

# ASSET MAPPING REPORTS

## FOOD ECOSYSTEMS PROJECT

BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA



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Winnipeg Asset Mapping Workshops Report – May 2022

Interlake Asset Mapping Workshops Report – May 2022

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Heartland Asset Mapping Workshop Report – September 2022

Cedar Lake Asset Mapping Workshop Report – November 2022

Greenstone Asset Mapping Workshop Report – November 2022

North Central Asset Mapping Workshop Report – February 2023

## Note to the reader:

Between May 2022 and February 2023 Food and Beverage Manitoba and Community Futures Manitoba conducted twelve asset mapping workshops in eight regions. Final reports are provided below from each of these workshops, including methodology, highlights, recommendations, and an asset list.

In addition to the reports below, a final summary report “2023 Asset Mapping Summary Report” was developed from all asset mapping sessions, drawing on themes across the regions.



PREPARED: JUNE 23, 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

WINNIPEG SESSIONS  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 80+ community organizations, service delivery providers, research kitchens and entrepreneurs located in the Winnipeg region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures Manitoba and the Province of Manitoba. Invitees were encouraged to invite other participants located in the Winnipeg region and working in the food and agriculture industry.

### Winnipeg – May 16, 2022 (Session 1)

<b>Name</b>	<b>Organization Name</b>
Asha Nelson	Fireweed Food Co-op
Julia Kraemer	Leftovers Foundation
Stephen Kirk	SNA Greenhouse
Marilyn Firth	St. Norbert Farmers' Market
Phil Veldhuis	St. Norbert Farmers' Market (regrets)
Kristie Beynon	Direct Farm Manitoba
Laura Lazo	Manitoba Women in Agriculture & Food
Audrey Logan	Dehydration Nations /Good Food Club
Zebiba Ibrahim	Canadian Muslim Women's Institute (CMWI)
Lisa Forbes	SEED Winnipeg Inc.
Billy Granger	SEED Winnipeg Inc. (regrets)
Russ Rothney	Neechi Common Multi-stakeholder Cooperative
Marnie Feeleus	Fresh Option Organic Delivery
Jeanette Sivilay	Winnipeg Food Council
Noah Wilson	Futurpreneur Canada (regrets)
Janelle Wride	Dehydration Nations
Stephanie Fulford	NorWest Co-op Community Food Centre
LEILEI DU	Canada Knightsbridge corporation
Eliana Hotz	Sustainable South Osborne Community Co-op

### Winnipeg – May 16, 2022 (Session 2)

<b>Name</b>	<b>Organization Name</b>
Myrna Grahn	Manitoba Industry-Academia Partnerships
Kim Kline	BAM
Mavis McRae	RRC - Prairie Research Kitchen
Michael Janzen	University of Manitoba
Jeanette Sivilay	Winnipeg Food Council
Wendy Yan	Futurpreneur Canada

Glenda Hart	The Canadian Birch Company
Betsy Hiebert	Cocoabeans Bakeshop
Li Pan	EastEnd Meats And Sausage (regrets)
Matthew Sobocan	Sobeys
Kimberley Bialkoski	Preserve/ flora & farmer
LEILEI DU	Canada Knightsbridge corporation
Trena Zacharias	Haskap Prairie Orchards
Wayne Zacharias	Haskap Prairie Orchards
Tabitha Langel	Tall Grass Prairie Bread-Forks
Lyle Barkman	Tall Grass Prairie Bread-Forks
Lex van Dyck	Fireweed Food Hub
Camille Bardy	WTC Winnipeg
Joy Lorette	Province of Manitoba

## Workshop Method of Delivery

There were two, 2-hour asset mapping workshops in Winnipeg on May 16, 2022. The workshops prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshops were advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, as well as recommendations from the Province of Manitoba and Winnipeg Food Council. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop. Session One had a focus on representatives from community-based organizations and farmers’ markets. Session Two had a focus on food entrepreneurs, small-scale farmers, funders, service-providers, researchers and product developers.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset

mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- **Farmers' Markets** in Winnipeg are critical economic assets. They function as incubation and test spaces for new farmers and food entrepreneurs, sales and marketing establishments for SMEs, all while providing significant financial benefit to the local economy. According to a study by the Province of British Columbia, the estimated ripple effect of dollars spent at farmers' markets can be calculated using a multiplier of 1.5, meaning that for every market dollar spent another \$0.50 is spent in the local economy.<sup>1</sup> Farmers' markets also offer much-needed networking opportunities for farmers and food entrepreneurs to learn about resources, programming and best practices in the industry. Finally, farmers' markets serve as gathering places that build and maintain healthy communities through social connectivity.
- Maintaining and expanding **opportunities for rural-urban connections** through organizations like Community Futures, Direct Farm Manitoba, Fireweed Food Co-op, Harvest Moon Society and Good Food Club, among others are important for the food and agriculture industry.
- There is a **gap in infrastructure** for storage, processing and distribution for most small-mid sized farmers and food entrepreneurs.

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<sup>1</sup> <https://bcfarmersmarket.org/app/uploads/2019/02/BCAFM20Economic20and20Social20Benefits-20Final20Report2020132.pdf>

- **Policies** at all levels of Government make it harder or easier for SMEs to succeed. Currently, some policies are supportive but there are many policies (or lack thereof) in Manitoba that disincentivize participation in the food and agriculture industry.
- There is a **rising interest in local, nutritious foods** that is being experienced by many businesses. SMEs saw increased sales during the Buy Manitoba Campaign, as well as Buy Local Campaigns, that brought local food products front of mind for consumers.
- There is **confusion about where to access relevant and accurate information** for new and existing SMEs looking to grow their operation through infrastructure or product development.
- There is a **gap in access to capital and small loans** for most small-mid sized farmers and food entrepreneurs, especially those with existing debt through financing.
- **Wage subsidies** have been accessed by most businesses and organizations and contributed positively to their work.
- **Access to land** for growing food, including through community gardens and urban agriculture is challenging in Winnipeg. It is an asset when organizations and individuals are able to access land and financial support to develop it.
- **Cooperatives** can play a key role in the food and agriculture industry.
- The food and agriculture industry can **support food security** through initiatives like the Good Food Club, Veggie Van, Norwest Food Co-op, Leftovers Foundation and more.

## Steps Forward

- As entities that provide significant economic support to both emerging and established entrepreneurs, **farmers' markets require ongoing and increased investment**. The British Columbia Association of Farmers' Markets is a strong example of what is possible when ongoing investments are made into farmers' market operations.<sup>2</sup> Direct Farm Manitoba is one avenue where this could be realized.

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<sup>2</sup><https://bcfarmersmarket.org/>

- Investment is needed in **shared storage and distribution infrastructure** for local farmers and food producers. This will grow the food and agriculture sector by encouraging SMEs to scale their business without taking on more debt than is financially viable, increasing rural access to urban market opportunities, as well as promoting strategic rural-urban partnerships and collaborations. With funding support, Fireweed Food Co-op and Food and Beverage Manitoba are two potential options to activate this investment.
- “In conjunction with stakeholders, develop a strategic policy document to advance the small-scale food sector.”<sup>3</sup> The development and implementation of a **Manitoba Local Food Strategy**, similar to programs in Ontario, would provide essential policy support for the success of local farms and food processors.<sup>4</sup> The Winnipeg Food Council is one avenue where this could be realized, beginning with a Provincially supported municipal Agriculture and Food Strategy in Winnipeg.
- Funding for an ongoing **Buy Manitoba Campaign** would help maintain and grow the support for local, nutritious food in Manitoba. Food and Beverage Manitoba is one avenue where this could be realized.
- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. Similar to the Province of Manitoba’s recommendation in *Advancing the small-scale, local food sector in Manitoba: a path forward*, this could include “a collaborative industry-government navigator approach to assist small entrepreneurs... a 1-800 mindset.”<sup>5</sup> This supports entrepreneurs when navigating existing resources and directs them to relevant services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre, amongst others.
- Create **direct pathways to new micro-financing opportunities and Government-backed loans** through Farm Credit Canada, Community Futures offices throughout Manitoba, and Futurpreneur.
- **Maintain and expand existing wage subsidy** opportunities such as Youth Employment and Skills Program, Canada Summer Jobs and Manitoba Green Team.

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<sup>3</sup> Page 13, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>4</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>5</sup> <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>

- As noted in the 2018 Report *Towards a Winnipeg Food Strategy*, **create new funding opportunities for urban agriculture** and community-integrated, year-round food production (i.e. co-op greenhouses) by:
  - Promoting urban infill to reduce pressures on agricultural land; Encouraging planting edible landscapes (annual plants and fruit trees) instead of ornamental landscapes on city property; Increasing the number of community gardens and municipal services support for community gardens; Changing by-laws to enable residential chicken-raising, beekeeping, and food production; Increasing city support through a city official responsible for facilitating a network for existing community garden and their expansion and upkeep; developing neighbourhood local food enhancement programs that facilitate new garden spaces, fruit tree orchards, etc.<sup>6</sup>
- Increase **support to Manitoba Cooperative Association** to grow and strengthen the food and agriculture industry.
- Maintain and expand funding support for **food security projects that prioritize local food access and waste reduction.**

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<sup>6</sup> <https://foodmattersmanitoba.ca/wp-content/uploads/2020/04/towards-a-winnipeg-food-strategy-2018.pdf>

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures Manitoba**

Phone: 204-943-2905

Toll free: 1-888-303-2232

E-mail: [info@cfmanitoba.ca](mailto:info@cfmanitoba.ca)

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [ard@gov.mb.ca](mailto:ard@gov.mb.ca)

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

## **Bioscience Association of Manitoba**

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

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

## **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

## **Futurpreneur Manitoba**

Phone: 204-296-2694

E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)

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

## **Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

## **Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Leftovers Foundation**

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

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](http://Direct Farm Manitoba)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Dehydration Nations**

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

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](http://Fresh Option Organic Delivery | Winnipeg Manitoba Canada)

**SEED Winnipeg Inc.**

Website: [SEED Winnipeg](http://SEED Winnipeg)

**Winnipeg Food Council**

Website: [Winnipeg Food Council - City of Winnipeg](http://Winnipeg Food Council - City of Winnipeg)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](http://Red River College Polytechnic: Prairie Research Kitchen (rrc.ca))

**Richardson Centre for Food Technology and Research, University of Manitoba**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](http://Richardson Centre for Food Technology and Research | University of Manitoba (umanitoba.ca))

# Appendix A

## **Session 1 Asset List**

### **BUILT**

1. *Infrastructure – Shared Food storage locations (5 dots)*
  - a. *Facility with extensive food distribution, processing, storage (2 dots)*
2. *City of Wpg Policies (4 dots)*
3. *St Norbert Market Building that provides protected space for food producers (3 dots)*

2 dots:

- 1000 sq ft Warehouse space at FOOD can be used for food handling space
- MB Farmers' Market regulations that allow some market items to be made at home

1 dot:

- St Norbert Farmers Market (mentioned 2X)
- Church Kitchens have empty prep spaces
- Gardens – Riverview, Lord Roberts, Peoples Gardens

Other:

- Access to compost bins
- Fresh Option organic delivery with logistics and operations
- MG Ag website with commercial kitchens list and temporary marketing rules
- Warehouse space with freezers and fridges on Jarvis Ave
- Norwest Co-op

### **ECONOMIC**

1. *Farmers' Markets*
  - a. *Structures, communities, gathering places (5 dots)*
  - b. *Low and no cost table rentals (i.e., Chalmers Market) (2 dot)*
2. *Cooperative structure*
  - a. *Equals Increased impact and sustainability (4 dots)*
  - b. *Community Futures connections for rural and urban communities (3 dots)*
3. *Food Hub Model (3 dots)*
4. *Grant Funding dollars (3 dots)*
  - a. *Canada Summer Jobs, MB green team, WFC*
  - b. *Federal grants for land and infrastructure*

1 dot:

- Home gardening
- Small and new business incubation

Others:

- Income opportunities to send money back to rural communities
- Social Impact Bonds (SIB) i.e., green bond
- Entrepreneur Biz training, consultant services, funders
- Innovation Canada
  - Female Entrepreneur strategy
- IRCC, Canadian and Women Foundation, United Way
- Offering MB Food Handlers courses for free (i.e., Norwest Food Co-op)
- West End Commons Enterprise
  - Youth crew
- Direct Farm Manitoba's Food Currency system

## SOCIAL

1. *Community spaces (7 dots)*
2. *Multi stakeholder relationships (3 dots)*
3. *Community of producers (3 dots)*

2 dots:

- Direct relationships with city councillors and government
- Rising interest in local healthy foods
- Local Farmers' markets and bakers
- Social media platforms for education
- Volunteers at Norwest Co-op
- Connections to agencies and organizations that rescue and redistribute food (Leftovers)
- Connection with local food businesses
- Donations from individuals and corporations
- Support for local producers

1 dot:

- Food entrepreneurs (caterers, restaurants, markets, small producers)
- MB Community Food Currency Program for social connections
  - Direct access to fresh food
- Opportunities for consumers to meet local producers (mentioned 2x)
- Skills and knowledge of local producers and community members
- Networking Online (i.e. Dehydration Nation Volunteers Facebook page)
- Volunteers who engage with Leftover Foods Ap and use their own resources

- Strong community support for South Osborne because of Sustainable South Osborne Community Co-op and the South Osborne Farmers' Market (mentioned 2x)
- Supports for food security:
  - Fresh Options; Fireweed Food Co-op; Sobey's cash and carry; Local Farmers, chefs; Funders; Community Food Centres Canada

Other:

- Strong Volunteer and overall Relationship between cooperatives the overall coop system itself (mentioned 3X)
- Wpg Food Council
- Network of service agencies
- Network of ecologically sustainable farmers
- Relationships with seed and garden Centres for donations
- Increasing activity adds vibrancy to an area
- Conferences and workshops that improve learning
- Drop off food locations for farmers
- Interest in forming a community-based coop to reopen Neechi Commons
- Direct relationship with policy makers, government – a voice

## NATURAL

1. *Community Gardens (5 dots)*
  - a. *Access to Land and Growing spaces in city allotments (3 dots)*
  - b. *Sustainable secure access to city land in urban spaces to grow food (3 dots)*
  - c. *Urban forest (i.e., Maple trees) (3 dots)*
  - d. *SNA community gardens (i.e., West End) offer spaces and volunteers (3 dots)*
  - e. *Deer Spirit Permaculture Gardens (545 Broadway) (2 dots, mentioned 2 X)*
  - f. *Access to water for irrigation (2 dots)*
2. *Youth eager to save the world (4 dots)*
3. *Traditional Food & Knowledge (2 dots)*

Other:

- Dehydration knowledge for preserving foods (1 dot)
- Meadowood Victory Garden
- West Kildonan Rainbow Community Gardens
- Climate Change and Carbon sequestration opportunities

## SERVICES

1. *Good Food Club (CSA Box) (5 dots)*

2. *NGO and cooperative support (3 dots)*
3. *Access to Commercial Community Kitchens space in Community Centres (mentioned 3 times) like West end Commons (2 and 3 dots)*

2 dots:

- Veggie Van
- Business Services Support:
  - SEED Wpg
  - World Trade Centre
  - Women's Enterprise Centre Manitoba
  - Lord Roberts Community Centre
  - First Peoples Economic Growth Fund
  - Indigenous Business Development Services

1 dot:

- Leftovers Foundation – Rescue Food App
- Volunteers – Boards, assistants, etc.
- Cooking Classes
- MB Ag Resources – info, training, etc.
- Navigating regulations and logistics for small producers
- Compost Wpg
- Harvest MB, other food banks and hot food programs
- Winnipeg Food Council, Food and Beverage Manitoba – advocate for local food, provide access to online platforms for outreach and promotion

