

Terms of Reference (TOR)

Value Added Food Processing Sector – Opportunity Analysis

1. Background

Brandon, Manitoba hosts a growing cluster of food-processing and manufacturing companies that contribute significantly to local employment and regional economic development. While the sector is well-established, companies continue to rely heavily on external suppliers, service providers, and contractors for inputs, maintenance, specialized services, logistics, and innovation support.

At the same time, by-products and residual materials created during food processing remain under-utilized, presenting opportunities for value-added processing, circular-economy initiatives, and business diversification.

To strengthen local economic resilience, enhance competitiveness, and create new business opportunities, a structured assessment is required to understand the current landscape, identify supply chain gaps, and evaluate feasible value-added opportunities.

2. Purpose of the Study

The purpose of this consulting engagement is to:

1. **Identify opportunities to increase the participation of local suppliers, contractors, and service providers** in the food-processing and manufacturing supply chain in Brandon, Manitoba.
2. **Identify opportunities to attract investment from external suppliers, contractors and service providers** that currently support the supply chain, but without a permanent local presence (approximately 100 kms).
3. **Assess the availability, quality, and potential uses of by-products** generated by local food-processing companies.
4. **Recommend feasible value-added business opportunities** based on identified by-products, including potential new enterprises, partnerships, or innovations.

5. **Produce a strategic action plan** with recommendations for industry, government, and local stakeholders.

3. Objectives

The consultant will deliver a study that:

3.1 Local Supplier & Contractor Development

- Maps current procurement needs of food-processing and manufacturing firms (inputs, maintenance, engineering, logistics, packaging, waste management, etc.).
- Identifies supply gaps where local businesses could compete or expand.
- Assesses the readiness and capability of existing local suppliers.
- Evaluates barriers to local procurement and recommends measures to reduce them.
- Identifies potential new supplier or contractor business opportunities.

3.2 Value-Added By-Product Opportunities

- Creates an inventory of by-products generated by companies in the region (organic waste, animal by-products, grains, oils, packaging residue, etc.).
- Evaluates the economic, environmental, and technical potential of converting by-products into value-added products (e.g., bioenergy, animal feed, fertilizers, bioplastics, food-grade ingredients).
- Identifies regulatory considerations, market trends, and technology requirements for each opportunity.
- Recommends the most viable value-added ventures for local scaling.

3.3 Economic Impact & Feasibility

- Estimates local economic benefits (jobs, investment, revenue retention).
- Provides preliminary feasibility analysis for highest-potential opportunities.
- Outlines partnership models (industry collaboration, co-ops, joint ventures, public-private initiatives).

3.4 Strategic Action Plan

- Recommends actions for industry leaders, the City, economic development agencies, colleges and universities, and chambers of commerce.

- Proposes programs, tools, or incentives to strengthen local supply chains.
- Recommend steps for supporting entrepreneurship and business expansion.

4. Scope of Work

The consultant will undertake, at minimum, the following activities:

1. Project initiation

- Kick-off meeting with the client
- Confirm scope, timelines, and data sources

2. Stakeholder engagement

- Interviews with food-processing/manufacturing firms
- Meetings with local suppliers and service providers
- Consultation with municipal and provincial bodies
- Engagement with research and innovation organizations

3. Data collection & analysis

- Procurement needs assessment
- By-product inventory and characterization
- Market and technology scan
- Economic and regulatory analysis

4. Opportunity identification and prioritization

- Screening criteria (market potential, feasibility, investment level, sustainability)
- Stakeholder validation session

5. Preparation of deliverables

- Interim findings report
- Final report with strategic action plan
- Executive summary and presentation to stakeholders

5. Deliverables

The consultant will deliver:

1. **Workplan and engagement schedule**
2. **Interim Findings Report**, including:
 - Preliminary supplier gap analysis
 - Preliminary by-product assessment
3. **Final Report**, including:
 - Local supplier development opportunities
 - Analysis of value-added by-product opportunities
 - Feasibility insights
 - Recommended actions, partnerships, and next steps
4. **Presentation** to the client and key stakeholders
5. **Data appendices** (supplier lists, by-product inventory, interview summaries)

6. Timeline

The study is expected to take **[8-16 weeks]**, depending on availability of participants and data. A detailed schedule will be confirmed during project initiation.

7. Consultant Qualifications

The preferred consultant or team will have:

- Demonstrated experience in supply chain analysis, food processing, agri-food economics, or industrial development
- Strong capabilities in stakeholder engagement
- Experience conducting feasibility studies and opportunity assessments
- Knowledge of Prairies manufacturing, agriculture, and regional economic conditions
- Excellent communication and reporting skills

8. Budget

A detailed budget proposal should include:

- Professional fees (hourly or fixed)
- Travel and engagement costs
- Data collection expenses
- Any subcontracting or specialized analysis

The consultant will operate within a maximum budget of \$50,000.

9. Reporting & Governance

- The consultant will report to a sub-committee of the Grow Brandon Agricultural Task Team. Madison Fortin will be a day to day contact for contract administration.
- Meetings will be held **bi-weekly** or as required.
- Draft reports will be reviewed by the client before finalization.

10. Evaluation Criteria

- Project Team – 40%
- Project Plan – 40%
- Value Added Suggestions – 20%

Projects will then be assessed on a price per point model.