in the heart of London, Ontario.
- Dedicated processing (Regional Facility (RF14) Zone includes Urban Agriculture activities).
- Office and meeting space with free parking.
- Networking opportunities with other entrepreneurial tenants.
- Easy access to public transportation.
- Access to test markets.
- Opportunity for shared business services.

The Market at 100km Foods

<https://www.100kmfoods.com/>

Toronto – 100km Foods is a local food distributor in connecting restaurants and consumers with some of the freshest, high-quality ingredients Ontario has to offer. They have 1000+ local food products available year-round, offering a vast selection of produce, meat, sustainable seafood, dairy, and dry goods. With their help, local farmers and producers gain access to large, urban markets, and consumers gain access to delicious, farm-fresh food.

Founded in 2007, the objective was to create a viable local food system. Prior to COVID-19, 100km Foods was exclusively a wholesale food distributor serving 500+ of Southern Ontario's top restaurants, hotels, and retail stores. They're excited to now be able to bring the same high quality Ontario products at local restaurants, to homes via their pick-up market, The Market at 100km Foods.

The Market at 100km Foods was founded on core values that guide their decision making about what products they source, where they are sourced from and why they choose to work with the farmers and producers that comprise their network. A unique feature is the sourcing of unique products from local food producers from **100km Chef Made Meals** to New Farm Greens and Fogo Island seafood. Since inception, the Market claims \$35 million in local foods purchased from local farmers and producers; 92% average reduction in food kms travelled; 143 local farmer, artisans and producer partners in the network; and \$91 million in additional revenue generated within their local economy.

University of Guelph – Human Nutrition Research Unit (HNRU)

<https://www.uoguelph.ca/hhns/human-nutraceutical-research-unit-hnru>

The HNRU is a research and educational unit within the Department of Human Health & Nutritional Sciences (HHNS) within the College of Biological Sciences at the University of Guelph. The HNRU

specializes in designing and carrying out tailored clinical trials to investigate health-related outcomes of functional foods and natural health products to support value-added agriculture, product-specific and novel health claims. In pursuing these activities, the HNRU provides unique and intensive research opportunities for University of Guelph undergraduate and graduate students. In addition to their highly trained personnel, HNRU facilities are capable of anthropometric measures, dietary intake assessments, questionnaires, exercise performance, genomic and metabolite marker analysis, obtaining samples, and endpoint analysis.

University of Toronto - Department of Nutritional Sciences

<https://www.nutrisci.med.utoronto.ca/>

The goal of the Functional Foods and Nutraceuticals Focus research program is to elucidate the role of these foods in the prevention and treatment of chronic diseases such as cancer, cardiovascular disease, diabetes, osteoporosis, and regulatory aspects related to their use in Canada. The current emphasis is on phytoestrogen-rich foods such as flaxseed, soy and sesame seeds, as well as ginseng, konjac mannan, salba seed, lycopene and tomato products, tea, fiber and low glycemic index foods.

Venturepark Labs

<https://www.ventureparklabs.ca/food-incubator>

North York – Venturepark Labs is a non-profit supporting early-stage entrepreneurs in the food and wellness categories. It was initially founded in 2015 as District Ventures Accelerator and District Ventures Kitchen by Arlene Dickinson with the support of the City of Toronto. In May 2021, this initiative became Venturepark Labs—a community within Venturepark, with its Food Incubator located in North York while its Accelerator is located in Calgary, Alberta.

Revenue generation includes:

- Membership fees
- Events
- Fee for service use of facility

Membership in Venturepark provides:

- Food Business Incubator
- Live events led by food industry experts
- Online members-only resource library and discussion forum
- Mentorship opportunities

The Food Incubator offers shared commercial kitchens and private production spaces to meet the needs of early-stage food companies. Members have access to the business incubator program, which provides support for product development, production, business fundamentals, and scaling distribution.