Other:

- Nutrition Education
- Door Service M.E.R.C. – donations, vehicles
- Futurpreneur support for SME and people under 40
- Farm Credit Corporation Women's Program
- Nutritional Label assistance at Richardson Centre for Food Technology and Research
- Women's Entrepreneurship Program for business training
- MB Women in Ag and Food supports training, networking, membership driven, social connections
- RRC Prairie Research Kitchen – test kitchen, food photos, other services

## **Session 2 Asset List**

### **BUILT**

1. *Community Commercial Kitchens – affordable for start-ups – but what next? (6 dots)*
  - a. *Complete list on MB Ag site, Interactive map coming soon (2 dots)*
  - b. *Community Centre based CCK (1 dot)*
2. *Small food abattoirs and butchers (5 dots)*
3. *Prairie Research Kitchen (RRC)*
  - a. *4600 sq ft research for prototype development, incubator space (5 dots)*

3 dots:

- South Osborne Farmers Market
  - Connections to community and like-minded people (2 dots)

2 dots:

- Food Development Centre – focus on protein production

1 dot:

- ACE (Applied Comp Education) at RRC
  - Application development, big data analysis, security
- Preserve Market
  - Connects public with locally produced foods
- The Open Kitchen (Warren, MB)
- M.A.K.E. – MB Ag and Food Knowledge Exchange ([Research | Faculty of Agricultural and Food Sciences | University of Manitoba \(umanitoba.ca\)](#))
- MB AG Business Development Specialists (mentioned 2 x)

Others:

- Grain truckers and Mills
- Tech Access Centre for Aerospace and Manufacturing (TACAM)
  - Robotics, AI
- BioScision Pharma – Fermentation
- BAM
- RRC Polytech students
- Research Partnerships at RRC Polytechnic (Samantha Owsianski for innovation info)

### **ECONOMIC**

1. *Training workforce development (3 dots)*
2. *Wage Subsidies (3 dots)*
3. *FCC, Equipment and Land (3 dots)*
4. *University of Manitoba and NRC – financial assistance for small business (3 dots)*
5. *Farm Credit Corp and MB Ag– financing especially with limited need to have collateral up to \$60K loan (this helped access higher loans by using this financing base) (3 dots)*
  - a. *Marketing and Equipment grants (2 dots)*

2 dots:

- Community Futures – “Funding when no one else would”

1 dot:

- Support for commercialization
- Small grants program for urban agriculture
- Federal, Provincial and City grants
  - Rent, Wages – helped get through COVID
- AWESOME program out of SK Food Centre sponsored by FCC
- ACU and FCC grants
- RRC Polytech shared Coop
  - Interactive visits funding through NSERC Tech Access Canada program

Others:

- Agri-Invest funding
- MITACS, ICTC – funding for student placements
- Propagation license form USK
- Border Brokers, Customs

## **SOCIAL**

1. *Committed and loyal people (3 dots)*
  - a. *Skills and knowledge*
2. *Networks and collaborations (3 dots)*
3. *Cooperation with other food processors to source jars, ingredients, advise etc. (2 dots)*
  - a. *Wealth of information on successful programs and communications, commercialization- i.e., sharing orders for volume discounts, direction for resources, peer knowledge, etc.*
  - b. *Local social network with like minded entrepreneurs*
    - i. *References to other organizations to source info, resources etc.*

2 dots:

- Peg City Car Coop – affordable van rental
- Positive relationships with government officials Farmers Markets helped initial start-up
- Communication with Ag professional to understand “govt speak”
- Cooperation with other food processors to source jars, ingredients, advise etc.
- Marketing of food companies
- Prairie Growers Assoc
- Young Farmers Mentorship programs – i.e., Young Agrarians

1 dot:

- Small scale food producers’ network that supports farmers, startups, processors
- Coop opportunities for UM students to work with businesses
- Chamber of Commerce (rural and urban)
- Wolsely Neighborhood Community (know your markets)
- St Norbert FM

*Other:*

- Customers who tell us what they are looking for
- Wpg Food Council (citizen network advising officials and a voice)
- MB Restaurant Assoc
- Cdn Culinary Federation (CCFCC) Winnipeg
- Downtown Farmers Market

## NATURAL

1. *Access to land to grow food; community gardens and urban agriculture (5 dots)*
2. *Local Farmers*
  - a. *Willingness to pivot and change production practices (4 dots)*
  - b. *Red River soils (location) (3 dots)*
  - c. *Organic and premium production (1 dot)*
  - d. *Hutterites Fruit and Vegetable producers (1 dot)*

2 dots:

- Access to hydro at good rates
- Diverse Manitoba population
- Traditional Indigenous knowledge and sharing

Other:

- Climate – hot days, cool nights – increases bioactives, functional properties of crops (mentioned 2x)

- Canadian Climate Advantage Diet – research
- Haskap berries

## SERVICES

1. *Co-packer Directory*
  - a. *Interactive map in development by MB Ag (4 dots)*
2. *MB AG Business Development Supports (mentioned 4 X)*
  - a. *Excellent support when first starting out on costing, production, labelling, etc.*

2 dots:

- Food Development Centre
- Learning to focus on what is profitable and sustainable
- Faculty of Agricultural and Food Sciences
  - Food researchers addressing science related questions for small business

1 dot:

- Elie Flour Mills and other suppliers
- Sourcing gluten-free and local ingredients
  - Packaging, labelling, costing
- Connections to government for policy input
- Food & Bev MB (mentioned 3 X)
  - Courses including HACCP
  - Retail connections through Buy MB Program
- Online website resources for Food Product certification
  - Business planning, cash flow projections free advice form EIR
    - 1:1 mentorship fir 2 yrs. at no cost
- Fireweed Food Coop
- Mediation Services
- Wpg Food Atlas online interactive map
- Organic Producers Assoc of MB
  - Certifications
- Connections to RD & Ecosystem community

Other:

- Economic Development Wpg
- USK fruit development program
- Women's Enterprise Centre
- Martin Enns, UMB Organic researcher
- UM CFIA Diary Pilot plant
- UM CFIA Dry Milling Facility

- UM Student resources for RD, food safety plans and innovation
- Glenlea Research Station
- Farm & Food Discovery Centre
- Canadian Centre for Agri-Health Research in Medicine (CCARM)
- MB Ag Fruit Specialist
- One on One client consultant services
- Market Research
- DeLuca Brothers
- Store owners
- Organic producers
- MB Institute of Culinary Arts in Brandon
- Workshops and Webinar for food commercialization and training
  - Pathfinding to Business development services
- Trade Accelerator Program (WTC, TAP)
- FDC Services (that have been reduced and are only available to businesses in a specific subset):
  - Food development, food safety, labelling, regulations etc.



PREPARED: SEPTEMBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

INTERLAKE SESSIONS  
STONEWALL, GIMLI, ARBORG  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
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- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 30+ community organizations, farmers' markets, farmers, service delivery providers, and entrepreneurs located in the Interlake region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures East Interlake and West Interlake, and the Province of Manitoba. Direct Farm Manitoba's directory was also used to invite farms, farmers' market coordinators and farmers' market vendors in the region. Invitees were encouraged to invite other participants located in the Interlake region and working in the food and agriculture industry.

### Stonewall – May 24, 2022 (Session 1)

<b>Name</b>	<b>Organization Name</b>
Deanna Fridfinnson	Community Futures East Interlake
Eugene Zalevich	Community Futures East Interlake
Janice Thevenot	Village of Dunnottar
Boma Okorosaye-Orubite	Fostering Change Farm
Amy Nikkel	Adagio Acres
Jimm Simon	Community Living Interlake/Something Beautiful Café
Tracy Fidler	Community Living Interlake/Something Beautiful Café
Doug Langrell	The Open Kitchen
Armand Belanger	Interlake Conservation
Elissa Nordin	Northern Goose (regrets)

### Gimli – May 24, 2022 (Session 2)

<b>Name</b>	<b>Organization Name</b>
Kate Basford	Manitoba Sheep Association, Sheep Producer
Daniel Axelsson	Rootsong (regrets)
Danielle Juenke	Winnipeg Beach Farmers' Market
John Wheeler	Winnipeg Beach Farmers' Market
Jordon Dankochik	Norsemen Auction (regrets)
Victoria Stiglmayr	Norsemen Auction
John Wheeler	Moonlight Market
Angie Neeth	Baking Entrepreneur /Vendor
Deanna Fridfinnson	Community Futures East Interlake
Eugene Zalevich	Community Futures East Interlake
Lisa O'Neill	Community Futures East Interlake
Janice Thevenot	Village of Dunnottar
Margaret Egan	Sinclair Barnes Limited (Consultant)
Elaine Klym	Farmers Hall & Event Centre (farmers' market)

Mary Alards-Tomalin Little Farm in the Forest (regrets)

### Arborg – May 24, 2022 (Session 3)

<b>Name</b>	<b>Organization Name</b>
Deanna Fridfinnson	Community Futures East Interlake
Harriet Martens	Market Gardener/ Food Security Projects
Melissa Van Soelen	Interlake Tourism Association
Sihem Spigel	Riverton and District Friendship Centre

## Workshop Method of Delivery

There were three, 1.5-hour asset mapping workshops in the Interlake region on May 24, 2022. The workshops prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshops were advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, as well as recommendations from the Province of Manitoba and local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- **Commercial Kitchens** are important for small entrepreneurs and vendors. There is a particular need for commercial kitchens that have strong administrative capacity, are open to external entrepreneurs/vendors and support flexibility for production. Many community kitchens in the Interlake are sitting idle or underutilized due to lack of administrative capacity. In some cases, there is a need for more storage and equipment at the kitchen sites.
- There is a **gap in access to grants** for most small-mid sized farmers and food entrepreneurs, who feel the current grants and funding programs are catered primarily to mid-large entrepreneurs with higher revenues (\$250,000+) and more employees (5+).
- **Proximity to Winnipeg** is a major asset for certain communities in the Interlake, such as Stonewall and Gimli, in accessing a larger market for selling their products. Shared distribution and transportation to Winnipeg is something that could be explored for increased efficiency and decreased costs. Proximity to Winnipeg also supports **rural tourism**, which can strengthen the food and agriculture industry in the Interlake.
- **Informal mentorship and networking opportunities** are critical supports for SMEs in the food and agriculture industry. They allow for increased collaboration and shared infrastructure opportunities (such as distribution or transportation), a more stable labour pool or workforce, and increased industry knowledge about everything from grant and loan opportunities to technical advice. Industry-specific networking opportunities outside of farmers' markets were considered rare in the Interlake.

- **Obtaining permits, making permitting decisions** and building a relationship with health inspectors is a challenge for many farmers and food businesses. Businesses fear making a mistake and having to close. SMEs want to offer a safe and inspected product to their consumers, but there is a lack of understanding about health inspectors' roles, confusion about where to find resources to support informed business decisions, and inconsistent flexibility provided. Currently, SMEs feel the health and safety policies in Manitoba favour larger companies with more capacity to navigate certain regulations. SMEs are interested in a third-party mentor or business support person, to access the right information and resources.<sup>7</sup>
- There is a rising interest in local, nutritious foods, but a **decrease in resources for new and small farmers**. Access to land, equipment and training is limited for small and diversified farms, or alternatively, there is a gap in access to this information.
- **Farmers' Markets** in the Interlake are critical economic assets. They function as the primary sales and marketing outlet for rural vendors and provide significant financial benefit to the regional economy. According to a study by the Province of British Columbia, the estimated ripple effect of dollars spent at farmers' markets can be calculated using a multiplier of 1.5, meaning that for every market dollar spent another \$0.50 is spent in the local economy.<sup>8</sup> Farmers' markets also offer much-needed networking opportunities for farmers and food entrepreneurs to learn about resources, programming and best practices in the industry. Finally, farmers' markets serve as gathering places that build and maintain healthy communities through social connectivity.
- There is a **gap in infrastructure** for storage, processing and distribution for most small-mid sized farmers and food entrepreneurs. This was particularly the case for livestock producers, who have to travel 2+ hours to an abattoir, and book 2+ months in advance.

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<sup>7</sup> Excerpt from "Advancing the small scale, local food sector in Manitoba: a path forward" (2015): Many small-scale producers felt overwhelmed by regulatory issues. Some were not fully aware of the scope of the different regulations, while others had received inconsistent direction from different departments. The roles of Manitoba Health and MAFRD in the food inspection system were not always clear and entrepreneurs were unclear if both departments applied the same criteria consistently or had an appeal process. The terms "riskbased" and "outcome-based" used in the regulatory context were not clearly understood and entrepreneurs wanted more guidance to meet regulatory requirements. Food safety remains a high priority for entrepreneurs and consumers.

<sup>8</sup> <https://bcfarmersmarket.org/app/uploads/2019/02/BCAFM20Economic20and20Social20Benefits-20Final20Report2020132.pdf>

- There is **confusion about where to access relevant and accurate information** for new and existing SMEs looking to build or grow their operation through product development, commercialization and infrastructure purchases.
- **Collaboration** between farmers, SMEs and industry associations can play a key role in the rural food and agriculture industry.
- The food and agriculture industry can **support food security** through initiatives like the Riverton & District Friendship Centre, for example.

## Steps Forward

- Support a third-party funding delivery agent that represents the interests of SMEs in the food and agriculture sector, such as Food and Beverage Manitoba, to **create relevant, accessible, well-advertised funding opportunities for SMEs** that include streams for commercial kitchen administrative capacity and upgrades as well as micro-funds to support rural farmers' markets.
- Coordinated efforts are required to support **more collaboration between regional tourism associations and food and agriculture businesses**. This could include cross-industry networking events by a local Community Futures office, or events hosted directly by the regional tourism association.
- With funding support, Food and Beverage Manitoba and Direct Farm Manitoba's members would find **value in more networking opportunities located throughout rural Manitoba**. Events are best attended when they are well-funded, with some structure as well as food and beverages to encourage gathering.
- As outcome-based regulations are introduced and the province explores alignment with CFIA standards, **targeted capacity building and support for scalable implementation and design of health and safety programs (such as HACCP) needs to be better supported** to ensure this process does not create more barriers for SMEs. The high cost of consultants, implementation, and quality assurance monitoring, due to the smaller scale at which SMEs are operating, can make it difficult for SMEs to do this work well.<sup>9</sup>

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<sup>9</sup> See pages 30-32, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>

- The development and implementation of a **Manitoba Local Food Strategy**, similar to programs in Ontario, would provide essential policy support for the success of small farms and food processors in rural locations.<sup>10</sup> Alternatively, the Province could support an industry-wide goal that would encourage market growth for small, rural farms and food processors. “As an example, the [Small Scale Food Manitoba Working Group] suggests that small scale, local food sales could be targeted to comprise, say 7 to 10 per cent of total domestic provincial food sales by [a determined date]”.<sup>11</sup> Without a Province-wide strategy, rural agriculture and economies will continue to suffer.
- As entities that provide significant economic support to both emerging and established entrepreneurs, **farmers’ markets require ongoing and increased investment**. The British Columbia Association of Farmers’ Markets is a strong example of what is possible when ongoing investments are made into farmers’ market operations. Direct Farm Manitoba is one avenue where this could be realized.
- Investment is needed in **shared storage and distribution infrastructure** for local farmers and food producers. This will grow the food and agriculture sector by encouraging SMEs to scale their business without taking on more debt than is financially viable, increasing rural access to urban market opportunities, as well as promoting strategic rural-urban partnerships and collaborations. With funding support, Food and Beverage Manitoba is a potential option to activate this investment.
- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. Similar to the Province of Manitoba’s recommendation in *Advancing the small-scale, local food sector in Manitoba: a path forward*, this could include “a collaborative industry-government navigator approach to assist small entrepreneurs... a 1-800 mindset.”<sup>12</sup> This supports entrepreneurs when navigating existing resources and directs them to relevant services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre, amongst others.
- Manitoba Agriculture should **support collaborative distribution and marketing strategies**, fostering and funding these opportunities wherever possible.<sup>13</sup>

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<sup>10</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>11</sup> Page 48, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>12</sup> Ibid, Page 12.

