

## Meat Sticks

Meat sticks are usually produced from ground beef and pork meat of lower quality cuts. There is limitless product characteristics that can be developed for meat sticks including unique tastes and packaging. Presently, the market contains numerous brands and flavors which vary by regional taste and product preferences.

Criteria	Assessment	Rank	Description of Rank
<b>1. Market Demand</b> <i>Does demand for this product exist? Production of a highly demanded product is preferred.</i>	Despite more than doubling in market size (147% growth) since 1997, meat snacks including meat sticks and beef jerky are considered a market segment to have continued growth potential. The increasing popularity of meat snacks has been attributed to several factors including: an improved image away from a perceived "truck stop and cowboy" snack; the low-fat/fat-free craze of the late 1990s and popularity of low-carb diets; the convenience of an on-the-go snack food; and flavor innovations.	Low Medium <b>High</b>	Limited to no market demand Stable to moderate market demand <b>Significant market demand</b>
<b>2. Competitive Forces</b> <i>Opportunities with limited competition is more desirable.</i>	This opportunity is in a moderately competitive and regionalized market segment with significant potential to differentiate product on non-price characteristics.	Low Medium <b>High</b>	Numerous competitors and product is priced as a commodity. Little to no potential exists to differentiate on the basis of non-price characteristics Moderate competition and/or moderate potential to differentiate on the basis of non-price characteristics <b>Limited competition and/or high potential to differentiate on the basis of non-price characteristics</b>
<b>3. Barriers to Entry</b> <i>Limited barriers to entry for this market are more desirable. All food processing facilities will require some form of provincial and/or federal regulatory approval.</i>	This opportunity will require moderate access to resources large enough to achieve and maintain some level of economies of scale.	Low <b>Medium</b> High	Requires significant resources (facility size, access to capital, etc) <b>Requires moderate resources (facility size, access to capital, etc)</b> Facilities and production capacity can be acquired relatively quickly and inexpensively
<b>4. Ease of Distribution</b> <i>Distribution that is inexpensive is more desirable.</i>	This opportunity is considered to be a fully dry shelf-stable product. Such products will allow for easy distribution through the use of multiple modes of transportation.	Low Medium <b>High</b>	Final product is bulky and requires specialized loading and transport Final product is moderately bulky and has some specific transportation needs <b>Final product is light weight and compact. Flexibility exists in loading and transport</b>
<b>5. Supply</b> <i>Does inexpensive access to the main ingredients of this product exist? An ability to source inputs quickly and inexpensively is more desirable. The BSE crisis and the difficulty in accessing the effects of future border reopening makes an accurate assessment of supply difficult.</i>	This opportunity will require the sourcing of lower quality cuts. The use of over thirty months cuts (OTM) would result in significant cost advantages compared to foreign manufacturers. Additionally, lower quality under thirty months cuts (UTM) could also be used and provide a similar cost advantage. Presently, OTM cuts are inexpensive and widely available. Access to other meat sources is presently subject to regular market conditions.	Low Medium <b>High</b>	Limited and/or expensive access to supply Moderate access to supply <b>Significant and/or inexpensive access to supply</b>
<b>6. Number of jobs created</b> <i>How many jobs will be created by this opportunity?</i>	Job creation will be dependent upon facility size and expected production capacity. This opportunity could be expected to create 6-10 fulltime jobs.	Low <b>Medium</b> High	0-5 jobs created <b>6-10 jobs created</b> 11+ jobs created
<b>7. Quality of jobs created</b> <i>Will the jobs created require additional education?</i>	This opportunity is expected to require special skills achieved through on the job training.	<b>Low</b> Medium	<b>Besides on-the-job training, additional education not required</b> Technical school/college diploma/trades training required

