

## SWOT Analysis

### #1 Cannabis & Hemp

<b>STRENGTHS</b>	
<ul style="list-style-type: none"> <li>- Low land costs</li> <li>- Low taxes</li> <li>- Progressive County</li> <li>- Spin offs – extraction, manufacturing</li> <li>- High Quality Agriculture land</li> <li>- Favorable zoning policies</li> <li>- Proximity to industrial, urban services, manufacturing</li> <li>- Former employee – Darren – already in Hemp business – therefore resource available</li> <li>- Large track of Agricultural land</li> <li>- Growing trend with legalization</li> <li>- Long days (sun hours) of Central Alberta</li> <li>- Well connected to people at various stages of value chain</li> <li>- Internal policies support Hemp/value added Ag</li> </ul>	<ul style="list-style-type: none"> <li>- Ag and value added Ag identified as a strategic priority</li> <li>- Business development makes us competitive in the market</li> <li>- Good transportation network</li> <li>- Helps to diversify crop production and value-added local processing</li> <li>- Economic development support for regulatory and licensing process</li> <li>- Rail, air, etc. transportation</li> <li>- Viable locations and some services</li> <li>- PC redistricted land use – in place for permitting ie. Processing</li> <li>- Risk profile and tolerances</li> <li>- Open minded farmers</li> <li>- Open minded businesses</li> </ul>

<b>WEAKNESSES</b>	
<ul style="list-style-type: none"> <li>- Distance</li> <li>- Employee base</li> <li>- Knowledge/experience</li> <li>- Banking improving</li> <li>- Other municipalities are ahead – facilities already exist</li> <li>- Undeveloped producer network</li> <li>- Variable input – new products (technical challenge)</li> <li>- Capacities in some areas may affect speed to market</li> <li>- Lack of knowledge of our current Ag producers and capacity</li> </ul>	<ul style="list-style-type: none"> <li>- Perception of cannabis market and the safety (criminal activity) associated with it</li> <li>- Hemp manufacturers not well defined or established in area</li> <li>- Challenges to harvesting process as use different equipment than conventional crops</li> <li>- Labor availability for processing and production – location specific</li> <li>- Time – first to market, other jurisdictions also interested</li> <li>- Climate – much like canola</li> <li>- Stigma</li> </ul>

## OPPORTUNITIES

<ul style="list-style-type: none"> <li>- Numerous value added opportunities at all stages of the hemp processing cycle</li> <li>- Public education – cannabis vs. hemp</li> <li>- Benefits of hemp use</li> <li>- Agriculture and industrial community collaboration</li> <li>- Increasing global demand for all markets: food, fibre, natural health</li> <li>- The secondary market, eg. Food, brownies etc.</li> <li>- Fibre coming from overseas</li> <li>- Taxation incentives</li> <li>- Emerging markets (health, recreational, fibers, medical)</li> <li>- Legalization of cannabis</li> <li>- Industrial scale decostication</li> </ul>	<ul style="list-style-type: none"> <li>- Legalized cannabis creates opportunities for new business growth</li> <li>- Surrounding municipalities (some) are cautious about hemp and cannabis</li> <li>- Collaboration with existing hemp processor (Nisku)</li> <li>- Hemp product manufacturing spin offs</li> <li>- Move to green, more sustainable products</li> <li>- Growing population of cannabis users</li> <li>- Public awareness/acceptance</li> </ul>
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## THREATS

<ul style="list-style-type: none"> <li>- Too many in... crash? Too many operators – is there enough room?</li> <li>- Change in market requirement – GMP plans possibly not in place (Canada)</li> <li>- Changing legislation and tax changes</li> <li>- Potential saturation of market around cannabis</li> <li>- Taxation and assessment around cannabis processing facilities as industrial in industrial areas</li> </ul>	<ul style="list-style-type: none"> <li>- Leduc Ag Centre – may also create opportunity</li> <li>- GOA as an enabler can be a barrier</li> <li>- Hemp as a crop can be difficult to grow/harvest</li> <li>- Unknown market</li> <li>- Regional Hemp competition (transportation costs)</li> <li>- Incomplete/mismatched supply chain</li> </ul>
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## #2 – All Year Round Farmer’s Market