<sup>13</sup> Ibid, Page 44.

- Maintain and expand funding support for **food security projects that prioritize local food access and waste reduction**, such as the Province of Manitoba’s newly announced Food Security Fund.<sup>14</sup>

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<sup>14</sup> <https://www.gov.mb.ca/fs/food-security-fund/index.html>

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures East & West Interlake**

East Interlake: 204-378-5106

West Interlake: 204-768-3351

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [ard@gov.mb.ca](mailto:ard@gov.mb.ca)

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

## **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

## **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

## **Manitoba Health Certified Food Handler Training Program**

Website:

<https://www.gov.mb.ca/health/publichealth/environmentalhealth/protection/docs/contractorlist.pdf>

## **Bioscience Association of Manitoba**

Website: [Home Page | Bioscience Association Manitoba \(biomb.ca\)](http://Home Page | Bioscience Association Manitoba (biomb.ca))

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](http://Manitoba Industry-Academia Partnership)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

## **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

## **Futurpreneur Manitoba**

Phone: 204-296-2694

E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)

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

**Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## **Session 1 Asset List**

### **BUILT**

1. *Affordable (and preferably renewable) energy (2 dots)*

Other:

- Size of the City
- Knowledgeable partners
- Farming Neighbours
- Commercial Kitchens in halls, churches, etc.
- Fishers
- Communication and Access to Information

### **ECONOMIC**

1. *Proximity to Winnipeg (2 dots)*

Others:

- Grants – Industry development and Environmental improvement
- Business supports
- Transportation and Roads
- Available local labour and workforce
- Community Futures loans

### **SOCIAL**

1. *Food Bank (2 dots)*

Other:

- Farmers' Markets (1 dot)
- Community Living Interlake – interested workforce (1 dot)
- Customer relationships (ie. CSA, direct marketing)
- Informal mentorships and networking

## NATURAL

1. *Water (2 dots)*
2. *Diversity of Crop and Animal systems (2 dots)*

Other:

- Soil, Land
- Local Farmers
- Micro-climates
- Fish

## SERVICES

1. *Community Futures (2 dots)*

Other:

- Flexibility for entry level food entrepreneurs at Open Kitchen (1 dot)
- “Something Beautiful” gift shop that sells local products (wants more!)

## Session 2 Asset List

### BUILT

1. *Community Commercial Kitchens (4 dots)*
2. *Community Events and Festivals (2 dots)*
3. *Farmers’ Market Vendors (2 dots)*

### ECONOMIC

1. *Communication Technology – Internet, cell service (3 dots)*
2. *Community Futures grants (2 dots)*
3. *Access to Local Ingredients (2 dots)*

2 dots:

- Community Futures – “Funding when no one else would”

Others:

- Credit unions (1 dot)
- Community futures loans and services (1 dot)
- Farmers’ market cluster – improves tourism, local shopping, access to consumers

## **SOCIAL**

1. *Our community – Accepting, addresses local needs (5 dots)*

Other:

- Social media groups (1 dot)
- Many visitors /tourists want new, good experiences (1 dot)

## **NATURAL**

1. *Local producers/products (7 dots)*
  - a. *Direct access to farmers for ingredients (2 dots)*
  - b. *Access to High quality products – resources, foraging, water, crops*
2. *Commercial Fishers (2 dots)*
  - a. *Lake Winnipeg (1 dot)*

Other:

- Consumers want local products

## **SERVICES**

1. *Multiple farmers' markets (5 dots)*

Other:

- Community Futures (1 dot)
- Volunteer groups (legions, etc.)
- Health inspectors /Farmers' market inspectors
- Transportation – ease of access to markets

### **Session 3 Asset List**

- Riverside Development Friendship Centre
  - Partnerships with local producers /gardeners who provide free vegetables as a retirement project
  - Excitement and interested in building a greenhouse to extend the growing season
  - Provides kids and seniors lunch and dinners through the food bank
- Community Futures
- Interlake Tourism
- Vacant land available for community gardens

- Potential for food tourism (ie. Hildegard's bakery/Integrity Foods, Riverside Grill)
- Growth in the population along the lake, and the trend in working remotely (resulted in 20-30% growth in the region)
- Grants such as the Local Food Infrastructure Fund
- Local farming and gardening knowledge (interested in passing it along)
  - Includes Dehydration and preserving methods
  - Identification of weeds and medicinal plants for foraging
- Compost from local farmers



PREPARED: OCTOBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

TRIPLE R REGION  
NIVERVILLE  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 55+ community organizations, farmers' markets, farmers, service delivery providers, and entrepreneurs located in the Triple R region. The Triple R region includes an area south of Winnipeg bordered by the U.S., Grand Prairie and Oak Bluff in the North, Morris in the West, and Vassar in the East.

The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures Triple R, and the Province of Manitoba. Direct Farm Manitoba's directory was also used to invite farms and farmers' markets in the region. Invitees were encouraged to invite other participants located in the Triple R region and working in the food and agriculture industry.

<b>Name</b>	<b>Organization Name</b>
Erin Boily	Iron Head Bison Ranch
Lynne Robson	Dawson Trails Market
Rob Sengotta	Von Slicks
Sam Audet	Haven Farms
Jamila Bachiri	Province of Manitoba
Lucie Wiens	Innovation Canada
Christine Morin	Community Futures Triple R
Josee Cure	J'em Bistro (regrets)

## Workshop Method of Delivery

There were two, 3-hour asset mapping workshops in the Triple R region scheduled for July 18, 2022. The morning workshop, in Morris, was cancelled due to lack of registration. The afternoon workshop proceeded as planned in Niverville. The workshop prioritized [community economic development principles](#) and used the "Whole Assets" approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshops were advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, as well as recommendations from the Province of Manitoba and local Community Futures offices.

Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- **Access to equipment** is important for the success of small farmers. The most critical resources identified include freezers and delivery vehicles ~~and storage~~. It is most helpful when equipment is available on-farm but is difficult to financially obtain given limited size and scale of these enterprises. Accessing government grants to offset the cost of equipment is very difficult for SMEs, and small farmers in particular who do not have the capacity to write the grants or the money to match the funding.
- Most small-mid sized farmers and food entrepreneurs experience **gaps in infrastructure** for storage, processing and distribution. This is especially true for small livestock producers, who cannot meet the minimum slaughter requirements for most abattoirs in the province due to their smaller scale. Regarding storage, some farmers and food entrepreneurs have created or accessed shared storage facilities, while others have had

trouble locating businesses in their region with similar needs. Building one's own facility is often cost prohibitive for SMEs.

- Farmers and food entrepreneurs **appreciate the one-on-one business supports and services offered by Manitoba Agriculture**. Business specialists were noted as valuable by those who are aware of, and have accessed these services, particularly those related to labelling and regulatory assistance. For others, they have not accessed these supports because they were unaware of them or had difficulty in finding the contact information and appropriate resources needed.
- When **local counsels and municipalities work collaboratively** with SMEs to provide the community with products and services, SMEs are more successful in their businesses. In one example, a town counsellor supported a small farmer to implement a mutually beneficial compost pick-up program. An interesting statement provided by community leaders was that local farmers' market should be better supported locally as they are economic contributors to the community both through tourism and as part of the local economy.
- **Small scale farmers and food entrepreneurs are innovative** in the products, services, and projects they can offer their rural communities.<sup>15</sup> They are highly responsive to changing community and market needs and are interested in driving innovation through community compost programs, food security initiatives, Métis cultural programming, and other local projects. However, they require increased grant funding, community and business development support to continue to contribute to community initiatives.
- **Direct Farm Manitoba** was noted as a critical support for small farmers. The organization allows for collaboration, networking and information sharing as well as access to training opportunities. Their farm map was noted as an incredibly important resource for helping small farms provide marketing to new customers interested in purchasing local foods.
- Food entrepreneurs require greater **access to ongoing mentorship and business support throughout their full business life cycle**, including start-up, scale-up to commercialization and succession planning. Many entrepreneurs are leaving the province to access publicly subsidized mentorship and accelerator services in Ontario,

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<sup>15</sup> Page 19, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

Saskatchewan, and Alberta, often at a high cost to their business, and at the risk of not securing relevant support that is not targeted to their specific regional context.

- **Packaging issues and supply chain disruptions are becoming an increasing concern for food entrepreneurs.** Due to shipping and production delays, SMEs are required to purchase high product volumes which requires an enormous capital investment. This causes many risks and problems: lack of cash flow, wasted or damaged ingredients and packaging, and costly storage. In some cases, vendors have had to switch their bottles or packaging multiple times in one year, which causes further challenges with regard to marketing and labelling.
- **Farmers' Markets** in the Triple R region are critical economic assets. They function as the primary sales and marketing outlet for many rural vendors and provide significant financial benefit to the regional economy. According to a study by the Province of British Columbia, the estimated ripple effect of dollars spent at farmers' markets can be calculated using a multiplier of 1.5, meaning that for every market dollar spent another \$0.50 is spent in the local economy.<sup>16</sup> Farmers' markets also offer much-needed networking opportunities for farmers and food entrepreneurs. They provide access to consumer research, and to learn about resources, programming and best practices in the industry. They serve as gathering places that build and maintain healthy communities through social connectivity. Finally, they offer potential opportunities for tourism from city centres, particularly targeting consumers on route to cabin country.
- **Informal mentorship and networking opportunities** are critical supports for SMEs in the food and agriculture industry. They allow for increased collaboration and shared infrastructure opportunities (such as storage, distribution and/or transportation), a more stable labour pool or workforce, and increased industry knowledge about everything from grant and loan opportunities to technical advice. Industry-specific networking opportunities outside of farmers' markets were considered rare in the Triple R region.

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<sup>16</sup> <https://bcfarmersmarket.org/app/uploads/2019/02/BCAFM20Economic20and20Social20Benefits-20Final20Report2020132.pdf>

## Steps Forward

- Support a third-party funding delivery agent that represents the interests of agri-food SMEs, to **create relevant, accessible, well-advertised funding opportunities for SMEs**. Food and Beverage Manitoba is the logical agency to expand its current successful service offerings to oversee funding streams for small equipment purchases, shared infrastructure investments, as well as micro-funds to support rural farmers' markets. Funding must be available to SMEs without preferential support for certain demographics and to ensure assistance for entrepreneurs of all ages, races, cultural backgrounds, etc.
- As outcome-based health and safety regulations are introduced and the province explores alignment with CFIA standards, **targeted capacity building and support for scalable implementation and design of infrastructure that meets the needs of small farmers and food entrepreneurs** must be better supported to ensure updated regulatory programs do not create more barriers for SMEs. The high cost of consultants, implementation, and quality assurance monitoring, due to the smaller scale at which SMEs are operating, makes it very difficult for SMEs to do this work well.<sup>17</sup>
- Investment is needed in **shared storage and distribution infrastructure** for local farmers and food producers. This will grow the food and agriculture sector by encouraging SMEs to scale their business without taking on more debt than is financially viable. Funding can assist in increasing rural access to urban market opportunities, as well as promoting strategic rural-urban partnerships and collaborations. With funding support, Food and Beverage Manitoba is a potential option to activate and oversee this investment.<sup>18</sup>
- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. Similar to the Province of Manitoba's recommendation in *Advancing the small-scale, local food sector in Manitoba: a path forward*, this could include "a collaborative industry-government navigator approach to assist small entrepreneurs; create a 1-800 mindset."<sup>19</sup> Such a program would support entrepreneurs when navigating existing resources and direct them to relevant services and resources such as the Province of Manitoba's Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre,

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<sup>17</sup> Ibid, Page 23.

<sup>18</sup> Ibid, Page 37.

<sup>19</sup> Ibid, Page 31.

amongst others. The business mentorship program should support training focused on scale-up, commercialization and selling online, wholesale and direct to retail.

- With funding support, Food and Beverage Manitoba and Direct Farm Manitoba's members would find **value in more networking opportunities located throughout rural Manitoba**. These events can be supported by local Community Futures offices, include invitations to rural municipalities or local councils, and host workshops such as "How to work with your local municipality" and "The Economic Impact of Farmers' Markets on Rural Communities". Events are best attended when they are well-funded, with some structure as well as food and beverages to encourage gathering. It is anticipated these events will also be catalysts for collaborative partnerships and innovations.<sup>20</sup>
- **Increased funding support for Direct Farm Manitoba (DFM)**, as an official industry association, would provide essential support for the success of small farms throughout rural locations.<sup>21</sup> DFM can ensure that its map of small farms and community supported agriculture is continually updated, and the production and purchasing of local foods is maintained and expanded. Further, DFM can support the province by increasing local food sales, which would support the local economy. DFM can assist the sector in resiliency and sustainability amidst disruptions from situations such as COVID-19, climate events and other local and global crises.<sup>22</sup> "As an example, the [Small Scale Food Manitoba Working Group] suggests that small scale, local food sales could be targeted to comprise, say 7 to 10 per cent of total domestic provincial food sales by [a determined date]".<sup>23</sup> Small to mid-sized family farms are the backbone of our rural economies, and without increased support, rural agriculture and economies will continue to suffer.
- SMEs require more flexible loan options, as well as **targeted supports that help them plan for the purchase of 6-12 months of inventory in advance**. Business mentorship that helps them de-risk these purchases, make the smart decisions, and adjust to the changing realities of the industry, is critical during this time of disruption.<sup>24</sup>
- As entities that provide significant economic support to both emerging and established entrepreneurs, **farmers' markets require ongoing and increased investment**. As

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<sup>20</sup> Ibid, 40.

<sup>21</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>22</sup> Page 46, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>23</sup> Ibid, Page 48.

<sup>24</sup> Ibid, 42.

referenced earlier, the British Columbia Association of Farmers' Markets is a strong example of what is possible when ongoing investments are made into farmers' market operations. Direct Farm Manitoba is one avenue where this could be realized.

## Resources & Supports

### **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

### **Community Futures Triple R**

Phone: 204-746-6180

Email: [info@cftripler.ca](mailto:info@cftripler.ca)

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

### **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [ard@gov.mb.ca](mailto:ard@gov.mb.ca)

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

### **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

### **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

### **Bioscience Association of Manitoba**

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

### **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

### **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

### **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

### **Futurpreneur Manitoba**

Phone: 204-296-2694

E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)

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

### **Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## Triple R Region Asset List

### BUILT

1. *Equipment (4 dots)*
  - On-farm equipment
  - Freezers for meat
  - Vehicles for delivery
  - Tractor

Others:

- Growing their own animal feed
- Sharing local storage
- My favourite employee

### ECONOMIC

2. *MB Ag Value-added branch (3 dots)*
  - a. *Advice on regulations, labelling*
3. *Red River Co-op (2 dots)*
4. *Revamped Chamber of Commerce (1 dot)*

Others:

- Dragon Den for national exposure
- Grand Prix awards – but need funding to access
- Participation of Municipalities
- Knowledge about “how to work with your city counselors”
- Innovation Canada Business Benefit Finder
- Community Futures Triple R
- WTC Winnipeg Small Business Service Centre
  - Free Market Research, Business Info and seminars

### SOCIAL

1. *Media Groups (2 dots)*
  - *Reddit, Facebook, other social media*
2. *Connections with businesses directly to sell meat (1 dot)*
3. *Networking events to gain information needed for business growth (1 dot)*

Others:

- Word of mouth with positive connections and relationships

## NATURAL

- *Composting my own materials (2 dots)*
  - *Collecting towns yard waste saves money*
- *Pasture, farmland and water for land for animals (1 dot)*

Other:

- Local wild fruits, farm products
- Permaculture methods
- Local butter

## SERVICES

1. *Farmers and Craft Markets (3 dots)*
  - *Dawson Trail Market*
2. *Direct Farm MB (1 dot)*
3. *Community Futures (1 dot)*

Other:

- Venture Park Labs
  - Need funding to access
- Middlebro Community Kitchen
- Manitoba Metis Federation
- Local Students
- Co-op Resources



PREPARED: NOVEMBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

WESTMAN REGION  
BRANDON & NEEPAWA  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 60+ community organizations, farmers' markets, farmers, service delivery providers, and entrepreneurs located in the Westman region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures Westman, and the Province of Manitoba. Direct Farm Manitoba's directory was also used to invite farms and farmers' markets in the region. Invitees were encouraged to invite other participants located in the Westman region and working in the food and agriculture industry.

