



SUSTAINABLE PROTEIN CONSORTIUM OF FOOD PROCESSORS

Terms of Reference



MANITOBA'S SUSTAINABLE
PROTEIN ADVANTAGE

PROTEINMB.CA



CANADIAN
MANUFACTURERS
& EXPORTERS

CME-MEC.CA

OVERVIEW

A Consortium is a Network of the Canadian Manufactures and Exporters (CME) and a ProteinMB facilitated collaboration. Facilitated by a CME Staff member, and owned by every one of its members, the Consortium is assembled around a clearly understood vision. ProteinMB is a program housed by CME, funded by the Sustainable Canadian Agriculture Partnership (S-CAP) program.

SUSTAINABLE PROTEIN CONSORTIUM OF FOOD PROCESSORS

PURPOSE

- Knowledge sharing
- Best practice tours
- Problem-solving
- Identifying barriers and opportunities for growth
- Collaboration across Manitoba industry

VISION

A dynamic collective of diverse Manitoba protein companies, united to advance sustainable protein production and to position Manitoba as a global leader in the protein industry. By addressing shared challenges and amplifying the industry's voice, we aim to foster innovation, drive growth, and ensure Manitoba's leadership on the world stage.

MISSION

To serve as a unified voice for Manitoba's protein industry, collaboratively working to overcome barriers, share best practices, and leverage diverse expertise. We drive industry growth by defining sustainability standards, aligning on key sustainability metrics and sharpening policy. Through identifying gaps and resources, we aim to strengthen the industry and lead continuous improvement toward a more sustainable future.

CORE VALUES:

Transparency

We prioritize openness and honesty in our actions, ensuring clear communication and accountability within the consortium.

Collaboration

We are committed to working together, leveraging the collective strength of our members to achieve shared goals and drive industry-wide success.

Trust & Respect

We foster an environment of trust, respecting the confidentiality of shared information, valuing diverse perspectives, and ensuring that collaboration is free from competitive conflicts.

Authenticity

We operate with integrity, staying true to our mission, and genuinely supporting the sustainable growth of Manitoba's protein industry.

Agility

We embrace flexibility, allowing the consortium to evolve and adapt to changing industry needs and emerging opportunities, ensuring continuous improvement and relevance over time.

ROLES AND RESPONSIBILITIES

Participant

Active Participation - Engage fully in all meetings and discussions, contributing insights, ideas, and feedback. Designate backups to ensure consistent representation and engagement when lead member is unable to attend.

Sharing Best Practices - Share knowledge and experiences that benefit the consortium, fostering collective growth.

Strategic Planning Engagement - Participate in strategic planning sessions to determine annual topics and provide input on meeting agendas.

Preparedness - Complete any prework before meetings and arrive prepared to contribute meaningfully.

Accountability - Provide brief updates on initiatives, ensuring transparency and accountability.

Promotion and Recruitment - Actively promote the consortium and support efforts to recruit new members.

Sharing Output - Disseminate outcomes, insights, and learnings from the consortium with relevant ecosystem players.

Commitment - Commit to the consortium's mission, attending meetings regularly and engaging consistently.

Host

Meeting Venue - Provide a suitable venue for hosting consortium meetings and tours, as per the strategic plan.

Facilitation Support - Collaborate with facilitator to scope the meeting and ensure alignment with the consortium's objectives.

Organizational Overview - Share background information about your organization to provide context for the consortium.

Inclusion of Experts - When relevant, bring in subject matter experts to deepen discussions and provide specialized knowledge.

ProteinMB Facilitator

Documentation Management - Ensure all meeting documents, presentations, and related materials are organized, filed, and accessible to consortium members.

Manitoba Protein Advantage Strategy Liaison - Ensure ongoing engagement of the Consortium Members with Manitoba Protein Advantage Strategy progress through ProteinMB facilitated engagements.

Promotion and Recruitment - Lead the promotion and recruitment efforts to gain new members, in line with the group directive.

Strategic Planning Facilitation - Facilitate the consortium's annual strategic planning session, ensuring alignment on priorities and action items.

Central Point of Contact - Serve as the central point of contact for associations, consortium members, and the public, managing inquiries and representing the consortium's interests externally.

CONSORTIUM PROCESS FLOW

Annually: facilitate Strategic Planning Meeting determining the topics and hosts for the upcoming meetings.

Three-four weeks prior to meeting: meet with host company to determine scope, details, logistics, PPE requirements, capacity, and agenda.

Two weeks prior: send members meeting request with agenda, prework, details, and logistics. Request for guest participation would be circulated at this time for member confirmation. It is up to each member to disclose conflict of interest with the Facilitator.

Proposed Agenda Structure (4-6 hours):

- Welcome, introductions, icebreaker
- Update from previous meeting
- Host Tour/Feedback
- Engage in topic
- Opportunity for hands on activity
- Consortium members provide a one slide update
- Group reflection

One week prior: send host RSVPs and dietary restrictions

Day of: Facilitate Meeting, Sign In, Facilitate agenda

Within one week of meeting: Summarize meetings, circulate materials.

MEMBERSHIP GUIDELINE:

Member Fees - CME membership is required to participate in a Consortium. ProteinMB Associate's CME Membership fee is currently covered by the Sustainable Canadian Agriculture Partnership (S-CAP) funding. Each member company selects its preferred tier level and covers the associated cost, with invoices issued quarterly.