Offerings through this program include:

- Flexible hourly or monthly rental spaces
- Convenient online booking

- Specialized food production equipment
- On-site storage rentals: cold, frozen, and ambient temperatures
- Shipping and receiving areas
- Public health inspected

The Production Facility offers:

- Flexible hourly or monthly rental spaces
- Convenient online booking
- Specialized food production equipment
- On-site storage rentals: cold, frozen, and ambient temperatures
- Shipping and receiving areas
- Public health inspected

W. Galen Weston Centre for Food

<https://durhamcollege.ca/academic-faculties/faculty-of-hospitality-horticultural-science/w-galen-weston-centre-for-food>

Whitby – The Weston Centre offers harvesting, storage, processing, packaging, sale, and consumption of food – in particular the production of local food for local consumers. Located at Durham College, the Weston Centre has adopted this concept and applied it to a diverse range of programs that crossover traditional academic schools with the curriculum, faculty expertise and equipment required to implement field-to-fork built into several of the college’s programs. The learning centre features Bistro 67’, a full-service, green-certified teaching restaurant and lounge, and Pantry, a unique retail food store offering a delicious assortment of foods prepared by students. The Weston Centre also features the following state-of-the-art labs: F&B pairing labs; greenhouses; a growth chamber; a pollinator garden; an orchard; an arboretum.

Y-Space Food Accelerator Program

[Food Accelerator - YSpace \(yorku.ca\)](https://yorku.ca/y-space/food-accelerator)

Toronto – YSpace is York University’s innovation hub creating positive change by fostering a community of innovators, entrepreneurs, and changemakers. YSpace is home to YSpace Digital, a suite of virtual programs to support entrepreneurs from ideation to scale mode; YSpace Markham, a physical incubator space located in York Region to support market-ready ventures; and ELLA, Ontario's first accelerator focused on supporting women-led product and service-based businesses. They offer an Entrepreneurs in Residence (EiR) to provide continuous mentorship and support to a startup journey. All their EiR(s) have had experiences building and growing their companies. As an EiR(s), they are mentors and a resource to provide advice and guidance.

QUÉBEC

AGRIcarrières

<https://www.agricarrieres.qc.ca/historique/>

Through partnership and consultation, AGRICarrières supports and promotes employment, the workforce and the development of human resources in order to contribute to the prosperity of the agricultural sector. AGRICarrières, aligns its positioning according to a process of reporting to the Commission des partenaires du marché du travail (CPMT), based on guidelines applicable to the all sectoral committees. This includes activities and priorities such as:

- Ensure the representativeness of the sector;
- Develop partnership and consultation between partners;
- Contribute to the development, recognition and full use of workforce skills;
- Contribute to the strengthening and improvement of human resource management practices in companies;
- Contribute to the enrichment of knowledge of the labor market by collecting and disseminating strategic information on the sectors in order to better anticipate the demands of the sectors and predict their evolution.

Aliments du Québec

<https://www.alimentsduquebec.com/en/our-organization/>

Founded in 1996 by the members of the Québec Agri-Food Sector, Aliments du Québec is a non-for-profit organization whose mission is to promote the agri-food industry through the Aliments du Québec and Aliments préparés au Québec brands and their respective variations, for the benefit of the Quebec economy.

A reliable brand: Aliments du Québec is the only organization that guarantees the origin of the products that it oversees and verifies.

A Québec organization: Their organization encourages Quebecers to eat locally by providing trusted references through labels benefiting for a great recognition.

1,500 Member Companies: Today, more than 1,500-member companies and more than 25,000 products are verified to guide consumers in their choices.

Association des producteurs maraîchers du Québec (APMQ)

<https://apmquebec.com/a-propos>

The Association des producteurs maraîchers du Québec (APMQ) is a group of vegetable and horticultural producers in Quebec. The Association is a notable force, since more than 80% of vegetable production in Quebec comes from its members.

ROLE:

- Looks after the interests of its 389 members recruited on a voluntary basis.
- Promotes the development of the horticultural sector through its actions.
- Speaks and negotiates on behalf of the sector with decision makers.
- Manages the [Place des producteurs](#) located on Pie-IX Boulevard in Montreal, which is the largest wholesale fruit and vegetable market in Eastern Canada, as well as a public market in La Prairie.

Cintech agroalimentaire

[About | Cintech](#)

Saint Hyacinthe – Since 1986, Cintech has been offering expertise and technological support to Québec’s agrifood businesses seeking to increase their performance. Located at the heart of an agrifood technopole, Cintech is recognized as a center for the transfer of technology, affiliated to the Cégep de Saint Hyacinthe.