Criteria	Assessment	Rank	Description of Rank
		High	University degree required
<b>8. Impact on the environment</b>	This opportunity is expected to result in minimal environmental impacts. <i>Will there be environmental impacts? Minimal environmental impact is desired.</i>	Low	Extensive environmental impact, requires provincial and/or federal assessment
		Medium High	Some environmental impact, requires provincial assessment <b>Minimal or no environmental impact</b>
<b>9. Potential for spin-off business</b>	This opportunity is not expected to create possible spin-off businesses. <i>Spin-off businesses create additional jobs and provide additional services.</i>	Low	<b>Spin-off businesses unlikely</b>
		Medium	Spin-off businesses possible
		High	Spin-off businesses likely
<b>10. Impact on existing community</b>	This opportunity is expected to have a limited effect on the community. <i>A positive impact on the existing community is desired.</i>	Low	<b>Limited effect on community</b>
		Medium	Community will be slightly enhanced
		High	Community will be much enhanced
<b>11. Amount of financing required</b>	Financing required would be dependent upon facility size and expected production capacity. This opportunity is expected to require greater than \$250,000 in financing. <i>From a community standpoint, the less financing required, the better.</i>	Low	<b>Greater than \$250,000 required</b>
		Medium	Between \$100,000 and \$250,000 required
		High	Less than \$100,000 required
<b>12. Community support</b>	This opportunity is expected to receive active support from the community. <i>A large amount of community support may be required for some opportunities.</i>	Low	Community is indifferent to the idea
		Medium	Community is verbally supporting the idea
		High	<b>Community is actively supporting the idea</b>
<b>13. Project risk</b>	This opportunity is expected to carry moderate amounts of risk. <i>Opportunities with little or no risk are more desirable.</i>	Low	Opportunity carries great risks
		Medium	<b>Opportunity carries moderate risks</b>
		High	Opportunity carries minimum risks
<b>14. Timing of project</b>	This opportunity is expected to take 1-2 years to implement. <i>Opportunities that can be implemented in a shorter time frame are more desirable.</i>	Low	Opportunity will take > 2 years to implement
		Medium	<b>Opportunity will take 1 - 2 years to implement</b>
		High	Opportunity can be implemented in < 1 year
<b>15. Infrastructure/resources</b>	This opportunity is expected to require some new infrastructure either through the conversion or construction of facilities. <i>Opportunities that require little or existing infrastructure are more desirable.</i>	Low	Extensive new infrastructure/resources required to implement opportunity
		Medium	<b>Some new infrastructure/resources required to implement opportunity</b>
		High	Minimal, existing, or no infrastructure required to implement opportunity

Pet Food			
<p>Pet food is sourced from a variety of cuts and byproducts of varying quality. The pet food market is divided into two segments: dog food (including canned, dried, mixers, biscuits and semi-moist products), and cat food (including canned, dry and semi-moist products). Cuts used are typically considered not for human consumption, although some premium pet foods source higher quality cuts. The pet food market continues to experience growth. Manufacturers are continuing to differentiate pet food on a variety of factors. Increasingly quality, ingredient sources, and pet health are becoming key determinants in product selection.</p>			
Criteria	Assessment	Rank	Description of Rank
<b>1. Market Demand</b> <i>Does demand for this product exist? Production of a highly demanded product is preferred.</i>	<p>Market demand for these products is considered to be stable, with market demand in specialty products increasing. For example, the organic pet food market is growing at three times the rate of non-organic pet food.</p> <p>Overall, the US pet food market saw declines in mid-priced and economy brands in 2004, but these were outpaced by strong growth in premium brands across each sector with an increasing number of new products in the premium segment, often promising value-added benefits in terms of healthcare and nutritional value, designed to make these foods attractive despite their higher prices.</p> <p>In 2004, the most prevalent type of value-added benefit was foods formulated for weight loss or weight maintenance in pets. Much like the human population in the US, dogs and cats are becoming overweight in record numbers. Several new low-fat, low-carb, high protein pet foods have been introduced in the that encourage pet owners to monitor more closely their pets eating habits and maintain healthy weights, in order to avoid future pet health problems.</p> <p>Much like foods with other types of functionality, such as dental care, urinary or digestive health, and coat and skin care, these premium weight loss oriented foods have continued to encourage pet owners to trade up from mid-priced or economy brands. This trend continues to be a strong factor in the continued overall growth of dog and cat food sales.</p>	Low <b>Medium</b> High	Limited to no market demand <b>Stable to moderate market demand</b> Significant market demand
<b>2. Competitive Forces</b> <i>Opportunities with limited competition is more desirable.</i>	<p>This opportunity is in a moderately competitive market segment with potential existing to differentiate products on non-price characteristics. As noted above, brands differentiated on health and quality have seen market growth at the expense of mid-price and economy brands. This differentiation trend on non-price characteristics is believed to have continued market potential.</p>	Low <b>Medium</b> High	Numerous competitors and product is priced as a commodity. Little to no potential exists to differentiate on the basis of non-price characteristics <b>Moderate competition and/or moderate potential to differentiate on the basis of non-price characteristics</b> Limited competition and/or high potential to differentiate on the basis of non-price characteristics
<b>3. Barriers to Entry</b> <i>Limited barriers to entry for this market are more desirable. All food processing facilities will require some form of provincial and/or federal regulatory approval.</i>	<p>This opportunity will require moderate access to resources large enough to achieve and maintain some level of economies of scale.</p>	Low <b>Medium</b> High	Requires significant resources (facility size, access to capital, etc) <b>Requires moderate resources (facility size, access to capital, etc)</b> Facilities and production capacity can be acquired relatively quickly and inexpensively
<b>4. Ease of Distribution</b> <i>Distribution that is inexpensive is more desirable.</i>	<p>This opportunity has a long shelf life, is bulky, and has few specific transportation needs.</p>	Low <b>Medium</b> High	Final product is bulky and requires specialized loading and transport <b>Final product is moderately bulky and has some specific transportation needs</b> Final product is light weight and compact. Flexibility exists in loading and transport