Tier 1 – \$8,000/year

Includes:

- Consortium Coordination
- Business Assessments (2 days)
 - » Lean Assessment
 - » Technology Assessment
 - » Supply Chain Assessment
- CME Facilitator Support (5 days/year)
 - » Lean 101 Workshop – An interactive introduction to Lean fundamentals, covering the seven wastes, core principles, key concepts, philosophy, and organizational benefits.
 - » Rapid Improvement Event – A customized improvement event using process enhancement tools such as Root Cause Analysis, Value Stream Mapping, or 5S.
 - » Shared Kaizen - A 3 Module (10 Day) Learn by Doing Cross Consortium Activity. Module 1 5S Kaizen, Module 2 Cycle Time Reduction Kaizen, Module 3 Office Kaizen all hosted at the gemba by Consortium Member Host.
 - » Shared Lean Management Systems – Four half-day virtual sessions focused on developing and implementing Lean management systems to support continuous improvement and operational excellence. Topics include daily management, visual controls, and performance tracking.
 - » Manufacturers' Leadership Development 101 – Fundamentals – Leadership training for manufacturing professionals, covering strategic thinking, team management, and effective communication to drive organizational success.
 - » Strategy Development & Road Mapping – Sessions focused on aligning organizational goals with strategic planning using the Hoshin Kanri approach to ensure long-term success.

Tier 2 - \$4,100/yr

Includes:

- Consortium Coordination
- Business Assessments (2 days)
 - » Lean Assessment
 - » Technology Assessment
 - » Supply Chain Assessment

Tier 3 \$2,500/yr

Includes:

- Consortium Coordination

CONSORTIUM SIZE

The maximum size of the consortium is set by the consortium and is currently proposed as 9-13 member organizations according to the following principles:

Continuing benefits to the current members in their pursuit of global competitiveness

The consortium's ability to manage the increased load without loss of quality, service or participation for all members

The ability to maintain appropriate support and value to members

ACTIVE MEMBERS

- Bothwell Cheese
- Freshwater Fish Marketing Corporation
- HyLife
- Manitoba Harvest Hemp Foods
- The Progressive Group of Companies

Each Member is represented by their designate who has a seat on the consortium:

- identifies as a ProteinMB Associate
- Represents the diverse protein industry

NEW MEMBERS

Membership in the consortium is valuable based on the contributions of both existing and new members. To be considered for membership, candidates must:

- Be a ProteinMB Associate
- Complete the New Member Nomination and Selection Process as outlined below
- Demonstrate a commitment to sustainable protein production
- Offer complementary, win-win benefits through participation in the consortium
- Be unanimously accepted by all members

New members can be nominated by existing consortium members or ProteinMB. If approved, they are welcome to attend one meeting as a guest before formally applying for membership.

STEPS TO MEMBERSHIP:

1. Circulation of Names: Organizations expressing interest in joining the consortium will have their names circulated by the facilitator for member review and feedback.
 - Members' comfort is crucial. If any member feels a potential new member poses a competitive threat, this will be sufficient grounds for declining their membership or participation in consortium events and activities.
2. Meeting Invitation: Organizations that do not present a competitive issue will be invited to attend a monthly meeting.
3. Formal Presentation: If the organization wishes to join, the ProteinMB facilitator will invite senior management from the applicant site to make a 15-minute presentation at the next regularly scheduled consortium meeting. The presentation should cover:
 - A brief profile of the organization
 - The company's Vision and Mission statements
 - A statement of support from senior management, expressing commitment to the consortium's vision and mission
 - A description of their contributions to the consortium
 - The benefits they expect from participation
 - An assessment of their global competitiveness and initiatives to enhance it
 - An outline of their corporate achievements and unique characteristics
4. Membership Presentation: The organization will present for membership at the next

consortium meeting.

5. Voting: A vote will be conducted. Acceptance into the consortium requires unanimous approval by all members through a private vote.

TERMINATION OF MEMBERSHIP

To voluntarily withdraw from the consortium, members are expected to give advance notice of their intent to end their participation.

The comfort level of members is paramount, hence any discomfort with the continued involvement of a member, who may now or in the very near future, pose a competitive challenge, shall be sufficient reason for requesting a Member in the consortium to withdraw. ProteinMB will do their best to evaluate and facilitate withdraw requests.

Reasons for requesting a member to withdraw from the consortium:

- Non-involvement in consortium activities
- Becoming a competitor to a pre-existing consortium member
- Engaging in activities that undermine the spirit and intent of the consortium

HAVE QUESTIONS?

Reach out to info@proteinmb.ca for more information



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MONTH	MEETING TOPIC	MEETING SCOPE	FORMAT (LEARN, SHARE, DO)	GUEST SPEAKER OPPORTUNITY	HOST
June	Lean	Attendance at the 2025 Embracing Excellence Lean Conference	Learn		CME -ProteinMB
September	Primary Ag (Scope 3)	Understanding how to track, measure, and report Scope 3. Consider how to standardize metrics across the value chain. Understand protein sector's role in biodiversity.	Learn		Manitoba Harvest
October	Data Driving Change	Using KPIs, HMI, PCLs, automation to capture and act on data.	Share		The Progressive Group of Companies
November	Sustainability Indicators	Deep dive into GHG, Soil Health, Biodiversity, Ecosystem Goods and Services, Social Wellbeing, Animal Welfare, Governance Benefits using the ProteinMB Value Chain Map Initiative Tool and Data. Understand: definition of indicator, impacts, resources, methods, and wins/best practices.	Learn-Share		ProteinMB
December	Carbon Accounting	Adding value & ROI through tracking emissions.	Learn-Share		HyLife
January	Technology: AI and Automation	Learn how organizations are rolling out technology. Assess opportunities for tech at a facility and determine implementation/roll out plan and impact.	Learn-Do		Bothwell Cheese
February	By-Product Management	Create a plan for managing by-products-how to get ready to do something with by-products/	Do-develop a guide		Freshwater Fish Marketing Corp
March	By-Product Avenues	Learn from local/global best practices, including anaerobic digestion.	Learn	FDC Simplot	
March	Safety	Best practices and industry tools.	Learn	Made Safe	