Throughout the years, Cintech has accompanied countless businesses of all sizes, including multinationals, in the achievement of hundreds of various mandates, whether for innovating, developing new products, improving existing products, optimizing organoleptic properties, or evaluating a product’s appeal to consumers, among others.

Cintech is a technology accelerator, innovation ecosystems builder and agri-food progress generator.

Consortium for Research, Innovation and Transformation in Agri-Food (RITA)

<https://www.mcgill.ca/consortium-rita/>

Montreal – The RITA Consortium is an inclusive Québec platform to establish collaboration between research institutions and the food processing industry. They aim to facilitate and support projects that accelerate innovation, technology transfer and the development of a thriving, sustainable and land-based agri-food processing sector.

The RITA Consortium takes a unique approach to catalyze and strengthen co-creation and synergies between many agri-food sectors and research institutions. It receives financial support from the *Ministère de l’Agriculture, des Pêcheries et de l’Alimentation du Québec* (MAPAQ) and takes advantage of key partnerships established with the Québec Council of Food Processing.

Food Factory

<https://www.food-factory.ca/>

Montreal – Food Factory is a production kitchen, fully equipped, that you can rent. Whether you are starting a food business, or having a daily production of 2000 meals, Food Factory has custom packages to fit many needs. All contracts include storage, including for specialized equipment.

Foodhub

<https://foodhub.coop/qui-sommes-nous/>

Montreal – Food Hub is an innovation super-hub created to facilitate the launch of new businesses in the food sector in order to diversify the food supply, meet the emerging needs of populations who want healthier foods, contribute to the revitalization of the local economic fabric through the creation of new jobs. They offer a chance for those who work behind their stoves to imagine recipes, create healthy dishes or dream of transforming the industry between completely foodie friends. Their goals include:

- Support agri-food startups to accelerate their growth in a sustainable way.
- Promote a healthy, safe and fun work environment for our members and our customers, support all types of food projects that meet our selection criteria, with the exception of projects relating to alcohol.
- Become the first food innovation super-hub in Quebec and one of the most important in Canada in terms of quality of service offered to entrepreneurs.

Institute of Nutrition and Functional Foods (INAF)

<https://www.fsa.ulaval.ca/en/research/research-groups/institute-and-centres/inaf>

Laval University – The Institute of Nutrition and Functional Foods (INAF) brings together distinguished researchers working in three research areas: science and engineering, health sciences and social sciences. Almost half of them come from four Université Laval faculties including Faculty of Agriculture and Food Sciences, Faculty of Medicine, Faculty of Pharmacy, and Faculty of Forestry and Geomatics. Its multidisciplinary team of renowned researchers operate under its mission of improving human nutrition through research, contributing to education, ensuring the transfer of knowledge and technology and fostering innovation. The scientific program encompasses the scientific and transfer-related activities of three additional subsets of researchers whose work focuses on topics of major economic significance due to the importance these industry sectors in Quebec. These groups play a major role in integrated and sector-targeted research within INAF including milk & milk products, marine products & by-products, and plant products & extracts.

La Place des producteurs

<https://placedesproducteurs.ca/a-propos/>

Montreal – La Place des producteurs (PDP) provides its fruit and vegetable producers with a commercial space that meets the highest standards of the agri-food industry, in compliance with the cold chain, with the most demanding standards and certifications. The history of the PDP began at Place Jacques-Cartier in Old Montreal, then moved to the Central Market before moving to their current location on Pie-IX since 2020. The PDP is the place to be in the sale of local, seasonal fruits and vegetables, wholesale and semi-wholesale (by the pallet or by the case).

Le Kitch

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

Montreal – Le Kitch serves as a co-operative "food incubator" providing mentorship, support, and a place entrepreneurs can call home. With three food production islands, the kitchen space is able to simultaneously accommodate several full and part-time food service companies. They are focused and driven to maintaining partnerships and supporting individuals from Montreal through food-based programs and initiatives. Their mission is to support and grow the local economic development of various food projects in the community through hands on engagement, education, and practicing sustainability throughout the Greater Montreal Region.

Experienced Providers: Their staff and existing clientele span a vast arena of different food productions. As a food family they work together to organize the sourcing, logistics, and consulting of food manufacturing and distribution.

Customized Schedules: They work with clients to create a customized work schedule that fits their needs. Teams that complement each others production can be put to work together in an attempt to create a functional and organized work environment.