Criteria	Assessment	Rank	Description of Rank
<b>5. Supply</b>	Present inexpensive access to over thirty months (OTM) cuts and byproducts provides a competitive advantage in producing higher quality pet foods, whereas sourcing under thirty months (UTM) cuts and byproducts may not. Access to other pet food meat sources is presently subject to regular market conditions.	Low	Limited and/or expensive access to supply
<i>Does inexpensive access to the main ingredients of this product exist? An ability to source inputs quickly and inexpensively is more desirable. The BSE crisis and the difficulty in accessing the effects of future border reopening makes an accurate assessment of supply difficult.</i>		Medium	<b>Moderate access to supply</b>
		High	Significant and/or inexpensive access to supply
<b>6. Number of jobs created</b>	Job creation will be dependent upon facility size and expected production capacity. This opportunity could be expected to create 6-10 fulltime jobs.	Low	0-5 jobs created
<i>How many jobs will be created by this opportunity?</i>		Medium	<b>6-10 jobs created</b>
		High	11+ jobs created
<b>7. Quality of jobs created</b>	This opportunity is expected to require special skills achieved through on the job training.	Low	<b>Besides on-the-job training, additional education not required</b>
<i>Will the jobs created require additional education?</i>		Medium	Technical school/college diploma/trades training required
		High	University degree required
<b>8. Impact on the environment</b>	This opportunity is expected to result in some environmental impact and may require provincial assessment.	Low	Extensive environmental impact, requires provincial and/or federal assessment
<i>Will there be environmental impacts? Minimal environmental impact is desired.</i>		Medium	<b>Some environmental impact, requires provincial assessment</b>
		High	Minimal or no environmental impact
<b>9. Potential for spin-off business</b>	This opportunity is not expected to create possible spin-off businesses.	Low	<b>Spin-off businesses unlikely</b>
<i>Spin-off businesses create additional jobs and provide additional services.</i>		Medium	Spin-off businesses possible
		High	Spin-off businesses likely
<b>10. Impact on existing community</b>	This opportunity is expected to have a limited effect on the community.	Low	<b>Limited effect on community</b>
<i>A positive impact on the existing community is desired.</i>		Medium	Community will be slightly enhanced
		High	Community will be much enhanced
<b>11. Amount of financing required</b>	Financing required would be dependent upon facility size and expected production capacity. This opportunity is expected to require greater than \$250,000 in financing.	Low	<b>Greater than \$250,000 required</b>
<i>From a community standpoint, the less financing required, the better.</i>		Medium	Between \$100,000 and \$250,000 required
		High	Less than \$100,000 required
<b>12. Community support</b>	This opportunity is expected to receive active support from the community.	Low	Community is indifferent to the idea
<i>A large amount of community support may be required for some opportunities.</i>		Medium	Community is verbally supporting the idea
		High	<b>Community is actively supporting the idea</b>
<b>13. Project risk</b>	This opportunity is expected to carry moderate amounts of risk.	Low	Opportunity carries great risks
<i>Opportunities with little or no risk are more desirable.</i>		Medium	<b>Opportunity carries moderate risks</b>
		High	Opportunity carries minimum risks
<b>14. Timing of project</b>	This opportunity is expected to take 1-2 years to implement.	Low	Opportunity will take > 2 years to implement
<i>Opportunities that can be implemented in a shorter time frame are more desirable.</i>		Medium	<b>Opportunity will take 1 - 2 years to implement</b>
		High	Opportunity can be implemented in < 1 year
<b>15. Infrastructure/resources</b>	This opportunity is expected to require some new infrastructure either through the conversion or construction of facilities.	Low	Extensive new infrastructure/resources required to implement opportunity
<i>Opportunities that require little or existing infrastructure are more desirable.</i>		Medium	<b>Some new infrastructure/resources required to implement opportunity</b>
		High	Minimal, existing, or no infrastructure required to implement opportunity