### Brandon List (13 participants)

<b>Name</b>	<b>Organization Name</b>
Parker Janz	RM of Pipestone
Michael Asante	RMED
Margot Cathcart	RMED
Olivia Boyce	Brandon Food Council
Hope Switzer	Incredible Edible Brandon Gardens / BNRC
Giselle Campbell	Ag Feed Entrepreneur / Past Farmer
Candace Kennedy	Three Sisters Bannock House
Bill Hogan	Community Futures Westman
Wendy Peterson	Community Futures Westman
Bob Hastings	Retired Farmer
Pat Pollock	Retired Organic Spelt Farmer
Linda Collins	Community Member
Karen Tibble	Manitoba Agriculture

### Neepawa List (4 participants)

<b>Name</b>	<b>Organization Name</b>
Yvonne Sisley	Arts Forward (Community Kitchen & Farmers' Market)
Magen Swift	Boho Kombucha
Bill Hogan	Community Futures Westman
Kola Oloko	Community Futures Westman

## Workshop Method of Delivery

There were two, 3-hour asset mapping workshops in Brandon and Neepawa on August 9 and 10, 2022. There was a third workshop scheduled in Brandon, to accommodate varying schedules, but it was cancelled due to low registration. The workshops prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshops were advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, as well as recommendations from the Province of Manitoba and local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshops included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- **Proximity to local farmers, farm products and access to Community Supported Agriculture (CSA) boxes** – a CSA box is a subscription to various locally grown seasonal fruits and vegetables – were considered major assets within the Westman region. However, knowing where and how to access these resources were identified as challenges. Small farmers struggle to find time and funds to invest in marketing, organize at weekly farmers’ markets, and grow relationships outside of existing networks.
- The Westman Region is host to several **food and agriculture events, conferences and networking opportunities** that are valued, and should be preserved. However, it was stated that these opportunities are not necessarily open or accessible to the whole community.
- **Difficulty in navigating food safety and health regulations required for SMEs**, especially for small abattoirs and butcher shops, was mentioned several times. SMEs in the agri-food sector believe these regulations were created principally for large food and agriculture companies, who have more resources and infrastructure to be able to comply.<sup>25</sup>
- Some participants emphasized that **the type of relationship one has with their health inspector can “make or break” a business**. Experiences with health inspectors ranged widely, from very supportive to other situations where regulations were applied inconsistently between businesses.<sup>26</sup> With inspectors having considerable power and discretion in the way regulations are applied, there can be bias and discrimination. This increases barriers for SMEs owned and operated by racialized individuals, especially Black and Indigenous Peoples.
- Farmers and food entrepreneurs **appreciate the one-on-one business supports and services offered by Manitoba Agriculture**. Business specialists were noted as valuable by those who are aware of, and have accessed these services, particularly those related to labelling and regulatory assistance. For others, they have not accessed these supports

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<sup>25</sup> Page 23, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>26</sup> Ibid, Page 26.

because they were unaware of them or had difficulty in finding the contact information and appropriate resources needed.

- **SMEs and community food organizations are struggling post-COVID** with already tight margins, increases in supply chain pressures, and rising input costs. Government grants are unattainable for many SMEs due to the conditions of the grant, a lack of capacity to write the applications, stringent deliverables including the need to match the funding. Thus, many SME simply do not bother to apply. SMEs would value from greater access to **more pathfinding supports** focused on where and how to access resources, as well as **assistance in navigating the grant writing** process.
- **Rural businesses face unique challenges** in accessing industry support, labour (full, part time and seasonal), and distribution issues. More **rurally located, industry-specific services and supports** for the food and agriculture sector are needed.
- Many **services and supports do not effectively assist Indigenous Peoples and newcomers in their entrepreneurial journeys**. Resources and services would be more effective if input from Indigenous and newcomer communities is solicited. Suggestions were made to provide greater integration of traditional Indigenous Knowledge into the core design and mandate of programs. This is particularly relevant recognizing that for generations past, natural processes for food safety based upon traditional or cultural knowledge have been safely utilized and are a key component of Food Sovereignty. Additionally, translation of resources for newcomers would be very valuable.
- **Food Waste is a major issue in Brandon**, primarily at the level of distribution. Currently, the Food Rescue Grocery Store is working to address this challenge. It was suggested that structural and policy changes that focus upon of the root of the problem would be beneficial.
- **Farmers' Markets** in the Westman region are critical economic assets. They function as the primary sales and marketing outlet for many rural vendors and provide significant financial benefit to the regional economy. According to a study by the Province of British Columbia, the estimated ripple effect of dollars spent at farmers' markets can be calculated using a multiplier of 1.5, meaning that for every market dollar spent another

\$0.50 is spent in the local economy.<sup>27</sup> Farmers' markets also offer much-needed networking opportunities for farmers and food entrepreneurs. They provide access to consumer research, and to learn about resources, programming and best practices in the industry. They serve as gathering places that build and maintain healthy communities through social connectivity. Finally, they offer potential opportunities for tourism from city centres, particularly targeting consumers on route to cabin country.

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<sup>27</sup> <https://bcfarmersmarket.org/app/uploads/2019/02/BCAFM20Economic20and20Social20Benefits-20Final20Report2020132.pdf>

## Steps Forward

- “Trade shows and conferences need to continue to highlight local food production, including food from small scale and specialty farms that use innovative production methods. **Government support of industry-led trade shows and conferences** sends a strong signal of support... in the small-scale food sector.”<sup>28</sup>
- Offering free or subsidized industry-led events, expanding the reach of these events into Indigenous and newcomer communities through intentional relationship-building, and **ensuring steps are made to create safe and welcoming spaces at such events**, will be critical to increasing the success and diversity of the industry long-term.
- **Increased funding support for Direct Farm Manitoba (DFM)**, as an official industry association, would provide essential support for the success of small farms throughout rural locations.<sup>29</sup> DFM can **ensure that its map of small farms and community supported agriculture is continually updated, and the production and purchasing of local foods is maintained and expanded**. Further, DFM can support the province by increasing local food sales, which would support the local economy. DFM can assist the sector in resiliency and sustainability amidst disruptions from situations such as COVID-19, climate events and other local and global crises.<sup>30</sup> “As an example, the [Small Scale Food Manitoba Working Group] suggests that small scale, local food sales could be targeted to comprise, say 7 to 10 per cent of total domestic provincial food sales by [a determined date]”.<sup>31</sup> Small to mid-sized family farms are the backbone of our rural economies, and **without increased support, rural agriculture and economies will continue to suffer**.
- It is recommended that the province of Manitoba would benefit from undertaking a diversity, equity and inclusion audit in the food safety and health department, making targeted investments into increasing the diversity of health inspectors, as well as **learning and co-creating mutually acceptable health guidelines alongside Indigenous and newcomer food makers, knowledge keepers, and experts**.

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<sup>28</sup>Page 44, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>29</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>30</sup> Page 46, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>31</sup> Ibid, Page 48.

- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. This could include “a collaborative industry-government navigator approach to assist small entrepreneurs; create a 1-800 mindset.”<sup>32</sup> Such a program would support entrepreneurs when navigating existing resources and direct them to relevant services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre, amongst others. The business mentorship program should support training focused on scale-up, commercialization and selling online, wholesale and direct to retail.
- Support a third-party funding delivery agent that represents the interests of agri-food SMEs, to **create relevant, accessible, well-advertised funding opportunities for SMEs.** Food and Beverage Manitoba is the logical agency to expand its current successful service offerings to oversee funding streams for small equipment purchases, shared infrastructure investments, as well as micro-funds to support rural farmers’ markets. Funding must be available to SMEs without preferential support for certain demographics (ie. Youth under age 30) to ensure assistance for all agri-food entrepreneurs.
- As outcome-based health and safety regulations are introduced and the province explores alignment with CFIA standards, **targeted capacity building and support for scalable implementation and design of infrastructure that meets the needs of small farmers and food entrepreneurs** must be better supported to ensure updated regulatory programs do not create more barriers for SMEs. The high cost of consultants, implementation, and quality assurance monitoring, due to the smaller scale at which SMEs are operating, makes it very difficult for SMEs to do this work.<sup>33</sup>
- Continue investing in rural organizations, resources and supports such as the Rural Manitoba Economic Development Corporation, Community Futures offices, amongst others. **Provide funding and capacity support to industry-led organizations, such as Food and Beverage Manitoba, in order to strengthen partnerships with rural organizations and increase their presence in rural Manitoba.**
- “Reducing food loss and waste can benefit Canadians by saving them money, improving the efficiency and competitiveness of the agri-food and agriculture sector, reducing

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<sup>32</sup> Ibid, Page 31.

<sup>33</sup> Ibid, Page 23.

greenhouse gas emissions, and will contribute to global efforts to address this issue.”<sup>34</sup> Policy efforts, such as applying a waste tax reduction for entities providing food donations<sup>35</sup>, investments in storage infrastructure for food destined too early for landfills, and support for the coordination of food reclamation or upcycling, would **support Canada’s efforts to reduce food loss and waste.**

- As entities that provide significant economic support to both emerging and established entrepreneurs, **farmers’ markets require ongoing and increased investment.** As referenced earlier, the British Columbia Association of Farmers’ Markets is a strong example of what is possible when ongoing investments are made into farmers’ market operations. Direct Farm Manitoba is one avenue where this could be realized.<sup>36</sup>

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<sup>34</sup> <https://www.canada.ca/en/environment-climate-change/services/managing-reducing-waste/food-loss-waste/taking-stock.html>

<sup>35</sup> [https://zerowasteurope.eu/wp-content/uploads/2020/11/zwe\\_11\\_2020\\_factsheet\\_italy\\_en.pdf](https://zerowasteurope.eu/wp-content/uploads/2020/11/zwe_11_2020_factsheet_italy_en.pdf)

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures Westman**

Phone: 204-726-1513

Email: [hoganb@cfwestman.ca](mailto:hoganb@cfwestman.ca)

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [ard@gov.mb.ca](mailto:ard@gov.mb.ca)

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

## **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

## **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

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

Website: [About RDI | Rural Development Institute \(brandonu.ca\)](#)

## **Assiniboine College**

Website: [Food Processing | Assiniboine College](#)

Website: [Sustainable Food Systems | Assiniboine College](#)

## **Rural Manitoba Economic Development Corporation**

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

## **Brandon Neighbourhood Renewal Corporation**

Website: [BNRC – Brandon Neighbourhood Renewal Corporation](#)

## **Arts Forward, Neepawa**

Website: [ArtsForward - ArtsForward - Learn. Create. Share. \(weebly.com\)](#)

## **Bioscience Association of Manitoba**

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

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)  
Website: <https://socialenterprisemanitoba.ca/>

**Entrepreneurship Manitoba**

Phone: 204-945-8200  
Toll free: 1-855-836-7250  
E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)  
Website: <http://www.entrepreneurshipmanitoba.ca>

**Futurpreneur Manitoba**

Phone: 204-296-2694  
E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)  
Website: <https://www.futurpreneur.ca/>

**Manitoba Cooperative Association**

Phone: (204) 989-5930  
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Website: [www.manitoba.coop](http://www.manitoba.coop)

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## **Brandon Asset List**

### **BUILT**

1. *Community Kitchens (2 dots)*
2. *Transportation (1 dot)*
  1. *Fairly good road network*
3. *East site Brandon Friendship Centre (1 dot)*

### **Other**

- Infrastructure, community gardens, cold storage
- Grocery stores
- Keystone Centre event facilities

### **ECONOMIC**

1. *Local, grow-your-own farmers' markets or market stands (4 dots)*
2. *Local Producers (3 dot)*
3. *Investors /Investments (3 dots)*

### **Other**

- Cultural food stores (1 dot)
- Labour (1 dot)
- Local Greenhouses (1 dot)
- Town Centre Market (1 dot)
- Southview Flea Market
- Shape Foods – flax
- Global market
- Community gardens
- Hutterite colonies
- Micro-breweries
- Local travelling fruit trucks
- Local Seed Companies
- Direct Farmer to consumer (eggs)
- Butcher shops
- Milliken's' Farmers market
- Grain elevators – access to market

### **NATURAL**

1. *Soil Quality (3 dots)*

2. *Water (3 dots)*
3. *Boreal Harvest (1 dot)*
4. *River wild plants and medicines (1 dot)*

#### **Other**

- Assiniboine Food Forest

#### **SERVICES**

1. Manitoba Agriculture Staff (2 dots)
2. Research Farm (2 dots)
3. RMED (2 dots)
4. Farm Credit Corporation (2 dots)
5. Brown Sugar Farm - Producer (2 dots)

#### **Other**

- Community Food Banks (1 dot)
- Internet Access (1 dot)
- Samaritan Abus Food Bank (1 dot)
- Global Market (1 dot)
  
- Community Futures grants
- Food Trucks
- Sector councils
- Assiniboine Community College Research, Culinary Arts and Agriculture Programs
- Business Development Bank of Canada
- Public school culinary programs
- Pandemic support programs
- Manitoba Agricultural Services Corporation
- Food Rescue Store
- Incredible edible gardens
- Knowledge Human resources
- Small grants
- Hummingbird Gardens
  
- Mentorship

#### **SOCIAL**

1. *Relationships with other farmers, businesses, educational institutions (4 dots)*
2. *Social Media for marketing and conversations (2 dots)*
3. *Farm gate legislation to support direct to retail (1 dot)*
4. *Community Gardens (1 dot)*

#### **Other**

- Fruit Share

- Networking, internships and conferences
- Westman Immigrant Services
- Social Diversity
- Local CSA (need more)
- Soup kitchens
- Local Food restaurants, comfort kitchens
- Food Rescue Grocery Store
- Food Bank

### **Neepawa Asset List**

- Positive relationship with public health inspector
- Referral to the FDC for early product development
- Ag Action / Canadian Agriculture Partnership grants
- Futurepreneur
  - Mentor didn't align with business model
- AWESOME program – mentorship was good – women food entrepreneurs
- Business Development Bank of Canada for capital
- Networks of similar entities
  - Relationships maybe easier to form in smaller communities
- Farmers' Markets
- Location to Brandon and tourism opportunities
- Grants with Prairie Mountain Health – food programming opportunities for youth and newcomers
- New immigrants interested and skilled in agriculture and food, but large learning curve around regulatory environment in Canada
- Farm Credit Canada – capital
- Access to rental space at an old restaurant
- Co-op grocery store takes in local vegetables and products
- Access to city-based provincial associations or funding groups – MB Arts council
- Mini Shark tank – “What's the big idea?”
  - Supports marketing and provides some prize money for winners
- Small grants to support labour are a great asset
  - Challenges with length and amounts for Canada Summer Jobs grant programs
- Would like to see more opportunities for localized control of funding
  - Rural development org may be able to handle external funding – small grants



PREPARED: NOVEMBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

HEARTLAND REGION  
PORTAGE LA PRAIRIE  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 55+ community organizations, farmers' markets, farmers, service delivery providers, and entrepreneurs located in the Heartland region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures Heartland, and the Province of Manitoba. Direct Farm Manitoba's directory was also used to invite farms and farmers' markets in the region. Invitees were encouraged to invite other participants located in the Heartland region and working in the food and agriculture industry.