MAPAQ Permit: Their location has been designated MAPAQ ready for their physical location. Tenants are required to have their own MAPAQ permits as well as Product Liability Insurance. Food Handler Certification is also a must.

Lester B. Pearson School of Culinary Arts

<https://international-voc.lbpsb.qc.ca/Our-Programs/Food/Culinary-Arts-Specialist>

Dorval – Lester B. Pearson School of Culinary Arts is a teaching facility with limited food product development.

McGill University - School of Human Nutrition

<https://www.mcgill.ca/nutrition/>

McGill University – The School of Human Nutrition (formerly Dietetics and Human Nutrition), as presently configured, was established in 1984 as an administrative unit within the Faculty of Agricultural and Environmental Sciences. Physical facilities in which the school is housed include space in the Macdonald-Stewart Building and the CINE Building at Macdonald Campus. The research interests of the school's faculty members include nutritional biochemistry, clinical nutrition, nutrition and behaviour, nutrition and epidemiology, nutrition in developing countries, community nutrition, and nutritional toxicology.

Merinov

<http://www.merinov.ca>

Gaspé – Centre d'innovation de l'aquaculture et des pêches du Québec. Merinov is an integrated industrial research center specializing in technologies for fisheries, aquaculture, processing and marine bioresources.

Applied research: Their applied research and research and development follow rigorous scientific protocols to meet the needs of industry. They allow clients to acquire new knowledge that will then be applied in order to find solutions to problems or seize an opportunity.

Technology transfer and technical assistance: The results of their research are used concretely with their technical assistance and technology transfer services. Their experts bring this new knowledge directly to the company to improve existing processes and facilities to help them with their needs for problem solving, efficiency gains or increased productivity.

National Québec food purchasing strategy

The National Strategy for [Purchasing Quebec Food: For Local Food in Public Institutions](#) is an initiative by the Government of Québec that aims to increase the share of local food purchased by Québec public institutions.

Québec food purchase target: The objective of the Strategy is to provide, by 2025, all public institutions in Québec with a purchase target for Québec food. In addition, the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation has set itself the goal of encouraging 85 % of establishments in the education, higher education and health and social services networks to set a target for the purchase of Québec food products by 2023.

NSF International

<https://www.nsfcanda.ca>

Montréal – NSF International (previously Guelph Food Tech Centre) is located in Canada as part of a global network, with 2,500 employees in over 170 countries. NSF provides product and process development, food and label compliance and packaging services. They offer a team of food scientists that work at each stage of a product's development from concept to finished product. It is a one-stop shop for food product compliance and formulation needs to ensure safety and quality. NSF International also has a second Canadian location in Guelph.

Québec Farmers' Association

<https://quebecfarmers.org/>

The QFA is embedded in the Anglophone agricultural and rural community of Québec. They have close connections with many regional, provincial and national organizations including the French-speaking farming union – Union des producteurs agricoles (UPA) family and related producer groups, La Financière agricole, Réseau Agriconseils, Agricarrières, Quebec Community Groups Network (QCGN), the Canadian Federation of Agriculture (CFA) and Quebec 4-H, as well as education and research institutions such as Macdonald Campus of McGill University. They offer a conduit through which partners and

stakeholders on both ends of Canada's language spectrum can operate. Besides advocating on behalf of the community and providing benefits, QFA has two specific services that it offers: Language and Translations Services and a Rural Project Services. All are geared towards the rural and agricultural field.

Rural Projects Service: It has long been observed that many smaller community organizations may not have internal capacity to take full advantage of funds and resources available to them. Often times they lack the necessary skills required to write and manage proposals. In recognition of this QFA has set up a service that matches community organizations to qualified professionals who have experience in the project management field.

The Québec Food Processing Council (CTAQ)

<https://conseiltaq.com/>

The CTAQ's mission is to promote excellence and sustainable growth in the food processing sector by supporting its stakeholders and unifying the ecosystem. The CTAQ has more than 600 members. It is an expanded network that ensures the representation of their interests and the promotion of the entire food processing industry.

Services: Benefit from a multitude of services at advantageous rates; Associative management and governance; Development of funding applications; Targeted government representation; Training and other courses; Personalized response to the CFIA; Organization of events; Writing dissertations; Consulting services from an experienced team; Access to an influential network and exchanges with industry decision-makers; Preferred rates for CTAQ training activities and events; Promotion and visibility of members and their products and services through the member directory.

