

ALISTAIR WM JOHNSTON

2390 Juniper Circle, Sorrento, BC, V0E 2W2

synertik@gmail.com

604.761.5373

SKILLS & ATTRIBUTES

- Business generalist with broad product, innovation and distribution experience
- Extensive national and international food industry exposure
- Robust understanding of Canada's Agri-foods sector
- Strong communications and professional presentational skills
- Certified Adult Educator (Class room instruction & Curriculum development)
- Functional Spanish language competency

International Work Experience

- United Kingdom, Middle East, Republic of Ireland, United States, Canada, Australia, New Zealand, Ecuador, Russian Federation, Mexico

BUSINESS EXPERIENCE

February 2013 – Present

Synerik Strategies & Solutions Inc.

Principal: Owner/Manager of this niche Food Industry consultancy that focuses on assisting companies improve operational performance through instilling robust process controls and innovative management and leadership practices. In the past, this was a 5 person practice serving clients around the world (Mexico, Russia, USA etc). In this current iteration the concentration is on helping local Agri-Foods companies and management teams improve. Time has also been committed to serving the Agri-Food sector through the following positions:

- *Investment Agriculture Foundation of BC* – Board Member and Post Farm Gate Representative 6 years
- *BC Food Processors Association* – Vice Chair 3 years
- *Business Development Bank of Canada (BDC)* – Agri-Foods Sector Consulting Expert BC 5 years

August 1, 2015- July 31 2019

Canadian Dairy Commission

Chairperson: Effective August 1, 2015 appointed by Federal Minister Agriculture and Agri-foods Canada, for a four (4) Year term to lead this Crown Corporation. The Canadian Dairy Commission was established in 1966 with the mandate of coordinating federal and provincial dairy policies and creating a control mechanism for milk production which would help stabilize revenues and avoid costly surpluses. The CDC plays a key role as facilitator and stakeholder in the various forums that influence dairy policy in Canada and offers a framework for the management of the industry as a whole, which is a jurisdiction shared by the federal government and the provinces.

October 2013 – Present

B.C. Chicken Marketing Board

Vice Chairman: Re-appointed by BC Provincial Minister of Agriculture in October 2018 for a further 3 year term. The BCCMB is charged with the supervision, administration and regulation of the chicken industry in British Columbia. Further we contribute in a significant way to the operations of the national industry through our participation at the Chicken Farmers of Canada (CFC) A supplementary role has been to lead the work in developing progressive governance practices

March 2007 – February 2013
Abbotsford, B.C.

Vanderpol Food Group Ltd.,

July 2011 – February 2013 (Retired)

Sandel Foods Inc. (A Vanderpol Food Group Company)

President: Responsible for shepherding the first phase of turnaround of this 30+ year old, 40 employee business that faltered due to recessionary times and a relocation into a new 70,000 sq ft facility in Chilliwack. Charged with driving sales up and changing the culture to a more open environment where employees and customers are valued greatly.

May 2010 – Oct 2019

Partner, Vanderpol Food Group (Vanderpol's Eggs, Perth County Ingredients, Sandel Foods)

March 2007 – July 2011

continued...

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Director of Operations, Responsible for the strategic direction and execution of the operations plan of the Group's business enterprises Vitalus Nutrition Inc. and Vanderpol's Eggs Ltd. Supervised and led ~140 employees, comprising Production, Technical and Continuous Improvement specialists. Additionally shared responsible for Corporate/Governmental relations (Municipal, Provincial, Federal) and took the lead on industry association representation activities. Member of the 4 person Executive Committee charged with managing the group of companies.

Previous Employment (Canada)

Dairyworld Foods, Burnaby,

B.C.

Feb 1998 - Feb 1999 Team Leader Project Millennium: Responsible for the team charged with conceptualizing and justifying, a Cdn \$34 million Capital re-engineering plan for the B.C. business unit.

Jan 1996 - Jan 1998 Corporate Director, Operations and Technical Services Group reporting to the Chief Operating Officer of this \$1.3 billion p.a. Canadian Dairy Co-operative

1995-1996 Director, Special Projects, reporting to the Senior V.P. Operations responsible for the creation and successful implementation of key strategic re-engineering initiatives.