<b>Name</b>	<b>Organization Name</b>
Daniel Kreklewich	Better Hemp Company
Pauly Appah	Tsomie Foods
Tim Arendse	Eat Real Food
Justin Girard	Hearts and Roots
Anandakumar Palanichamy	Dr. Beet Root
Jamila Bachiri	Manitoba Agriculture
Ken Reimer	Community Futures Heartland
Alana Bolton	Community Futures Heartland
Penny Schoonbaert	Community Futures Heartland
Karen Tibble	Manitoba Agriculture

## Workshop Method of Delivery

There was one, 3-hour asset mapping workshops in Portage la Prairie at the Food Development Centre on September 13, 2022. The workshop prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshop was advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, newsletters, local chambers of commerce, as well as recommendations from the Province of Manitoba and local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- Value-added processors and grocery stores **are experiencing supply challenges when searching for locally made primary agriculture products**, especially vegetables (beets, onions, spring mix, etc.). It is very time and energy consuming to source and access these products from multiple suppliers.
- There are a number of **challenges with food safety and health regulations for small and mid-sized agri-food entrepreneurs**, including issues with zoning, inconsistencies in the application of rules, access to utilities, and delays in the response time for building inspections.
- When it comes to marketing and quality assurance, **most certifications are very expensive for SMEs to obtain and maintain** (BRC, FSSC, GMP, OAI, IFS, BAP, HALAL, Gluten-Free). Many SMEs feel there are too many certifications for them to navigate and prioritize. There are concerns that regulatory hurdles will continue to be a challenge especially with the rising focus on sustainability indicators and reporting requirements, despite SMEs already following many sustainability practices.
- There is a **lack of infrastructure in the region for co-packing, as well as refrigerated storage and coolers**. This makes it challenging to produce larger volumes of products and to store perishable foods through the off-season.
- Rising fuel costs mean **transportation and distribution expenses are increasing issues for SMEs**, particularly those living rurally who require access to markets beyond their own region, into larger urban centres such as Brandon and Winnipeg. Communication and internet challenges are another ongoing concern for rural SMEs.
- **Government grants and the conditions that are required are unattainable for many SMEs** and are seen as more targeted and relevant for larger scale operations that have greater labour, resource and infrastructure capacity. More **pathfinding supports** would be welcomed to ensure that SMEs are better able to source funding information and are better able to navigate grant writing processes.
- **Shared infrastructure for marketing, sales, storage and/or distribution would be valuable for many SMEs** but would require support to initiate and coordinate. SMEs are

often disconnected from each other and have difficulty in connecting to solve similar challenges. Being under-resourced and struggling to maintain and grow operations deters many SMEs from seeking opportunities for collaboration.

- **Small farmers struggle to be profitable in the absence of land inheritance or other ease of access.** The high cost of land makes new entry into farming less and less possible, which also has implications for migration of individuals from rural to urban communities necessary to earn a living.
- **SMEs working in the agri-food industry would appreciate the creation of a regional food strategy** that would provide a framework to support the small-scale food sector in becoming more successful, create more jobs, as well as grow and sustain rural, local communities.
- Many SMEs are interested in growing or scaling their business and accessing larger markets outside of the province. However, **they feel under resourced and under supported by an agri-food sector that appears to prioritize larger companies focused primarily on international exports.** SMEs believe their economic contributions, regionally and locally, are of critical importance for the life and vitality of Manitobans.

## Steps Forward

- **Increased funding support for Direct Farm Manitoba (DFM)**, as an official industry association, would provide essential support for the success of small farms throughout rural locations.<sup>37</sup> DFM can ensure that its map of small farms and community supported agriculture is continually updated, and the production and purchasing of local foods is maintained and expanded. Further, DFM can support the province by increasing local food sales, which would support the local economy. DFM can assist the sector in resiliency and sustainability amidst disruptions from situations such as COVID-19, climate events and other local and global crises.<sup>38</sup> Small to mid-sized family farms are the backbone of our rural economies, and without increased support, rural agriculture and economies will continue to suffer.
- **Creation of a new Agricultural Education Funding stream to cultivate a generation of new farmers**, potentially activated by DFM or Agriculture in the Classroom (with additional capacity support). “The fund will provide bursaries for young and new farmers who participate in farm apprenticeship programs and will reduce the cost of self-directed farmer education offered outside of the formal education system.”<sup>39</sup>
- “Develop an **ongoing consultative opportunity** between government and the small-scale food processing sector, **to problem solve early in the policy and regulation-making process.**”<sup>40</sup>
- Promote **practical certification programs for small scale producers and processors**, an model of which is the University of California’s simple Good Agricultural Practices guideline for small farms.<sup>41</sup>
- Support a third-party funding delivery agent that represents the interests of SMEs in the food and agriculture sector, such as Food and Beverage Manitoba, to **create relevant, accessible, well-advertised funding opportunities for SMEs** that includes streams for small equipment purchases, shared infrastructure investments and collaborative

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<sup>37</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>38</sup> Page 46, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>39</sup> Page 40, *CCPA Alternative Federal Budget 2020 - New Decade, New Deal: Agriculture and Food*.

<sup>40</sup> Page 12, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>41</sup> Ibid, Page 38.

distribution projects that allow rural communities to address rising fuel costs. Food and Beverage Manitoba is the logical agency to expand its current successful service offerings to oversee funding streams. Funding must be available to SMEs without preferential support for certain demographics and to ensure assistance for entrepreneurs of all ages, races, cultural backgrounds, etc., and in both urban and rural settings.

- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. Similar to the Province of Manitoba’s recommendation in *Advancing the small-scale, local food sector in Manitoba: a path forward*, this could include “a collaborative industry-government navigator approach to assist small entrepreneurs; create a 1-800 mindset.”<sup>42</sup> Such a program would support entrepreneurs when navigating existing resources and direct them to relevant services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre, amongst others. The business mentorship program should support training focused on scale-up, commercialization and selling online, wholesale and direct to retail.
- Establish “The Manitoba Quota and Land Trust... **to finance intergenerational transfer of assets**. Retiring farmers transferring quota or land to the Trust will have its value exempted from taxation and be entitled to an annuity based on the productive value of the transferred quota or land. Eligible new farmers will apply to use Trust quota or land in return for a portion of revenues earned from its use and a commitment to continue producing for a minimum period.”<sup>43</sup>
- Create a “New Farmer Land Rental Tax Incentive... **to allow landowners to sell or rent land to new farmers for a reduced rate**. The landowner must show that they are renting for a reduced price from the going rate and the farmer must prove that they are a new farmer with limited access to other land access options.”<sup>44</sup>
- “In conjunction with stakeholders, develop a strategic policy document to advance the small-scale food sector.”<sup>45</sup> The development and implementation of a **Manitoba Local Food Strategy**, similar to programs in Ontario, would provide essential policy support

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<sup>42</sup> Ibid, Page 31.

<sup>43</sup> Page 4,

<https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>.

<sup>44</sup> Ibid.

<sup>45</sup> Page 13, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

for the success of local farms and food processors.<sup>46</sup> The Winnipeg Food Council is currently advocating for an Agriculture and Food Strategy in Winnipeg, which could then be extended throughout the province.

- “Government and the food industry should continue to **act together to highlight local foods.**”<sup>47</sup> Additionally, **collaborative marketing models** through organizations such as Food and Beverage Manitoba, Direct Farm Manitoba, or Fireweed Food Co-op must receive ongoing investment in order to continue developing the small-scale food sector.<sup>48</sup>

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<sup>46</sup><https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>

<sup>47</sup> Ibid, Page 13.

<sup>48</sup> Ibid.

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures Heartland**

Phone: 204-239-0135

Email: [heartland@cfheartland.ca](mailto:heartland@cfheartland.ca)

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [mbagrifood@gov.mb.ca](mailto:mbagrifood@gov.mb.ca)

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

## **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

## **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

## **The Food Development Centre**

Website: [Province of Manitoba | agriculture - Food Development Centre](#)

## **Bioscience Association of Manitoba**

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

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

## **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

## **Futurpreneur Manitoba**

Phone: 204-296-2694

E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)

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

**Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## SOCIAL

1. *Networking (6 dots)*
  - *Peer to peer, farmer to farmer Networking and Collaboration*
2. *Relationships with FDC consultants - Former and present (2 dots)*
3. *Community care and support (1 dot)*

Others:

- Organizations targeting low-income families (reach new markets)
- Consumers, Community

## SERVICE

1. *Utilities and basic infrastructure – hydro, natural gas, water, waste disposal (4 dots)*
2. *Transportation Logistics (1 dot)*
3. *Community Futures (1 dot)*
4. *Team of Ag specialists from MB ARD – provincial knowledge (1 dot)*
5. *Abattoir (1 dot)*

Others:

- Food Development Centre - much better asset years ago – change in focus has had negative impacts
- Portage Transport (Reefer trailers)
- NGO for advocacy (eg. Direct Farm Manitoba)
- Communications

## NATURAL

1. *Farmers and Specialized farming (4 dots)*
2. *Water (2 dots)*
3. *Fertile soils – crops (2 dots)*

Others:

- Natural resources for industrial purposes
- Importance of local supply
- Winter

## ECONOMIC

1. *Farmers, Craft and Christmas markets (4 dots)*
2. *Abattoir for local pork and beef (2 dots) - but gap with no provision for processing of smaller animal numbers – (have to do lamb in Carman and chickens in Niverville)*

### Others:

- Co-op Grocery stores
- The Sustainable Canadian Ag Partnership Program launching April 2023
- Connections with farmers
- Funding, processing, and marketing services (But note that they are not always as helpful as they could be)

## BUILT

1. Building structures available (5 dots)
2. Interactive map of Food Producers and CCK (3 dots)
3. Food Processors (2 dots)

### Others:

- Abattoir, but gap with no provision for processing of smaller animal numbers – (have to do lamb in Carman and chickens in Niverville)
- Producer map from Direct Farm MB
- FDC in Portage was an excellent resource/asset (note that it is not so much anymore – we have lost a key asset)



PREPARED: DECEMBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

### CEDAR LAKE REGION

OPASKWAYAK CREE NATION (OCN), THE PAS, RM OF KELSEY  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

# Contents

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of [Manitoba's Next Policy Framework](#);
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 35+ economic development agencies, community organizations, farmers, service delivery providers, and entrepreneurs/small-mid sized enterprises (SMEs) located in the Cedar Lake region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba and Community Futures Cedar Lake. Invitees were encouraged to invite other participants located in the Cedar Lake region and working in the food and agriculture industry.

<b>Name</b>	<b>Organization</b>	<b>Website</b>
Alan McLaughlan	Rocky Lake Birchworks	<a href="https://rocky-lake-birch-syrup-2.myshopify.com/">https://rocky-lake-birch-syrup-2.myshopify.com/</a>
Anderson Assuah	University College of the North	<a href="https://ucn.ca/">https://ucn.ca/</a>
Brenda Berezowecki	Roenda Stock Farm	<a href="https://www.facebook.com/Roendastockfarm/">https://www.facebook.com/Roendastockfarm/</a>
Darryl Bauer	Paskwayak Business Development Corporation	<a href="http://pbdcltd.com/about/">http://pbdcltd.com/about/</a>
Dayle Anderson	Opaskwayak LED Smart Farm	<a href="https://www.facebook.com/Opaskwayak315LEDSmartFarm/">https://www.facebook.com/Opaskwayak315LEDSmartFarm/</a>
Jim Berscheid	Berscheid Meats	<a href="https://berscheids.ca/">https://berscheids.ca/</a>
Johanna McLaughlan	Rocky Lake Birchworks	Same as above.
Kelly Heape	Province of Manitoba	<a href="#">Province of Manitoba   wd - Home Page</a>
Rod Berezowecki	Roenda Stock Farm	Same as above.
Rodney Forbes	Forbes Forest Finds	<a href="http://www.forbesforestfinds.ca/">http://www.forbesforestfinds.ca/</a>
Shawn Sexsmith	Round the Bend Farm	<a href="https://www.roundthebend.ca/">https://www.roundthebend.ca/</a>
Vanessa Rosenkranz	Community Garden	N/A
Joe Cote	CF Cedar Lake	<a href="https://cfmanitoba.ca/cedar-lake">https://cfmanitoba.ca/cedar-lake</a>
Sandra Shapiro	CF Cedar Lake	Same as above.

## Workshop Method of Delivery

There was one, 2-hour asset mapping workshops in The Pas at the Pas Regional Library November 8, 2022. The workshop prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshop was advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, newsletters, as well as recommendations from the local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- **The Cedar Lake Region has a large diversity of food production** including vegetable and livestock farming, foraging, indoor growing through vertical farming, and fishing. There is significant capacity to scale production in all these areas, contingent on additional support around commercialization (in particular, sales, marketing, and distribution).
- While the farmland in the region is among the lowest cost in the province, **land remains cost prohibitive for many small to mid sized local or aspiring farmers**. This is primarily due to the larger size of current farms. In contrast, the larger farms in the region are often considered too small for corporate investors, making it difficult for retiring farmers to sell their land. It needs to be noted that the land in reference is the traditional territory of Treaty No. 5 First Nations.
- There is a **rising interest in local, nutritious, and culturally appropriate foods** being experienced by many organizations and businesses. For example, a small local farmer has a waitlist for some of his products. Opaskwayak Cree Nation's Smart Farm is seeing more demand for their local produce. However, people interested in local products are not always sure where or how to access them. Wild-caught fish was noted as a specific example. There is also interest in accessing wild game more generally, but health restrictions present significant barriers in this area.
- There is **limited to no access to commercial kitchens in the region**. This makes it challenging to produce and sell food products that adhere to regulations, or to produce and sell larger volumes of food products. While some kitchens are certified, few are publicly available or accessible to SMEs due to a lack of human capacity. Others could be certified, but again lack the human capacity to coordinate the process(es).
- Food entrepreneurs **appreciated the one-on-one business supports and services previously offered by the Food Development Centre**. However, the necessary regular trips to southern Manitoba including transportation, accommodation, etc. became (or were originally) too costly for most SMEs.
- **Informal mentorship and networking opportunities** are critical supports for farmers and SMEs in the food and agriculture industry. These allow for increased collaboration and industry knowledge regarding grant or loan opportunities through to technical

advice and services. This is especially helpful for new farmers or entrepreneurs with less experience entering the sector.