ATLANTIC REGION

Association of Seafood Producers

<https://seafoodproducers.org/about-us/>

The Association of Seafood Producers (ASP) is a not-for-profit industry trade association representing seafood producers in Newfoundland and Labrador. ASP works for the betterment of the industry in the areas of public policy, sustainability, and fisheries management.

Atlantic Canada Fish Farmers Association (ACFFA)

<https://www.atlanticfishfarmers.com/who-we-are>

The ACFFA is an industry funded association providing advocacy and resource support services for the salmon aquaculture industry operating in Atlantic Canada. Their strong regional voice on behalf of the sector is recognized at all levels of government and in community engagement.

They advocate strongly for a responsible, effective regulatory framework that recognizes salmon aquaculture as fish farmers. They are proud of, and actively sponsor, the industry's corporate social

responsibility that can be witnessed in programs that address everything from wild salmon conservation and coastal cleanups to local humanity and youth activities.

Every year, ACFFA organizes Atlantic Canada's premier aquaculture research conference that brings together industry professionals to learn about the latest trends, opportunities, innovations and research in our sector. Their fall forum is a vital tool that helps ensure the industry continues to evolve and grow.

The associations' 80 members include farmers, feed producers, and an extensive list of companies, organizations providing support services, and agencies regulating the industry, as well as other marine users. Operating a private marine tidal wharf facility to service their members, the ACFFA Limekiln Wharf Service Centre provides year-round priority admission to salmon farmers who pay for access through annual fees determined on a case-by-case basis.

The ACFFA, formerly known as the New Brunswick Salmon Growers' Association (NBSGA), has represented salmon farmers since 1987.

Atlantic Canadian Organic Regional Network (ACORN)

<https://acornorganic.org/#>

ACORN is a source for information on organic food and farming in Atlantic Canada. Since 2000, ACORN has been the key organization for information on organic agriculture, eating organics, and connecting all the parts together. From seed to farmer to consumer, ACORN works to bring the whole picture together—making food choices healthier and more environmentally responsible.

BIO | FOOD | TECH

biofoodtech.ca

Charlottetown, PEI – Provides professional technical services to the food and bioprocessing industries from concept to pilot to market through three integrated business divisions: food technology, bioscience technology, and lab services.

BioAlliance

peibioalliance.com

Charlottetown, PEI – A private sector-led not-for-profit organization dedicated to building the bioscience industry on Prince Edward Island. By working collaboratively with their partners, they have created a unique environment that promotes excellence in research and provides strong leadership and business support to companies at all stages.

BioNova

www.bionova.ca

Halifax, Nova Scotia – BioNova leads, accelerates, and advocates for Nova Scotia’s growing health and life sciences sector. Since 1993, BioNova has been accelerating the growth of its member companies. By hosting networking and educational events, and providing connections to potential funders and business resources, BioNova helps companies succeed. While these companies commercialize life-changing research to improve healthcare, provide healthier food, and develop clean energy solutions, BioNova advocates on behalf of the sector. BioNova champions the sector’s cluster of world-class research facilities, incubator programs, and companies who, together, bring investment and jobs to Nova Scotia.

Canada’s Smartest Kitchen’s Holland College

smartestkitchen.ca

Charlottetown, PEI – Culinary expertise with a multidisciplinary team delivers market-validated solutions to food companies of all sizes. This is a TAC funded facility. Their SMART Process for food product development supports start-ups and multinationals alike with a customizable suite of services that can inject value at any stage in a product’s pathway to market.

Dalhousie University

<https://www.dal.ca/faculty/agriculture/plant-food-env.html>

Truro, Nova Scotia – Food science and development in the Department of Plant, Food, and Environmental Sciences.

Emergence

emergencebioincubator.com

Charlottetown, PEI – A virtual business incubator focused on food-to-pharma. Companies receive comprehensive support customized to their needs and benefit from experienced mentorship, 70/30% cost shared specialist services and established networks.

Farmers’ Markets of Nova Scotia

<https://farmersmarketsnovascotia.ca/>

Founded in 2004, Farmers’ Markets of Nova Scotia is a non-profit cooperative of farmers’ markets, for farmers’ markets. With over 40 unique members across the province, their cooperative is the unified voice of the region’s farmers’ market sector. Nova Scotia has the most farmers’ markets per capita in Canada.