<b>STRENGTHS</b>	
<ul style="list-style-type: none"> <li>- Right time as GP wants it</li> <li>- Increased market and awareness for supplies in County</li> <li>- Land base</li> <li>- Policy development</li> <li>- Transportation systems</li> <li>- Demand for local grown, know where your food is sourced</li> <li>- Close to major urban market, population draw available</li> <li>- Agricultural variety</li> </ul>	<ul style="list-style-type: none"> <li>- History of top agriculture producers</li> <li>- Supportive economic development team, dedicated employee to rural economic development and tourism</li> <li>- Specialized producers</li> <li>- Existing businesses (corn maze, greenhouses)</li> <li>- Large population base</li> <li>- Very young demographics (West Edmonton, Hamptons, Windermere, Cameron Heights, Grange)</li> <li>- Marketing</li> </ul>

<b>WEAKNESSES</b>	
<ul style="list-style-type: none"> <li>- Where to locate</li> <li>- GOA legislation re: permitting Farmer’s Markets</li> <li>- Undeveloped producer networks (cross-specialization)</li> <li>- Uninterested producers/landowners</li> <li>- Inconsistent demand</li> </ul>	<ul style="list-style-type: none"> <li>- Competition – big market in Edmonton</li> <li>- Seasonal vendors</li> <li>- Liability – Agri-food, animals, safety</li> <li>- Employment – labour availability</li> <li>- Require a strong market coordinator in order to be successful</li> </ul>

<b>OPPORTUNITIES</b>	
<ul style="list-style-type: none"> <li>- Consumer demand- relatively undeveloped market in PC</li> <li>- Botanic Garden – Islamic</li> <li>- Food comes from interest from consumer</li> <li>- Helps create smaller scale entrepreneurs (not all eggs in one basket concept can be advantageous)</li> </ul>	<ul style="list-style-type: none"> <li>- Co-op venture capital potential</li> <li>- Organic foods</li> <li>- Healthy living</li> <li>- Restaurants/Chefs moving to local and sustainable</li> </ul>

<b>THREATS</b>	
<ul style="list-style-type: none"> <li>- Inconsistent demand and/or supply</li> <li>- Can we compete with others (eg. Holes, Go Centre)</li> <li>- Other similar markets and tourism clusters advanced eg. Competition</li> <li>- Vertical farming</li> </ul>	<ul style="list-style-type: none"> <li>- Quickly changing land base</li> <li>- Competition for local tourism market</li> <li>- Expensive, high end vendors</li> <li>- Loblaws is local</li> <li>- Food increase vs. cost of living</li> <li>- Independent farmers</li> </ul>

### # 3 – Driscoll Foods

<b>STRENGTHS</b>	
<ul style="list-style-type: none"> <li>- Open county</li> <li>- Other industry here</li> <li>- Local food desire</li> <li>- Economic development team</li> <li>- Access to transportation</li> <li>- Connection already</li> <li>- Cluster starting already</li> <li>- Great connection with Ken Cameron for this market</li> </ul>	<ul style="list-style-type: none"> <li>- Sungro already established in PC</li> <li>- Large tracks of land</li> <li>- Build on existing business growth (Sungro)</li> <li>- Consumer/local demand undeveloped market in PC</li> <li>- Sub straight available</li> <li>- Strong companies in fruit/Veg.</li> <li>- U of A greenhouse (Angus Watt)</li> </ul>

<b>WEAKNESSES</b>	
<ul style="list-style-type: none"> <li>- Consistent demand and/or supply</li> <li>- Cost of construction</li> <li>- Water demand</li> <li>- Heat</li> <li>- Connecting with existing market – need strategic plan to be effective</li> </ul>	<ul style="list-style-type: none"> <li>- Labour market</li> <li>- Growing season challenges</li> <li>- Access to market</li> </ul>

<b>OPPORTUNITIES</b>	
<ul style="list-style-type: none"> <li>- Ag industry growth</li> <li>- With other industry already here</li> <li>- Transportation</li> <li>- Year round or with shoulder growth</li> <li>- Utilize existing heat</li> </ul>	<ul style="list-style-type: none"> <li>- Corbin Tomaszeske</li> <li>- Off shoot businesses – eg. Wine making</li> <li>- Growing berry consumption</li> <li>- Canada export ready</li> </ul>

<b>THREATS</b>	
<ul style="list-style-type: none"> <li>- Viability long term</li> <li>- Location</li> <li>- Workers – transport</li> <li>- Picking winner RFP</li> </ul>	<ul style="list-style-type: none"> <li>- Alberta new west trade</li> <li>- Weather conditions</li> <li>- Feasibility</li> </ul>