- The region has **an abundance of traditional knowledge, medicines, foraged products such as mushrooms and berries, fishing, and other culturally significant products such as wild rice** that are highly valued and provide opportunities for additional community-based jobs, revenue, and food security.
- **Overall knowledge and course offerings related to agriculture and food production** are a gap in the region, particularly in Opaskwayak Cree Nation (OCN). At the same time, students, and staff at University College of the North (UCN) are working on identifying food security needs in Northern MB. Many are involved with projects or collaborations to understand the specific challenges in the region and how to respond.
- **Indigenous knowledge plays a significant role in food production.** There is an increasing understanding of the need for elders to participate in the food system and share their knowledge in educating the younger generations. In general, there is a rising interest in food sovereignty, food literacy, and knowledge, such as the videos OCN Smart Farm makes regarding how to use their produce.
- **The region has a significant amount of infrastructure** including processing plants, an abattoir, vertical farming, greenhouses, farms, and distribution networks. Capacity to mobilize and use these assets to their full potential has been challenging, due to lack of awareness, funding for educational programs, and ongoing mentorship support. **The continued migration of youth to larger urban centres for jobs or education also has implications for ongoing and future capacity in the community.**
- **Government grants and the conditions that are required to obtain them are unattainable for many SMEs** and are seen as more targeted and relevant for larger scale operations that have greater labour, resource, and infrastructure capacity to write the grants and meet the conditions. More **pathfinding supports** would be welcomed to ensure that SMEs are better able to source funding information and are better able to navigate grant writing processes.

## Steps Forward

- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. This could include “a collaborative industry-government navigator approach to assist small entrepreneurs; create a 1-800 mindset.”<sup>49</sup> Such a program would assist entrepreneurs when navigating existing resources and provide direction to relevant services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre, amongst others. The business mentorship program should support training focused on scale-up and commercialization as well as selling online, wholesale, and direct to retail.
- Establish “The Manitoba Quota and Land Trust... **to finance intergenerational transfer of assets**. Retiring farmers transferring quota or land to the Trust will have its value exempted from taxation and be entitled to an annuity based on the productive value of the transferred quota or land. Eligible new farmers will apply to use Trust quota or land in return for a portion of revenues earned from its use and a commitment to continue producing for a minimum period.”<sup>50</sup>
- Create a “New Farmer Land Rental Tax Incentive... **to allow landowners to sell or rent land to new farmers for a reduced rate**. The landowner must show that they are renting for a reduced price from the going rate and the farmer must prove that they are a new farmer with limited access to other land access options.”<sup>51</sup>
- “Government and the food industry should continue to **act together to highlight local foods**.”<sup>52</sup> Additionally, “**collaborative marketing models**”<sup>53</sup> should be funded through organizations such as Food and Beverage Manitoba, Community Futures Cedar Lake, and/or other local organizations (such as Community Economic Development Fund (CEDF)/Look North) to continue developing the small-scale food sector’s brand recognition in northern Manitoba.

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<sup>49</sup> Page 31, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>50</sup> Page 4,

<https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>.

<sup>51</sup> Ibid.

<sup>52</sup> Page 13, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>53</sup> Ibid.

- **Adopt a home food processing regulation like in Saskatchewan that supports an increase in permitted cottage food production and direct sales to the public for “low risk” foods.**<sup>54</sup> Additionally, identify and invest in local leaders and organizations, such as Community Futures Cedar Lake, CEDF/Look North, Paskwayak Business Development Corporation and/or UCN, to **mobilize one of the existing commercial kitchens in order to make it publicly available for food entrepreneurs.** Without such supports, the food and agriculture industry in northern Manitoba will continue to be disadvantaged.
- **Create relevant, accessible, well-advertised funding opportunities for SMEs** by supporting a third-party funding delivery agent that represents their interests such as Food and Beverage Manitoba or CEDF/Look North. Include funding streams for small equipment purchases, shared infrastructure investments and collaborative distribution projects that allow northern communities to address challenges such as rising fuel costs.
- With funding support, SMEs in the food and agriculture industry would find **value in more networking and mentorship opportunities throughout northern Manitoba.** These could be supported by local Community Futures offices, Food and Beverage Manitoba, or others, and include partnerships with band offices, chambers of commerce, or local councils. Events are best attended when they are well-funded, with some structure as well as food and beverages to encourage gathering. Such events and mentorship programs would be catalysts for collaborative partnerships and innovations.<sup>55</sup>
- “Collectively, **Indigenous Peoples contain knowledge of a wealth of cultural diversity in the ingenuity of food systems that are adaptive to the world's diverse ecosystems and climate change.** Realizing this goal begins with encouraging and enabling Indigenous communities to fully access and appreciate their local cultural heritage and identity... Continuity of traditional practices is essential and includes encouraging new ideas and expressions of culture with food, including indigenous cuisines with biodiverse species and preparation techniques. These **initiatives require legislation that enables and protects natural resources and their use, and ensures time, funds, and equipment for Indigenous Peoples to reinforce cultural food system access and identity.**”<sup>56</sup> These goals and similar initiatives are echoed in the province’s small-scale food sector report from 2015, which noted that “preserving heritage breeds of animals and traditional

<sup>54</sup> <https://www.saskatchewan.ca/residents/environment-public-health-and-safety/food-safety#home-food-processing>.

<sup>55</sup> Page 40, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>56</sup> “Why and How to Strengthen Indigenous Peoples' Food Systems With Examples From Two Unique Indigenous Communities”, Harriet V. Kuhnlein and Sinee Chotiboriboon, <https://www.frontiersin.org/articles/10.3389/fsufs.2022.808670/full>.

seeds was important... this genetic bank might be lost or severely diminished without small scale agriculture".<sup>57</sup> It is strongly suggested that the province of Manitoba **learn from, and co-create mutually acceptable health guidelines alongside Indigenous food makers, knowledge keepers, and experts** in order to support an increase in the number of Indigenous and traditional cuisines based upon biodiverse species and preparation techniques (as noted above).

- **Invest in on-farm training programs, wage subsidy programs for farms offering paid apprenticeships, and formal mentorship programs**, potentially activated by Direct Farm Manitoba or Young Agrarians (with additional capacity support). "The fund will provide bursaries for young and new farmers who participate in farm apprenticeship programs and will reduce the cost of self-directed farmer education offered outside of the formal education system."<sup>58</sup>
- **Increase support for education related to food processing, agriculture, food production (including vertical farming and greenhouses), and Indigenous Food Sovereignty for K-12 youth to support the retention of young people in northern Manitoba.** Strategies suggested include: "Educat[ing] EDOs [Economic Development Officers] about opportunities to bring together schools and businesses or educat[ing] teachers and schools about opportunities to engage local businesses... A tactic to help... raise teachers' awareness of what resources are available to help them is to create an ecosystem map."<sup>59</sup> Such strategies could be activated by Community Futures Cedar Lake or other local organizations, with additional funding and capacity support.

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<sup>57</sup> Page 21, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>58</sup> <https://youngagrarians.org/growing-the-next-generation-of-farmers-policy-recommendations/>

<sup>59</sup> "Strategies and Tactics for Retaining and Encouraging Youth to Return to Small and/or Rural Communities", Lucas Chang, Eli Levin and Ferene Navarra, <https://edco.on.ca/resources/Documents/Youth%20Retention%20Report%20FINAL.pdf>.

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures Cedar Lake**

Phone: (204) 627-5450

Email: [admin@cedarlakecfcd.com](mailto:admin@cedarlakecfcd.com)

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [mbagrifood@gov.mb.ca](mailto:mbagrifood@gov.mb.ca)

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

## **Communities Economic Development Fund (CEDF)**

Phone: 1.204.778.4138

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

## **Northern Manitoba Food, Culture and Community Collaborative**

Website: <http://www.nmfccc.ca/contact.html>

## **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

## **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

## **The Food Development Centre**

Website: [Province of Manitoba | agriculture - Food Development Centre](#)

## **Bioscience Association of Manitoba**

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

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

## **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)  
Website: <http://www.entrepreneurshipmanitoba.ca>

**Futurpreneur Manitoba**

Phone: 204-296-2694  
E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)  
Website: <https://www.futurpreneur.ca/>

**Manitoba Cooperative Association**

Phone: (204) 989-5930  
E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)  
Website: [www.manitoba.coop](http://www.manitoba.coop)

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## SOCIAL

1. *Increasing interest in local products and supporting local businesses x 2 (4 dots)*
2. *Generosity in sharing ideas and food – community gardens, neighbours, OCN smart farm free produce (3 dots)*
3. *Traditional harvesters (3 dots)*
4. *Knowledge of elders around traditional medicines (3 dots)*

### Other

- Knowledge about food needs (2 dots)
- Social supports (1 dot)
- Land based learning in schools – new people, next generation of knowledge (1 dot)
- Family support x2 (1 dot)
- People (1 dot)
- Farm community – neighbours helping neighbours (1 dot)
- Volunteers x2 (1 dot)
- Social connections lead to more affordable groceries for families (1 dot)
- Drive for self-sustainability and healthy living
- Diabetes reduction
- 4H Community Garden
- UCN students

## SERVICE

1. *Business skills mentorship, including Round the Bend Farm, Forbes Forest Finds, Birchworks Syrup, amongst others x2 (10 dots)*
2. *Organizations interested in finding solutions to sustainability and food sovereignty barriers (3 dots)*
3. *Various rental facilities to help save on building costs (3 dots)*

### Other

- Capital financing through CFCLR Loans /PBDC Equity Grants (OCN Members), First Peoples, Louis Riel Capital Corporation, Indigenous Women Entrepreneur Program, Community Futures (2 dots)
- Diversity of service projects – UCN greenhouse, OCN growing system (2 dots)

- Commercial kitchens (with good equipment) – Kitchen in basement of Wescana Inn, UCN Kitchen, Northern Inn, Alouette Hotel, Miss The Pas Restaurant, The Past Golf Course (1 dot)<sup>60</sup>
- Community Kitchens (not as well-equipped for commercial use) – MMF Hall, MBCI High School Kitchen, Mary Duncan School, Legion 19 The Pas, Norlite Hall, KinCentre<sup>61</sup>
- Other Kitchens – OCN Veterans Hall, Oscar Lathlin Collegiate, Frontier Collegiate, Wanless Community Hall, Clearwater Lake Hall, Legion Hall (Cranberry Portage)<sup>62</sup>
- Community Gardens (1 dot)
- OCN Fishers Association
- OCN Trappers Association
- FDC Portage staff (but expensive to drive to from The Pas)
- Arctic Beverages (distribution network)
- Land-based education opportunities
- 4H training and groups

## NATURAL

1. *Boreal Forest x2 (8 dots)*
2. *Lakes, River, water x7 (8 dots)*
3. *Fertile Farmland – reasonably priced x3 (6 dots)*

## Other

- Clean environment (1 dot)
- Lower population, less environmental impact
- Park area
- Carrot river valley
- Good soil
- Fishing
- Trees

## ECONOMIC

1. *Experienced producers (7 dots)*
2. *Diversity in Food Product Production – Farmers, Fishers, Retailers, Processors (6 dots)*
3. *Community Futures Business Supports and Loans (4 dots)*

## Other

- Growing market & health minded individuals (3 dots)

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<sup>60</sup> Health permits and up-to-date certifications unknown.

<sup>61</sup> Health permits and up-to-date certifications unknown.

<sup>62</sup> Current status of kitchens unknown.

- Marketability of products (2 dots)

## **BUILT**

1. *Local farms (6 dots)*
2. *Highway connection (4 dots)*
3. *Wild Rice Plant (4 dots)*

## **Other**

- OCN LED Smart Farm (3 dots)
- Railway to Churchill (2 dots)
- Local greenhouses (1 dot)
- Distribution for food products (1 dot)
- Large scale farms
- Fish Plant
- Abattoir (Berscheid Meats – not currently open to public slaughter)
- Transportation equipment (quads, skidoos, vehicles)
- Bertram Building
- Chicken bus



PREPARED: DECEMBER 2022

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

GREENSTONE REGION

HOSTED IN FLIN FLON

BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of Manitoba's Next Policy Framework;
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 20+ economic development agencies, community organizations, farmers, service delivery providers, and entrepreneurs located in the Greenstone region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba, Community Futures Greenstone and Uptown Emporium. Invitees were encouraged to invite other participants located in the Greenstone region and working in the food and agriculture industry.

<b>Name</b>	<b>Organization</b>
Cali Gerbrandt	Aurora & Pine Bistro
Ainslie McIntosh Stallard	Aurora & Pine Bistro
Allison Dallas-Funk	Food Bank
Sophia Charuk	Uptown Emporium
Crystal Kolt	Uptown Emporium
Lyn Brown	Pickled Loon Kitchen
Denis Strom	Community Member
Dan Hlady	Chicken Chef
Amber Beaton	Northern Growing Abilities
Heather Richardson	Northern Regional Health Authority
Jill Laliberty	CF Greenstone
Stephanie Johnson	CEDF/Look North

## Workshop Method of Delivery

There was one, 2.5-hour asset mapping workshops in Flin Flon at Community Futures Greenstone November 9, 2022. The workshop prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshop was advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, newsletters, as well as recommendations from the local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- The region has **an abundance of clean water, traditional knowledge, foraged products such as mushrooms and berries, fishing, and other culturally significant food products such as wild game** that are highly valued and provide opportunities for additional community-based jobs, revenue, and food security. The boreal forest is incredibly diverse and important in the community as a resource for food and medicine.
- There is great value in the community's supportive, local partnerships including that between the food bank and local businesses. **Ongoing support for purchasing locally will continue to foster and strengthen these important social and economic relationships.**
- Organizations that **work together to support the economic development for food entrepreneurs** and bring additional resources into the community, are appreciated. Two examples include Community Futures Greenstone and the Uptown Emporium / Flin Flon Arts Council.
- **Social and networking events that support food entrepreneurs to sell their products are an important source of promotion and revenue for SMEs.** Examples include food and craft markets, weddings held in the community, among others. Such events also help entrepreneurs get to know other makers, conduct consumer research, and to learn about resources, programming, and best practices in the industry. Additionally, they can serve as gathering places that build and maintain healthy communities through social connectivity.
- Rising fuel costs and inflation mean **transportation and distribution expenses are increasing issues for SMEs in northern Manitoba.** There is a large discrepancy between average wages and the cost of goods. Shared infrastructure for collective purchasing, storage, and distribution would be valuable for many SMEs but would require support to initiate, and coordinate over the near and the longer term.
- There is **no access to commercial kitchens in the region.** This makes it challenging to produce food products that adheres to regulations, or to produce larger volumes of food products. While some kitchens are certified, none are publicly available or accessible to SMEs.

- **Food-based tourism is an opportunity for the region**, due to the area’s abundance of foraged products from the boreal forest, and an increasing desire for immersive food-based tourism experiences among consumers.
- **Significant issues regarding being a border town location was identified as an issue, with Flin Flon being in both Manitoba and Saskatchewan.** Given provincial food regulations for small scale food processors, which limit sales across the provincial border, there are unreasonable challenges in bringing many food products to the local market. This issue is especially prevalent for food and craft markets, as well as artisanal products that are requested or desired by a store in the neighbouring province.
- There is a desire for **changes in health and safety regulations to allow for wild game availability in restaurants, stores, and at food banks.** Wild game is a culturally significant food for the region, and access supports food sovereignty and food security goals. This aligns with the role that Indigenous and traditional knowledge play in northern food production. There is an increasing understanding of the need for elders to participate in the food system and share their knowledge in educating the younger generations. In general, there is a rising interest in food sovereignty, food literacy, and knowledge.
- The region has **limited land available for sale or use, due to the majority of land surrounding Flin Flon being crown land.** Food, farming, processing, and greenhouse projects are thus incredibly challenging to execute, with the navigation of many barriers for initiation. A plethora of coordination with various government agencies is thus required, with no guarantee of success. Access to and purchase of existing buildings are easier as many are vacant. However, most small-mid scale primary food production requires land resulting in challenges that are beyond space capacity.