Core Values:

Buying Local: Farmers’ markets exist to develop the capacity of communities to support individuals and small enterprises that grow, make, and/or bake goods and products for local consumption. They are transparent and accountable for that focus.

Economic Development & Incubation: They believe in a buy local philosophy and actively work to ensure their cooperative and its members are doing their part to drive and support local economic activity.

Support & Education: They believe that advocacy, sectoral marketing, and storytelling, are foundational to support the advancement of their cause.

Food Access: They believe that access to safe and nourishing food is an inherent right, and they are passionate about overcoming barriers that limit access.

Community: They believe that collaboration, inclusion, representation, cooperation, and accessibility are necessary components of community, and they strive to support them.

FarmWorks Investment Co-operative Limited

Greenwich, Nova Scotia – FarmWorks promotes and provides strategic and responsible community investment in food production and distribution in order to increase access to a sustainable local food supply for all Nova Scotians. There is significant potential for agriculture and food production to benefit health, the economy, community and the environment.

FarmWorks Investment Co-operative Limited was incorporated as a for-profit Co-operative in 2011 by community leaders concerned about social, economic and cultural needs. FarmWorks lends Shareholder funds to qualifying food related businesses across Nova Scotia. FarmWorks investors are making a significant difference in the year-round availability of food from field to fork for Nova Scotians.

As of 2022, FarmWorks has loaned the cumulative amount of \$8,146,541 M in subordinated debt financing to 148 Nova Scotian businesses to assist them to grow, process, deliver and serve healthy local foods and beverages. FarmWorks clients are outstanding citizens who contribute significantly to the life and economy of Nova Scotia.

Food & Beverage Atlantic (FBA)

atlanticfood.ca

Moncton, New Brunswick – FBA is a non-government organization (NGO) dedicated to supporting and helping the food processing industry grow in Atlantic Canada. FBA continues to expand its activities in key programs including delivering affordable, accessible food safety and regulatory training programs, innovative and affordable marketing and partnership opportunities and industry conferences. They help lead export trade missions (both physically and now virtually) in the United States, Latin America, Asia, India and Europe.

Always building forward to provide added benefits, FBA encourages the participation and contribution of its members with the goal to improve the well-being and bottom line of each individual company and our sector as a whole.

PEI Food Island Partnership

<https://foodislandpei.ca/>

Charlottetown, PEI – An industry-led organization tasked with growing the food industry through food company and food hub development on Prince Edward Island.

Taste of Nova Scotia

<https://tasteofnovascotia.com/>

Taste of Nova Scotia works with over 200 businesses who are committed to showcasing exceptional local culinary products and experiences. Their collective marketing efforts offer a site for locally inspired recipes, delicious local events and culinary news from around Nova Scotia.

The Agri-Food Analytics Lab (AAL)

[Agri-Food Analytics Lab - Dalhousie University](#)

Halifax, Nova Scotia – AAL uses advanced analytics to fully understand the future of food. The AAL provides a global knowledge hub, forum, and destination for sharing the latest intelligence, research and learning on fisheries, agriculture, aquaculture, and food. They conduct research in the broad area of food distribution, security and safety.

The Functional Foods Sensory Laboratory, Memorial University

<http://faculty.grenfell.mun.ca/rthomas/Pages/Food-Lab.aspx>

St John's, Newfoundland – The Functional Foods Sensory Laboratory examines functional foods production, sensory perception, development, safety and preservation; influences of gut microbiome on brain lipid metabolism and brain health and chemometrics and lipid modeling.

The Pan Cape Breton Food Hub Co-op

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

Bras d'Or, Cape Breton – A multi-stakeholder non-profit co-op that distributes local food across Cape Breton Island and engages in consumer awareness and educational activities related to the local food sector. The Food Hub uses an online market format to provide a distribution chain linkage between consumers and businesses that produce food products in our region. The purpose of the Food Hub is to facilitate access to local foods for consumers, while providing local producers with a larger market, thereby increasing their viability. The Pan Cape Breton Food Hub Co-op was established in 2015 as part of a 2-year pilot project to test and develop a local food distribution model in Nova Scotia.