## Premium Beef Jerky

Premium Beef Jerky is produced from solid pieces of meat and cut into strips. There is limitless product characteristics that can be developed for meat sticks including unique tastes and packaging. Presently, the market contains numerous brands and flavors which vary by regional taste and product preferences.

Criteria	Assessment	Rank	Description of Rank
<b>1. Market Demand</b> <i>Does demand for this product exist? Production of a highly demanded product is preferred.</i>	<p>Despite more than doubling in market size (147% growth) since 1997, meat snacks including meat sticks and beef jerky are considered a market segment to have continued growth potential. The increasing popularity of meat snacks has been attributed to several factors including: an improved image away from a perceived "truck stop and cowboy" snack; the low-fat/fat-free craze of the late 1990s and popularity of low-carb diets; the convenience of an on-the-go snack food; and flavor innovations.</p>	<p>Low Medium <b>High</b></p>	<p>Limited to no market demand Stable to moderate market demand <b>Significant market demand</b></p>
<b>2. Competitive Forces</b> <i>Opportunities with limited competition is more desirable.</i>	<p>This opportunity is in a moderately competitive and regionalized market segment with significant potential to differentiate product on non-price characteristics.</p>	<p>Low Medium <b>High</b></p>	<p>Numerous competitors and product is priced as a commodity. Little to no potential exists to differentiate on the basis of non-price characteristics Moderate competition and/or moderate potential to differentiate on the basis of non-price characteristics <b>Limited competition and/or high potential to differentiate on the basis of non-price characteristics</b></p>
<b>3. Barriers to Entry</b> <i>Limited barriers to entry for this market are more desirable. All food processing facilities will require some form of provincial and/or federal regulatory approval.</i>	<p>This opportunity will require moderate access to resources large enough to achieve and maintain some level of economies of scale.</p>	<p>Low <b>Medium</b> High</p>	<p>Requires significant resources (facility size, access to capital, etc) <b>Requires moderate resources (facility size, access to capital, etc)</b> Facilities and production capacity can be acquired relatively quickly and inexpensively</p>
<b>4. Ease of Distribution</b> <i>Distribution that is inexpensive is more desirable.</i>	<p>This opportunity is considered to be a fully dry shelf-stable product. Such products will allow for easy distribution through the use of multiple modes of transportation.</p>	<p>Low Medium <b>High</b></p>	<p>Final product is bulky and requires specialized loading and transport Final product is moderately bulky and has some specific transportation needs <b>Final product is light weight and compact. Flexibility exists in loading and transport</b></p>
<b>5. Supply</b> <i>Does inexpensive access to the main ingredients of this product exist? An ability to source inputs quickly and inexpensively is more desirable. The BSE crisis and the difficulty in accessing the effects of future border reopening makes an accurate assessment of supply difficult.</i>	<p>As a result of the BSE crisis, meat from over thirty months (OTM) animals is being sold at a significant discount. The premium jerky opportunity would result in an additional market for OTM whole muscle cuts, as most of these muscle cuts are presently being ground. Therefore, sourcing muscle cuts would provide a comparative advantage in jerky production. Presently, the use of under thirty months (UTM) whole muscle cuts for jerky making in Canada would result in a comparative disadvantage, as US (UTM) whole muscle cuts can be sourced by foreign competitors more</p>	<p>Low <b>Medium</b> High</p>	<p>Limited and/or expensive access to supply <b>Moderate access to supply</b> Significant and/or inexpensive access to supply</p>