1992-95 Director, Armstrong Cheese, reporting to the V.P. Industrial Operations and accountable for the profit and quality performance of this \$100 million strategic business unit

Jan 1988 - July 1992

Northern Alberta Dairy Pool, Edmonton,

AB.

Director, Operations reported to the C.E.O. of this \$250 million p.a. Dairy Co-operative.

Governance Experience

- Past Chair Red Dog, Blue Cat Pet Food Company, Port Coquitlam, BC
- Chair, Alliance Freeze Dry, Langley, BC (Current)
- Board Member, Stongs Supermarket Group, Vancouver, BC (Current)

Awards

- Recipient, Greater Vancouver YMCA President's Award of Excellence 2012

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Education & Training

- Dairy Science, West of Scotland Agricultural College 1970-1972
- Certificate in Adult Education and Development, University of Alberta ~1996 - 1999

Volunteer Community Service Activities

- Member, Greater Vancouver YMCA Advisory Board 2006 -2011
- Team Leader, YMCA Humanitarian Projects to Ecuador 2006-2011

Robin Smith – Independent Director

RESUME - ROBIN SMITH BScAg, MBA

Robin has had an extensive career in the agriculture, food processing and seafood industry, including eleven years of international experience. For the past twenty five years he has held chairman, president or CEO positions in several agriculture and food processing organizations. He obtained a Bachelor of Science Agriculture from the University of British Columbia specializing in food science plus majors in economics and fisheries management. Also he holds an MBA from Simon Fraser University.

BRIEF CAREER HISTORY

Robin recently completed a 5 year term as the Chair of the BC Chicken Marketing Board. He is currently providing consulting services to the agrifood industry through his own firm Foodwest Resources that he has owned for more than thirty years. Robin is currently the Vice Chair of the BC Food Processors Association where he has been a board member for eleven years including Chair for three.

As the Executive Director/CEO of both the BC Dairy Foundation and BC Dairy Association Robin guided their merger into one organization. He was Chairman/CEO of NuFood Pet Inc (Toronto) and President/CEO of Protein Foods International. Through Protein Foods he spent eleven years in international business, including living abroad and managing businesses in Jordan, Egypt and Thailand. Also, he conducted business in Lebanon, Saudi Arabia, Israel, South Africa, Namibia, Zimbabwe, India, China and Australia. He headed the national agrifood consulting practice of Price Waterhouse for four years from Toronto.

Early in his career Robin held management positions with the Star Kist division of H.J.Heinz (Los Angeles), BC Packers and Panco Poultry.

Consulting Services Foodwest Resources

Through Foodwest Resources and Price Waterhouse Robin has provided management advisory services to a wide range of clients in the agriculture, food and seafood industries in every province and territory of Canada. Areas of expertise include: marketing, corporate organization, business/strategic planning, feasibility studies, economic development, policy development and government relations. Clients have included: agriculture organizations, boards and commissions: food, beverage and seafood processors: food distributors and grocery retailers: food service companies and many federal and provincial government departments.

SELECTED EXPERIENCE

BC Chicken Marketing Board

Robin was appointed as Chair by Order in Council (BC Cabinet) in September 2013 and served for over five years. The Board regulates the BC chicken industry and is responsible for: price setting; production controls; allocation; quota management; animal welfare; biosecurity; market promotion; advocacy and, as a member of the Chicken Farmers of Canada, represents British Columbia's interests on national issues.

BC Dairy Foundation/Association

As Executive Director/CEO of BC Dairy Foundation and BC Dairy Association managed these two dairy organizations and guided their merger into one. Robin was responsible for: industry promotion and advertising; crisis management; government and media relations. During his tenure as CEO dairy sales increased and several of their advertising campaigns won national and international awards including a Lion at Cannes.

BC Food Processors Association

This Association, started in 2004, represents the interests of BC food processors. Robin has been a board director for eleven years and was Chair for three years during the major growth phase of the organization. Currently he is the Vice Chair.

NuFood Pet Inc.

As the co-founder and Chairman/CEO of a pet food manufacturer in Toronto he personally developed the line of unique shelf stable products which were marketed across Canada. He raised the original funds for the company.

Protein Foods International Inc.