## Steps Forward

- “Government and the food industry should continue to **act together to highlight local foods.**”<sup>63</sup> Additionally, “**collaborative marketing models**”<sup>64</sup> through organizations such as Food and Beverage Manitoba, Community Futures Greenstone, Uptown Emporium, and/or other local organizations (such as Community Economic Development Fund

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<sup>63</sup> Page 13, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>64</sup> Ibid.

(CEDF)/Look North) should be implemented to continue developing the small-scale food sector's brand recognition in northern Manitoba.

- **Continue investing in northern resources and supports** such as CEDF/Look North, Community Futures offices, Uptown Emporium, amongst others. **Increased funding and capacity support for industry-led organizations**, such as Food and Beverage Manitoba, to enable increased partnerships with rural and northern organizations would strengthen the industry.
- With funding support, SMEs in the food and agriculture industry would find **value in more networking opportunities and events throughout northern Manitoba**. These could be supported by local Community Futures offices, Food and Beverage Manitoba, or others, and include partnerships with band offices, chambers of commerce, or local councils. Events are best attended when they are well-funded, with some structure as well as food and beverages to encourage gathering. Such events and mentorship programs would be catalysts for collaborative partnerships and innovations.<sup>65</sup>
- **Create relevant, accessible, well-advertised funding opportunities for SMEs** by supporting a third-party funding delivery agent that represents their interests such as Food and Beverage Manitoba or CEDF/Look North. Include funding streams for small equipment purchases, shared infrastructure investments and collaborative distribution projects that allow northern communities to address challenges such as rising fuel costs.
- **Adopt a home food processing regulation like in Saskatchewan that supports an increase in permitted cottage food production and direct sales to the public for “low risk” foods.**<sup>66</sup> Additionally, identify and invest in local leaders and organizations, such as CF Greenstone, CEDF/Look North, and/or Uptown Emporium, to **mobilize one of the existing commercial kitchens in order to make it publicly available for food entrepreneurs**. Without such supports, the food and agriculture industry in northern Manitoba will continue to be disadvantaged.
- Coordinated efforts are required to support **more collaboration between regional tourism associations /projects and food and agriculture businesses**. This could include cross-industry networking events led by a local Community Futures office, CEDF/Look North, or others, as well as **additional marketing and commercialization support for**

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<sup>65</sup> Page 40, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>66</sup> <https://www.saskatchewan.ca/residents/environment-public-health-and-safety/food-safety#home-food-processing>.

**food businesses to develop much sought-after products focused on the growing area of local tourism.** According to the Northern Manitoba Tourism Strategy, food was one of the top three highest expenditures for overnight visitors to Northern Manitoba at 20%.<sup>67</sup> Further, cultural explorers are incentivized to travel for “local markets, cuisines, and other local “foodie” experiences” with “attending farmers’ markets and dining in restaurants that offer local foods” in the top 10 desired activities while travelling.<sup>68</sup>

- To address border concerns and better support northern Manitoba’s food and agriculture economy, **a special charter should be explored** similar to The Lloydminster Charter in Saskatchewan and Alberta.<sup>69</sup> This charter could **remove unnecessary barriers for small-scale food production within a specific proximity** and focus on facilitating economic growth and development in this special circumstance.
- “Collectively, **Indigenous Peoples contain knowledge of a wealth of cultural diversity in the ingenuity of food systems that are adaptive to the world's diverse ecosystems and climate change.** Realizing this goal begins with encouraging and enabling Indigenous communities to fully access and appreciate their local cultural heritage and identity... Continuity of traditional practices is essential and includes encouraging new ideas and expressions of culture with food, including indigenous cuisines with biodiverse species and preparation techniques. These **initiatives require legislation that enables and protects natural resources and their use, and ensures time, funds, and equipment for Indigenous Peoples to reinforce cultural food system access and identity.**”<sup>70</sup> These goals and similar initiatives are echoed in the province’s small-scale food sector report from 2015, which noted that “preserving heritage breeds of animals and traditional seeds was important... this genetic bank might be lost or severely diminished without small scale agriculture”.<sup>71</sup> It is strongly suggested that the province of Manitoba **learn from, and co-create mutually acceptable health guidelines alongside Indigenous food makers, knowledge keepers, and experts** in order to support an increase in the number of Indigenous and traditional cuisines based upon biodiverse species and preparation techniques (as noted above).

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<sup>67</sup> Page 20, [https://www.gov.mb.ca/asset\\_library/en/looknorth/tourism-strategy.pdf](https://www.gov.mb.ca/asset_library/en/looknorth/tourism-strategy.pdf).

<sup>68</sup> Ibid, 23.

<sup>69</sup> [https://open.alberta.ca/publications/2012\\_212](https://open.alberta.ca/publications/2012_212).

<sup>70</sup> “Why and How to Strengthen Indigenous Peoples' Food Systems With Examples From Two Unique Indigenous Communities”, Harriet V. Kuhnlein and Sinee Chotiboriboon, <https://www.frontiersin.org/articles/10.3389/fsufs.2022.808670/full>.

<sup>71</sup> Page 21, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

- **Establish “The Manitoba Quota and Land Trust” to convert crown land for specific purposes, such as land designated for agriculture or food production by non-profits and emerging farmers.** “Retiring farmers transferring quota or land to the Trust will have its value exempted from taxation and be entitled to an annuity based on the productive value of the transferred quota or land. Eligible new farmers will apply to use Trust quota or land in return for a portion of revenues earned from its use and a commitment to continue producing for a minimum period.”<sup>72</sup> It needs to be noted that much of the land in reference is the traditional territory of Treaty No. 5 First Nations.

## Resources & Supports

### **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

### **Community Futures Greenstone**

Phone: (204) 687-6967

Email: [admin@cfgreenstone.com](mailto:admin@cfgreenstone.com)

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

### **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [mbagrifood@gov.mb.ca](mailto:mbagrifood@gov.mb.ca)

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

### **Communities Economic Development Fund (CEDF)**

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

### **Northern Manitoba Food, Culture and Community Collaborative**

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### **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

### **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

### **The Food Development Centre**

Website: [Province of Manitoba | agriculture - Food Development Centre](https://www.gov.mb.ca/agriculture/food-development-centre/)

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<sup>72</sup> Page 4,

<https://policyalternatives.ca/sites/default/files/uploads/publications/Manitoba%20Office/2020/03/APB%202020%20lo-res%20Agriculture.pdf>.

**Bioscience Association of Manitoba**

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

**Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

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Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

**Entrepreneurship Manitoba**

Phone: 204-945-8200

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E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

**Futurpreneur Manitoba**

Phone: 204-296-2694

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

**Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## BUILT

4. *Community Gardens (5 dots)*
5. *Uptown Emporium (5 dots)*
6. *Local restaurants (3 dots)*

### Other

- Imaginorthern - Arts and Culture Ecology in Northern Manitoba (1 dot)
- Northern depots (1 dot)
- Community craft sales
- Community Cookbooks

## ECONOMIC

4. *Small-batch businesses – brewery, canned goods, baking (5 dots)*
5. *Great grant writers (4 dots)*
6. *Look North (3 dots)*

### Other

- People purchasing locally (1 dot)
- Local restaurants (1 dot)
- Experienced food handlers & hobbyists (1 dot)
- Local brewing opportunities (not yet developed)
- Cheap land/buildings compared to large cities
- Knowledge
- Craft sales
- Community Futures Greenstone
- CEDF/Travel Manitoba
- Large infrastructure from past mining operations

## NATURAL

4. *Local boreal knowledge and harvesting x4 (8 dots)*
5. *Clean Natural Resources, such as the water and lakes x4 (4 dots)*
6. *Fishing x2 (2 dots)*

### Other

- Commercial Fireweed production and processing (1 dot)
- Value added commercial blueberry production and processing (1 dot)
- Local berries and berry picking spots (1 dot)
- Commercial burbot production for vitamins, fillets and leather (1 dot)
- Forest (1 dot)
- Hanson Lake

- Land, space, area
- Labrador tea
- Foraging
- Churchill fisheries
- Juniper harvest for gin production
- Wild game x2
- Dry climate (air)
- Manitoba/Saskatchewan border and proximity to Edmonton, Saskatoon, Regina, Wpg
- Herbs
- Fish x2

## SERVICES

4. *Food programming programs – Primary Health and Food Bank x3 (5 dots)*
5. *Community Futures Greenstone (4 dots)*
6. *Community Garden x3 (4 dots)*

### Other

- Transportation (gardewine)
- Culture camp (Indigenous knowledge)
- Dietician
- Wild Things Market & Craft Sale
- Outdoor market
- Flin Flon Arts Council

## SOCIAL

5. *Partnerships with other organizations ie. Rotary; community garden; grocery stores; restaurants (8 dots)*
6. *Volunteers with specific skills (3 dots)*
7. *Wedding /social events held in the community that require catering, as opposed to leaving the community (2 dots)*

### Other

- People with knowledge of wild food sources (1 dot)
- Generosity of community (1 dot)
- Community Garden groups (1 dot)
- Food bank
- Community gardens
- Volunteers x2
- Local people with open minds
- Creighton Connection Van
- The Hub Flin Flon (physical branding supplies, proper labelling, etc.)
- Rotary with large fire pit in centre
- Christmas and Halloween socials



PREPARED: FEBRUARY 2023

# ASSET MAPPING REPORT

## FOOD ECOSYSTEMS PROJECT

NORTH CENTRAL REGION

HOSTED IN THOMPSON  
BY FOOD AND BEVERAGE MANITOBA &  
COMMUNITY FUTURES MANITOBA

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## Background

The Food Ecosystems Project is a partnership between Food and Beverage Manitoba and Community Futures Manitoba.

This Project investigates how Manitoba's food and agriculture industry — from entrepreneurs such as growers and processors, to retailers and end-users — can contribute to a more resilient economy and strengthen our capacity to weather future crises. By engaging an array of stakeholders through workshops and interviews, we identify opportunities, gaps and initiate strategic investments (infrastructure and services) to grow this vital sector.

The Project takes a community-driven, partnership centered approach to mobilize existing assets, avoid duplication and enhance the resiliency and capacity of Manitoba's food ecosystem.

Expected Project outcomes:

- Inform future investments in funding, infrastructure and services, directly through partner organizations as well as in providing recommendations to the Province of [Manitoba's Next Policy Framework](#);
- Create connections between regions and communities;
- Support post-COVID recovery;
- Encourage collaboration, diversity and sustainability;
- Create new pathways for entrepreneurs and business owners to sustain and grow their business by connecting them to services, equipment, expertise and capital.

## List of Participants

Invitations were sent out to 25+ economic development agencies, tribal councils, community organizations, farmers, service delivery providers, and entrepreneurs/small-mid sized enterprises (SMEs) located in the North Central region. The invitation list was compiled based on recommendations from Food and Beverage Manitoba and Community Futures North Central Development. Invitees were encouraged to invite other participants located in the North Central region and working in the food and agriculture industry.

<b>Name</b>	<b>Organization</b>
Eugene Larocque	Arctic Gold Honey / Arctic Bison
Steven Larocque	Arctic Gold Honey
Liz Sousa	Community Futures NCD
Tim Johnson	Community Futures NCD
Ken Slobodian	Community Economic Development Fund
Chris Thevenot	Community Economic Development Fund
June Chu	Northern Association of Community Councils – Northern Vice Chair
Melissa Branconnier	Prairies Can
Emily Pruder	Thompson Crisis Centre
Connie Krahenbil	Thompson Community Development Corp.
Caroline Sanoffsky	Bayline Regional Roundtable
<i>Marlene Coltran</i>	<i>Regrets</i>
<i>Tom Scotg</i>	<i>Cross Lake – regrets</i>
<i>Freda Lepine</i>	<i>Regrets</i>
<i>Shyanna Lynxleg</i>	<i>Manitoba Keewatinowi Okimakanak - regrets</i>
<i>Marilyn Linklater</i>	<i>Nelson House Medicine Lodge - regrets</i>
<i>Charles Simard</i>	<i>C&amp;M Farms - regrets</i>

## Workshop Method of Delivery

There was one, 3.5-hour asset mapping workshop with lunch in Thompson at the Ma-Mow-We-Tak Friendship Centre on February 2, 2023. The workshop prioritized [community economic development principles](#) and used the “Whole Assets” approach. The Whole Assets approach allows community members to value social, economic, and physical aspects of their region. This is a broad approach to asset mapping in that it identifies assets across a whole spectrum of possibilities including built, economic, social, natural and service-oriented assets.

The workshop was advertised through various means including direct email invitations to membership networks, social media channels, local food security and community groups, newsletters, as well as recommendations from the local Community Futures offices. Any community members involved in the food and agriculture industry, including service delivery providers, were invited and welcome to participate in the workshop.

The participants engaged in open discussion about the inventory of all good things in their region connected to food and agriculture, ranked the most valued aspects using a dot democracy exercise (more dots indicate high importance), and discussed how to preserve these assets. Once the assets were identified and valued, the next stage was to strategize about how to build on the assets in order to sustain and enhance them for the future. This process of asset mapping provides a critical element of community development, which is the engagement of people in the shaping of their community.

Lastly, the workshop included a discussion about assets that the participants felt were missing in their communities and could help enhance or compliment the previously identified assets.

## ASSETS Identified

Assets were identified by participants in the following five categories: built, economic, social, natural and service. Assets were then ranked using a dot democracy exercise (more dots indicate high importance). A full list of the assets identified in the workshops can be found below in [Appendix A](#).

## Highlights Identified

- The region has **an abundance of traditional knowledge, traditional medicines, foraged products such as mushrooms and berries, fishing, and other culturally significant products** that are highly valued and provide opportunities for additional community-based jobs, revenue, and food security.
- **The biggest challenge identified in initiating or scaling an agri-food business was government regulations**, that either were not developed with the uniqueness of the Northern context in mind (such as access to economies of scale and/or specific infrastructure) or that involve multiple disconnected levels of government (ex. in navigating crown land restrictions). There is a lot of local desire to scale up land-based production from being hobby focused into a more sustainable industry.
- **Preserving the cleanliness of the lakes and fish populations was noted as a top priority, along with the boreal forest** and natural products from this ecosystem as noted above. Hydro dams, regulations around crown land use, and the disconnect between decision-makers in the north and south negatively impact the ability of community members to earn a living from these resources.
- **Informal mentorship and networking opportunities** were cited numerous times as invaluable to the community, and in particular, to those launching new enterprises. These informal networks allow for increased collaboration and industry knowledge regarding grant or loan opportunities through to technical advice and services. This is especially helpful for new farmers or entrepreneurs with less experience attempting to enter the sector. There was also a desire to expand networks and connections to markets in southern cities such as Winnipeg or Brandon.
- **Traditional knowledge from elders and others with lived experience on the land is valuable to the community.** However, lived experience and traditional knowledge (typically passed down in informal networks and/or orally) is not always acknowledged or accepted in comparison to “formal education”. There is a disconnect between modern education and modern life versus the land-based skills and knowledge kept by previous generations. **There is an opportunity to preserve this knowledge and connect elders with younger generations before this knowledge is lost.** Programs like culture camp and the Boreal Discovery Centre are extremely important in achieving this goal

and need support to continue. **University College of the North (UCN) is identified as an important resource; however, it was acknowledged that it is underutilized and there is more potential there.**

- **Formalized blueprints or manuals specific to the North do not exist for many projects** (ex. beekeeping) and could be helpful for expanding or replicating projects in the community, or other neighbouring communities. One area for potential replication that is becoming more popular, and has seen success in communities such as Churchill, Norway House Cree Nation and others, is self-contained vegetable growing operations.
- **Food security in the North is a major and ongoing issue, which could be restored by allowing greater distribution of foraged, trapped, or hunted wild foods.** Without a wild meat inspection site, or more lenient health guidelines which would enable the donation of wild foods, it is not possible to distribute this important resource among community members. Wild meat and local dishes are noted as a strong source of pride.
- There is **limited to no access to commercial kitchens in the region.** This makes it challenging to develop, produce and sell food products that adhere to regulations. While some kitchens are certified, few are publicly available or accessible to SMEs due to a lack of human and administrative capacity. Others could be certified, but again lack the human and administrative capacity to coordinate the process(es).
- **It is very difficult to grow beyond small-scale local farm gate sales for primary producers and processors.** Production of valuable crops and products (ex. Haskap berries and honey) is possible, but **the storage, processing, and distribution of these products is very difficult to develop from scratch for SMEs.** The process of securing retail placement is resource intensive and difficult to navigate. Lack of processing and storage infrastructure was noted repeatedly as a barrier.
- Funders and loan-providers such as Community Futures, Prairies Can and CEDF are identified as assets. **However, provincial, or federal grants and the conditions that are required to obtain them are unattainable for most SMEs** and are seen as more targeted and relevant for larger scale operations. Larger companies have access to more labour, knowledge, experience, resource, and infrastructure capacity to write the grants and meet the conditions. More **pathfinding supports** would be welcomed to ensure that SMEs are better able to source funding information and are better able to navigate grant writing processes.