The Food Hub is incorporated under the societies act of Nova Scotia as a non-profit co-op, with a ten-person board of directors. The board consists of producers, consumers, and the restaurant sector. The Food Hub operates in partnership with municipalities, community organizations and businesses across

Cape Breton to maintain a lean operating model. These partners provide spaces for food deliveries and distribution, as well as office space and other resources. The Food Hub is also very dependent on the help of volunteers who work at the locations packing orders, as well as other tasks to help out the hub. As of 2021, the Food Hub operates a shared use vegetable processing facility, a retail store, a commercial kitchen, and creates value added products such as locally sourced meal kits in Bras d'Or, Cape Breton.

The Perennia Food and Beverage Innovation Centre

[Product Development – Perennia](#)

Bible Hill, Nova Scotia – A food and food-based product development, improvement, and small pilot processing facility. The Centre is 25,000 sq. ft. green facility following Leadership in Energy and Environmental Design (LEED) principles. It has a provincially inspected pilot plant, and food product development laboratory and analytical and microbiological labs, and start up lease space for business incubation.

NORTHERN TERRITORIES

Gamètì Greenhouse & Farm

<https://www.iti.gov.nt.ca/en/newsroom/gam%C3%A8t%C4%B1-greenhouse-farm-continues-grow>

Northwest Territories – While the Gamètì Community Greenhouse & Garden began as a 21,000 garden and has expanded to encompass 1.5 acres, a 1,500 greenhouse, as well as pork, chicken, turkey and eggs. They continue to find ways to improve and grow local farming and gardening in their community, the community government is pleased with the outcomes they are seeing. In addition to reducing poverty, pollution and the cost of healthy food options, the garden project has yielded jobs, increased health and a sense of improved employability for the community members behind its success.

Grow: Yellowknife Food & Agriculture Strategy

<https://www.iti.gov.nt.ca/en/newsroom/gam%C3%A8t%C4%B1-greenhouse-farm-continues-grow>

Northwest Territories – GROW is the short-form name for the Yellowknife Food and Agriculture Strategy, a long-range plan for increasing community and commercial opportunities in Yellowknife's urban food and agriculture system. Building on the vision and principles in the Yellowknife Food Charter, the intention behind GROW is multifaceted and includes:

- Growing the local food economy,
- Growing connections to land, histories, culture and people,
- Growing the level of food security,
- Growing the amount of food that is grown, raised, hunted, fished, and foraged,
- Growing links to regional and territorial food and agriculture initiatives, programs, and funding.

An additional component of Yellowknife's work is the [Yellowknife Food Infrastructure Report](#).

Inuvik Community Greenhouse

<https://www.inuvik.ca/en/discovering-inuvik/Inuvik-Community-Greenhouse.asp>

Northwest Territories – The Inuvik Community Greenhouse is North America’s northernmost commercial greenhouse. Converted from an old hockey arena, the Inuvik Community Greenhouse allows local residents the opportunity to grow fruits and vegetables during the summer months under the 24 hour Midnight Sun.

Local Food Strategy for Yukon

<https://yukon.ca/sites/yukon.ca/files/emr/emr-local-food-strategy-for-yukon.pdf>

Yukon – The goal of the Local Food Strategy for Yukon is to increase the production and use of locally-grown vegetables, meat and food products. In order to support the development of a sustainable localized food system, this strategy focuses on these objectives:

- Create initiatives that enhance resiliency and responsiveness in the agri-food sector;
- Develop a framework that offers local food producers opportunity and market access;
- Promote local food so that it is conspicuous and widely available; and
- Inform consumers about the value of supporting a local food system.

In addition to supporting the commercial agriculture sector, this strategy encourages community and backyard food production (e.g., non-commercial gardens, greenhouses and community/urban gardens). Yukon’s small population, northern location and accessible wilderness also enable them to include wild meat and plant harvest as a viable and sustainable component of a local food strategy.

North Star Agriculture

<https://northstaragriculture.ca/>

Yukon – North Star Agriculture is an agriculture development company working to support northern, remote, and Indigenous communities to plan, design, build, and operate sustainable food production to secure their own food sovereignty. Their services include community engagement, farm planning and development as well as farm training and management.