Protein Foods provided services, products and equipment to meat, poultry and seafood processors worldwide. Robin was President and bought the company from its original owners. He did business in the food industries of Jordan, Egypt, Thailand, South Africa, Saudi Arabia, Turkey Lebanon, Australia, Namibia, Zimbabwe, India, China, Malaysia and Israel. Robin personally developed a low cost, long shelf life meat product that did not require refrigeration for feeding the poor and hungry of Africa.

Protein Foods Jordan Ltd.

As the Managing Director/CEO Robin took this chicken slaughter/further processing company from receivership to a profitable enterprise over a three year period preparing it for sale.. He was responsible for all aspects of the business including plant operations and marketing/sales, this during the first Gulf war.

United Company for Poultry (Egypt)

Maamoun Brothers Group in Egypt were starting a chicken processing company and wanted to acquire the contract to supply MacDonald's Restaurants in the Middle East with processed products. Robin was retained to establish and manage this aspect of the business. In less than two years a plant was designed, equipped and built, staff trained, products developed and a successful domestic market established. The MacDonald's supply contract was acquired.

Price Waterhouse

For four years Robin managed the national agriculture, food and fisheries consulting practice for Canada from Toronto for the management consulting division of Price Waterhouse an international accounting firm.

Fishing Industry and Seafood

Worked as commercial fisherman and biologist and then for Star Kist Foods (California) and BC Packers (BC, Alaska). Numerous fishing industry consulting assignments

Foodwest Resource Consultants Ltd. Robin founded this management consulting company that specialized in the agriculture, food and seafood sectors. Foodwest grew to a staff of 35 with offices in Vancouver and Edmonton and carried out hundreds of assignments across Canada. The following are a selected few of the assignments that Robin led:

- Acted as Research Director for the BC Select Standing Committee on Agriculture \$2.5million comprehensive review of the Province's agri-food industries.
- National, regional and provincial cost of production studies for chicken, turkeys, eggs and industrial milk.
- Expert witness on supply management at public enquiries into tobacco, potatoes and chicken.
- Consultant to federal departments of Justice, Agriculture, Fisheries, Industry and External Affairs.
- Advisor on range of subjects to retail grocers including: Loblaw's, HY Louie, Woodward's and Dominion Stores.
- Development of a plan for the sale of wine in retail grocery stores in both Ontario and British Columbia.
- Developed a strategic plan for the Prince Edward Island potato industry.
- Many fishery consulting assignments for public and private industry clients dealing with fresh and marine aquaculture, project feasibility, economics and marketing in BC and other provinces.
- Conducted a comprehensive audit of the BC Ministry of Agriculture on behalf of the Auditor General.
- Detailed review of concentration and market power in the Canadian retail grocery industry and the use of discounts and allowances.
- National and international marketing studies for a wide variety of food and beverage processors and agricultural commodities.
- Business plan for establishment of a new specialty retail grocery company.
- Evaluation of value added food processing opportunities in British Columbia.
- Numerous consulting assignments in agriculture, food processing and fisheries for First Nations in British Columbia, Alberta, Ontario and the Yukon.

From: [Robert P. Hrabinsky](#)
To: [Claire E. Hunter](#)
Subject: CFP
Date: November 5, 2020 3:01:30 PM
Attachments: [image001.jpg](#)

Claire,

As you know, the BCFIRB has lifted the moratorium on agency applications, but it has not yet ruled on CFP's appeal from the Commission's June 23, 2019 decision to summarily dismiss CFP's application for designated agency status (the "Decision").

On September 3, 2019, after CFP had commenced its appeal from the Decision, you requested that the Commission "reconsider" the Decision in light of the fact that Mr. Les had since resigned as a director of CFP. On September 12, 2019, I wrote to you as follows:

It is the Commission's respectful position that a multiplicity of proceedings and applications is to be avoided. While CFP's appeal in relation to the Decision is extant, the Decision should not also be made the subject of other concurrent proceedings or application brought by CFP.

In short, until the appeal brought by CFP is dealt with in some manner, CFP's application for "reconsideration" is premature, and would otherwise give rise to an unnecessary multiplicity of proceedings.