## Steps Forward

- **Support the development of a northern Manitoba brand in the small-scale food sector** recognizing that previous recommendations have noted that “government and the food industry should continue to **act together to highlight local foods.**”<sup>73</sup> Additionally, “**collaborative marketing models**”<sup>74</sup> should continue to be funded and if possible, increase funding, of critical industry support organizations such as Food and Beverage Manitoba, Uptown Emporium, Community Futures North Central, and other local organizations (such as Community Economic Development Fund (CEDF)/Look North). Travel Manitoba could also play an important role in supporting the marketing and promotions of local food-based businesses, including the development of a northern Manitoba brand that these businesses can access.
- In 2017, a report and action plan authored by Look North recommended: “There is a clear need to develop enterprise culture and to help business start-ups and small and medium enterprise (small business) to succeed in local communities... **Government has a clear role to play in facilitating growth through regulatory enablement**, e.g. regulation and policy reform to better enable growth.”<sup>75</sup> This recommendation is relevant for the agri-food industry in general, which should be supported to “develop an **ongoing consultative opportunity** between government and the small-scale food processing sector, **to problem solve early in the policy and regulation-making process.**”<sup>76</sup>
- **Recognizing the differences in barriers between northern and southern Manitoba**, or remote and central communities, is another critical consideration for facilitating the growth and success of northern SMEs. Due to issues around economies of scale, as well as infrastructure limitations in northern Manitoba, **alternative business models such as social enterprises, co-operatives or collaborative non-profit initiatives should be encouraged for growing northern Manitoba’s agri-food sector**, especially for small-mid sized primary producers and Indigenous communities. Divestments in business support or mentors for this kind of incorporation has had negative consequences and hindered rural and northern economic development. Some people approaching provincial

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<sup>73</sup> Page 13, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>74</sup> Ibid.

<sup>75</sup> Page 9, [https://www.gov.mb.ca/asset\\_library/en/looknorth/look-north-report.pdf](https://www.gov.mb.ca/asset_library/en/looknorth/look-north-report.pdf).

<sup>76</sup> Page 12, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

advisors are actively discouraged from starting cooperatives, despite decades of success on the Prairies. Increased support for Manitoba Co-operative Association, and focused practitioner training for socially driven business development, must be considered.

- Communities that house significant hydro electric infrastructure may be impacted in negative ways, as one report noted that, “whitefish populations in northern Manitoba also collapsed with impoundment, resulting in substantial declines in income for communities that were once prosperous.”<sup>77</sup> This study recommended that action is taken to increase opportunities and capacity for “Indigenous communities to shape decision-making regarding this and other related development” that impacts Manitoba’s traditional agri-food economies. New funding opportunities should be made available for **First Nations communities to establish “guardian and monitoring programs to make well-informed decisions to protect [Lakes, Rivers] and our traditional livelihood [in northern Manitoba].** These programs fill gaps in scientific understanding by centering Indigenous knowledge and relying on people living on the land.”<sup>78</sup>
- With funding support, SMEs in the food and agriculture industry would find **value in more networking and mentorship opportunities throughout northern Manitoba.** These could be supported by local Community Futures offices, Food and Beverage Manitoba, or others, and include partnerships with band offices, chambers of commerce, or local councils. Events are best attended when they are well-funded, with some structure as well as food and beverages to encourage gathering. Such events and mentorship programs would be catalysts for collaborative partnerships and innovations.<sup>79</sup>
- “Collectively, **Indigenous Peoples contain knowledge of a wealth of cultural diversity in the ingenuity of food systems that are adaptive to the world's diverse ecosystems and climate change.** Realizing this goal begins with encouraging and enabling Indigenous communities to fully access and appreciate their local cultural heritage and identity... Continuity of traditional practices is essential and includes encouraging new ideas and expressions of culture with food, including indigenous cuisines with biodiverse species and preparation techniques. These **initiatives require legislation that enables and protects natural resources and their use, and ensures time, funds, and equipment for**

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<sup>77</sup> Further, “Per capita incomes in SIL dropped from levels that were 5X the average of northern communities in 1967 to ones where the majority of fishers are now on Social Assistance (Kamal et al. 2014, Dysart pers. comm.)”. Page 9, [https://hydroimpacted.ca/wp-content/uploads/2018/02/WaNiSkaTan\\_SSHRC\\_PG\\_Application-Compressed-copy.pdf](https://hydroimpacted.ca/wp-content/uploads/2018/02/WaNiSkaTan_SSHRC_PG_Application-Compressed-copy.pdf).

<sup>78</sup> <https://www.lwic.org/call-to-action-2>.

<sup>79</sup> Page 40, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

**Indigenous Peoples to reinforce cultural food system access and identity.**<sup>80</sup> These goals and similar initiatives are echoed in the province’s small-scale food sector report from 2015, which noted that “preserving heritage breeds of animals and traditional seeds was important... this genetic bank might be lost or severely diminished without small scale agriculture”.<sup>81</sup> It is strongly suggested that the province of Manitoba **learn from, and co-create mutually acceptable health guidelines alongside Indigenous food makers, knowledge keepers, and experts** in order to support an increase in the number of Indigenous and traditional cuisines based upon biodiverse species and preparation techniques (as noted above). Food Matters Manitoba may be able to support this process, with their direct experience in the area of Indigenous Food Sovereignty.

- Create a **business mentorship program** for SMEs in the food and agriculture industry through Food and Beverage Manitoba. This could include **the creation of relevant playbooks and manuals to be shared across Manitoba’s agri-food industry**, as well as taking “**a collaborative industry-government navigator approach** to assist small entrepreneurs; create a 1-800 mindset.”<sup>82</sup> Such a program would assist entrepreneurs when navigating existing resources and provide direction to relevant models, services and resources such as the Province of Manitoba’s Agriculture and Health departments, Prairie Research Kitchen, Bioscience Association of Manitoba, the Richardson Centre for Food Technology at the University of Manitoba, amongst others. The business mentorship program should support training focused on scale-up and commercialization as well as selling online, wholesale, and direct to retail and could be supported in partnership with UCN.
- Expand funding support for **food security projects that prioritize local food access and waste reduction**. Current regulations must also be changed to **allow for wild meat to be shared with non-profits and community organizations**, using different precedents. As one example, regulations in the Northwest Territories, indicate that “there is nothing that prevents Indigenous Peoples from sharing their traditional/country food. However, there are still policies that apply to the sharing of wild food in an urban center. For example, under Section 13 of the Wildlife General Regulations, if a gift of more than 5 kg of lawfully harvested game meat is to be given, it must have the following information with it: name of harvester, license number or name of Indigenous organization to which

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<sup>80</sup> “Why and How to Strengthen Indigenous Peoples' Food Systems With Examples From Two Unique Indigenous Communities”, Harriet V. Kuhnlein and Sinee Chotiboriboon, <https://www.frontiersin.org/articles/10.3389/fsufs.2022.808670/full>.

<sup>81</sup> Page 21, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

<sup>82</sup> Page 31, <https://www.gov.mb.ca/agriculture/food-and-ag-processing/pubs/small-scale-food-report.pdf>.

the person is donating, the date of the transaction, the species, and the exact weight of meat.”<sup>83</sup>

- **Adopt a home food processing regulation like that in Saskatchewan which supports an increase in permitted cottage food production and direct sales to the public for “low risk” foods.**<sup>84</sup> Additionally, identify and invest in local leaders and organizations, such as CF North Central, CEDF/Look North, UCN, and/or Uptown Emporium, to **mobilize one of the existing commercial kitchens to make it publicly available for food entrepreneurs.** Without such supports, the food and agriculture industry in northern Manitoba will continue to be disadvantaged.
- Investment is needed in more **shared storage and distribution infrastructure** for local food producers (fishers, processors, etc.). This will grow the food and agriculture sector by encouraging SMEs to scale their business without taking on more debt than is financially viable. Funding can assist in scale-up, increasing rural and northern access to urban market opportunities, as well as promoting strategic rural-urban partnerships and collaborations. With funding support, Food and Beverage Manitoba or CEDF/Look North are potential options to activate and oversee this investment.<sup>85</sup>
- **Create relevant, accessible, well-advertised funding opportunities for SMEs** by supporting a third-party funding delivery agent that represents their interests such as Food and Beverage Manitoba or CEDF/Look North. Include funding streams for small equipment purchases, shared infrastructure investments and collaborative distribution projects that allow northern communities to address challenges such as rising fuel costs. A local task force would also be helpful to support SMEs and local organizations in navigating regulations and funding, and alerts to potential opportunities.

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<sup>83</sup> Page 9, <https://www.frontiersin.org/articles/10.3389/fcomm.2022.780391/full>.

<sup>84</sup> <https://www.saskatchewan.ca/residents/environment-public-health-and-safety/food-safety#home-food-processing>.

<sup>85</sup> Ibid, Page 37.

# Resources & Supports

## **Food and Beverage Manitoba**

Phone: 204-982-6372

E-mail: [info@foodbeveragemb.ca](mailto:info@foodbeveragemb.ca)

Website: <https://foodbeveragemb.ca/>

## **Community Futures North Central Development**

Phone: (204) 677-1490

Email: [ncd@northcentraldevelopment.ca](mailto:ncd@northcentraldevelopment.ca)

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

## **Manitoba Agriculture**

Phone: 1-844-769-6224

E-mail: [mbagrifood@gov.mb.ca](mailto:mbagrifood@gov.mb.ca)

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

## **Communities Economic Development Fund (CEDF)**

Phone: 1.204.778.4138

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

## **Northern Manitoba Food, Culture and Community Collaborative**

Website: <http://www.nmfccc.ca/contact.html>

## **Manitoba Public Health Inspector**

Website: <https://forms.gov.mb.ca/cmphi/>

## **Commercial Kitchens for Rent**

Website: <https://www.gov.mb.ca/agriculture/food-and-ag-processing/starting-a-food-business/community-kitchens.html>

## **The Food Development Centre**

Website: [Province of Manitoba | agriculture - Food Development Centre](#)

## **Bioscience Association of Manitoba**

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

## **Manitoba Industry-Academia Partnerships**

Website: [Manitoba Industry-Academia Partnership](#)

## **Social Enterprise Manitoba**

Phone: 204-943-0547

Email: [m.barkman@ccednet-rcdec.ca](mailto:m.barkman@ccednet-rcdec.ca)

Website: <https://socialenterprisemanitoba.ca/>

## **Entrepreneurship Manitoba**

Phone: 204-945-8200

Toll free: 1-855-836-7250

E-mail: [EMBinfo@gov.mb.ca](mailto:EMBinfo@gov.mb.ca)

Website: <http://www.entrepreneurshipmanitoba.ca>

**Futurpreneur Manitoba**

Phone: 204-296-2694

E-mail: [clientsupport@futurpreneur.ca](mailto:clientsupport@futurpreneur.ca)

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

**Manitoba Cooperative Association**

Phone: (204) 989-5930

E-mail: [info@manitoba.coop](mailto:info@manitoba.coop)

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

**Fireweed Food Co-op**

Website: [HOME | Fireweed Food Coop](#)

**Direct Farm Manitoba**

Website: [Direct Farm Manitoba](#)

**Manitoba Women in Agriculture & Food**

Website: <https://mwaf.ca/>

**Fresh Option Organic Delivery**

Website: [Fresh Option Organic Delivery | Winnipeg Manitoba Canada](#)

**World Trade Centre, Winnipeg**

Website: <https://www.wtcwinnipeg.com/>

## Research & Development

**Prairie Research Kitchen**

Website: [Red River College Polytechnic: Prairie Research Kitchen \(rrc.ca\)](#)

**Richardson Centre for Food Research & Technology, UMB**

Website: [Richardson Centre for Food Technology and Research | University of Manitoba \(umanitoba.ca\)](#)

# Appendix A

## SOCIAL

8. *Connection to food and knowledge keepers (4 dots)*
9. *RD Parker Land Based Training (4 dots)*
10. *Waponok School Raised Gardens (4 dots)*

### Other

- Interconnected networks of people; everyone knows each other and the projects that are occurring (2 dots)
- Supportive community attitudes (1 dot)
- Scouts Group summer camp (1 dot)
- Relationship with elders and traditional knowledge
- Relationships and connection to funding partners

## SERVICE

7. *Local skills and knowledge, with a commitment to transfer to youth (land-based education, community schools, supportive school divisions and universities) (6 dots)*
8. *Skills MB In-School Environment Program (2 dots)*
9. *Culture camp (2 dots)*

### Other

- Business start-up support from organizations like CEDF, Community Futures, etc. (2 dots)
- Service hub of the north with healthcare, banking, etc. (1 dot)
- Free advertising opportunities through networking and community organizations (1 dot)
- Northern Gardening and food knowledge around cold climate food production and willingness to share knowledge (Arctic Gold Honey, Berry Little, Frontier School Division)
- Manitoba Keewatinowi Okimakanak (MKO) food bank
- Northern Manitoba Food Culture & Community Collaborative (NMFCCC)

## NATURAL

7. *Traditional medicines (5 dots)*
8. *Wild blueberries and berry picking x3 (5 dots)*
9. *Honeybees and pollinators (3 dots)*

## Other

- Non-timber forest products, wild foods, etc. for niche markets (2 dots)
- Hunting and wild meats (wild chickens, elk, moose, etc.) (2 dots)
- Abundant lakes and rivers (water) x2
- Indigenous land
- Crown land
- Fish
- Natural fur
- Sturgeon project
- Birch syrup
- Pembina Plum trees
- Farming and honey processing equipment

## ECONOMIC

7. *Community futures loans and services (4 dots)*
8. *CEDF loans, co-located services, community representatives x2 (4 dots)*
9. *Access to the land and unique partnerships (4 dots)*

## Other

- Thompson fur tables (3 dots)
- Agriculture Canada funding (2 dots)
- Wabowden Garden Centre (2 dots)
- Traditional Indigenous economies and related skills (fishers, trappers, hunters) (2 dots)
- People looking for work (1 dot)
- Carbon offset program for fish waste (1 dot)
- Manitoba Keewatinowi Okimakanak
- Keewatin Tribal Council
- Manitoba Metis Federation supporting economic development

## BUILT

7. *University College of the North x3 (7 dots)*
8. *Boreal Discovery Centre with sturgeon and gardens x2 (3 dots)*
9. *Norway House Historical Data on Farming (3 dots)*

## Other

- Hydro
- Highways
- Processing equipment and technology