Northern Farm Training Institute

<https://nftinwt.com/>

Northwest Territories – The Northern Farm Training Institute is an experiential farm school that provides immersive training aimed to empower people through local food. They support a vibrant regenerative landscape while building productive local farms and thriving, resilient communities.

They do research, consulting, and custom courses as well as our scheduled classes. NFTI is a leader in northern food system planning and design. Their current projects include soil development, regenerative agriculture, waste reduction and climate change mitigation.

Northern Food Network

<https://www.aicbr.ca/northern-food-network>

Northwest Territories – Since 2016, the Arctic Institute of Community-Based Research (AICBR) and Food Secure Canada (FSC) co-hosted the Northern Food Network (NFN), a space for people working in and interested in northern food security to share, learn about each other’s work and network with others across the North.

Throughout the years, AICBR and FSC co-facilitated webinars and teleconferences with focused presentations and discussion around four core themes: environment, health, agriculture, and food security. Through the NFN, AICBR and FSC were able to raise the profile of northern food security on a national scale and engage with Canadians about priority food-related issues and advocate for policy change.

Project Nunavut

<https://projectnunavut.com/>

Nunavut – Project Nunavut is an Iqaluit-based social enterprise with a focus on implementing projects that improve the viability of the traditional economy, improve community self-reliance, and contribute to an economy anchored in Inuit Societal Values. Their mission is to seek out high impact and feasible projects and then to make them happen. Two of their projects include:

Lake to Plate: Wild. Sustainable. Unique. Arctic char from Nunavut. Inuit are the world’s foremost experts on harvesting, preparing, and consuming Arctic char. Lake to Plate promotes Inuit expertise by empowering Inuit fishermen to sell their Arctic char to seafood lovers across Canada. This project is being supported by CanNor and the Government of Nunavut’s Fisheries and Sealing division.

Hunter’s Harvest: Hunter’s Harvest is an online platform for to connect with Nunavut hunters interested in selling surplus country food within Nunavut. It’s a platform you can trust and brings environmental sustainability and accountability to the territory’s vibrant grassroots trade in country food. This project is being supported by CanNor and the Department of Economic Development and Transportation.

Quajuqturvik Community Food Centre

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

Nunavut – The Inuliqtait Country Food Program will provide opportunities for hunters to make a living supplying country food, provide storage and food processing capacity, and will introduce a sliding scale pricing system for customers to buy country food at affordable prices.

The Territorial Agrifood Association (TAA)

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

Northwest Territories – The Territorial Agrifood Association (TAA) is a non-governmental, non-profit organization based in Hay River, Northwest Territories, Canada that was formed in 2020 to represent members of the agri-food value chain across the territory.

TAA was born from the Territorial Farmers Association and the NWT Food Network to unite commercial food growers, processors, manufacturers, chefs, restaurants, and others in the commercial food industry in the NWT. TAA Board of Directors, staff, members, and supporters, along with government and funding partners are working together to drive the agrifood sector forward.

Yukon Agriculture Association

<https://yukonag.ca/>

Yukon – To foster and promote sustainable Yukon agriculture for the benefit of both private and commercial producers and consumers through education, infrastructure development, and liaison with government agencies and with non-government organizations.

In order to achieve its mission, the Yukon Agriculture Association will:

- promote agriculture as an industry that is sustainable and essential to the economic and social well-being of the Territory;
- determine the collective impact of agricultural issues on its industry and develop unified positions to address them;
- maintain a communication program to inform Association members, agricultural producers, and the Yukon public on agricultural issues;
- encourage inclusion of Yukon agriculture in the education curriculum;
- be guided in what it does by its membership through effective organizational structure and communication;
- help build industry infrastructure that meets the goals and aspirations of its members;
- work to influence government activities to achieve the requirements of a healthy industry;
- maintain an effective involvement with government agencies, both territorial and federal, which affect agriculture;
- require accountability on the part of government(s) and their agencies;
- expand the membership;
- foster the involvement of Yukon First Nations in agriculture; and,
- foster the involvement of industries related to agriculture in agriculture issues.

The objectives of the Association are:

- to foster and promote Yukon agriculture;
- to encourage research and development pertaining to agriculture;
- to support suitable Yukon agriculture policies;
- to help develop legislation and regulations which meet the needs of the industry;
- to lobby for the industry; and,
- to provide agricultural information to both Association members and the Yukon public.