I am instructed to advise that the Commission's view has not changed. However, I am further instructed to advise that if CFP abandoned its extant appeal before the BCFIRB, as well as any proceedings before the BC Supreme Court regarding that application for designated agency status, there would be no impediment to the Commission reconsidering the application given that the moratorium has been lifted by the BCFIRB.

Please let me know how you would like to proceed.

Robert P. Hrabinsky



Affleck Hrabinsky Burgoyne LLP
1000 – 570 Granville Street
Vancouver, BC, V6C 3P1

Email: rhrabinsky@ahb-law.com

Web: www.ahb-law.com

Direct Tel: 604-800-8026

Direct Fax: 604-800-9026

Office Tel: 604-800-8020

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From: [Robert P. Hrabinsky](#)
To: [Claire E. Hunter](#)
Subject: Agency Applications
Date: November 10, 2020 8:33:12 AM
Attachments: [image002.jpg](#)

Claire,

Further to my email to you dated November 5, 2020, I am instructed that any new rules or criteria developed by the Commission with respect to applications for designated agency status will be applicable to all applicants. I am further instructed that any such new rules or criteria are expected to be formulated within about four weeks. If necessary or appropriate, applicants will then be given an opportunity to supplement or revise their applications in light of any new rules or criteria formulated by the Commission. The Commission expects to be able to process applications in a timely manner.

Regards,

Robert P. Hrabinsky



Affleck Hrabinsky Burgoyne LLP
1000 – 570 Granville Street
Vancouver, BC, V6C 3P1

Email: rhrabinsky@ahb-law.com
Web: www.ahb-law.com

Direct Tel: 604-800-8026
Direct Fax: 604-800-9026
Office Tel: 604-800-8020

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From: [Robert P. Hrabinsky](#)
To: [Claire E. Hunter](#)
Subject: Agency Applications
Date: November 13, 2020 3:53:59 PM
Attachments: [image001.jpg](#)

Claire,

I am instructed that the Commission has established a panel to consider applications for designated agency status from persons that intend to market storage crops, and another panel to consider applications for designated agency status from persons that intend to market greenhouse vegetables. Each panel will consider all of the applications that are then before it at the same time. Complications could arise in the event that the Commission is presented with applications for designated agency status from persons that intend to market both storage crops and greenhouse vegetables. In that event, it is likely that a third panel would need to be struck, in which case such applications could be considered either before or after applications that are focused exclusively on storage crops or greenhouse vegetables.

Finally, the Commission is unable to be any more specific about when decisions will be made on applications, other than to reaffirm that it intends to address such applications in a timely manner. The Commission cannot anticipate every issue that might arise on an application, or what steps might need to be taken to address those issues.

Regards,

Robert P. Hrabinsky



Affleck Hrabinsky Burgoyne LLP
1000 – 570 Granville Street
Vancouver, BC, V6C 3P1

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Web: www.ahb-law.com

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BRITISH COLUMBIA FARM INDUSTRY REVIEW BOARD

IN THE MATTER OF THE NATURAL PRODUCTS MARKETING (BC) ACT, RSBC
1996, c. 330

AND

IN THE MATTER OF AN APPEAL CONCERNING THE DECISION TO SUMMARILY
DISMISS CFP'S APPLICATION FOR AGENCY STATUS

BETWEEN:

CFP MARKETING CORPORATION

APPELLANT

AND:

BRITISH COLUMBIA VEGETABLE MARKETING COMMISSION

RESPONDENT

DISMISSAL ORDER

WHEREAS:

- On July 3, 2019 the Appellant, CFP Marketing Corporation ("CFP") filed an appeal against the decision of the British Columbia Vegetable Marketing Commission dated June 28, 2019.
- On November 17, 2020, the Appellant, CFP Marketing Corporation, withdrew its appeal.
- Section 17 of the *Administrative Tribunals Act*, SBC 2004, c. 45 provides if an appellant withdraws an appeal, the tribunal must order that the appeal is dismissed.

THEREFORE THIS BOARD ORDERS:

- That the appeal filed by CFP Marketing Corporation from the decision of the British Columbia Vegetable Marketing Commission dated June 28, 2019 is dismissed.

BRITISH COLUMBIA FARM INDUSTRY REVIEW BOARD



Pawan Joshi
Presiding Member

Dated: November 19, 2020, at Victoria, British Columbia.