Criteria	Assessment	Rank	Description of Rank
<b>6. Number of jobs created</b>	Job creation will be dependent upon facility size and expected production capacity. This opportunity could be expected to create 6-10 fulltime jobs.	Low	0-5 jobs created
<i>How many jobs will be created by this opportunity?</i>		<b>Medium</b>	<b>6-10 jobs created</b>
		High	11+ jobs created
<b>7. Quality of jobs created</b>	This opportunity is expected to require special skills achieved through on the job training.	Low	<b>Besides on-the-job training, additional education not required</b>
<i>Will the jobs created require additional education?</i>		Medium	Technical school/college diploma/trades training required
		High	University degree required
<b>8. Impact on the environment</b>	This opportunity is expected to result in minimal environmental impact.	Low	Extensive environmental impact, requires provincial and/or federal assessment
<i>Will there be environmental impacts? Minimal environmental impact is desired.</i>		Medium	Some environmental impact, requires provincial assessment
		<b>High</b>	<b>Minimal or no environmental impact</b>
<b>9. Potential for spin-off business</b>	This opportunity is not expected to create possible spin-off businesses.	Low	<b>Spin-off businesses unlikely</b>
<i>Spin-off businesses create additional jobs and provide additional services.</i>		Medium	Spin-off businesses possible
		High	Spin-off businesses likely
<b>10. Impact on existing community</b>	This opportunity is expected to have a limited effect on the community.	Low	<b>Limited effect on community</b>
<i>A positive impact on the existing community is desired.</i>		Medium	Community will be slightly enhanced
		High	Community will be much enhanced
<b>11. Amount of financing required</b>	Financing required would be dependent upon facility size and expected production capacity. This opportunity is expected to require greater than \$250,000 in financing.	Low	<b>Greater than \$250,000 required</b>
<i>From a community standpoint, the less financing required, the better.</i>		Medium	Between \$100,000 and \$250,000 required
		High	Less than \$100,000 required
<b>12. Community support</b>	This opportunity is expected to receive active support from the community.	Low	Community is indifferent to the idea
<i>A large amount of community support may be required for some opportunities.</i>		Medium	Community is verbally supporting the idea
		<b>High</b>	<b>Community is actively supporting the idea</b>
<b>13. Project risk</b>	This opportunity is expected to carry moderate amounts of risk.	Low	Opportunity carries great risks
<i>Opportunities with little or no risk are more desirable.</i>		<b>Medium</b>	<b>Opportunity carries moderate risks</b>
		High	Opportunity carries minimum risks
<b>14. Timing of project</b>	This opportunity is expected to take 1-2 years to implement.	Low	Opportunity will take > 2 years to implement
<i>Opportunities that can be implemented in a shorter time frame are more desirable.</i>		<b>Medium</b>	<b>Opportunity will take 1 - 2 years to implement</b>
		High	Opportunity can be implemented in < 1 year
<b>15. Infrastructure/resources</b>	This opportunity is expected to require some new infrastructure either through the conversion or construction of facilities.	Low	Extensive new infrastructure/resources required to implement opportunity
<i>Opportunities that require little or existing infrastructure are more desirable.</i>		<b>Medium</b>	<b>Some new infrastructure/resources required to implement opportunity</b>
		High	Minimal, existing, or no infrastructure required to implement opportunity

## Organic/Natural Meats

This plant would slaughter animals and produce organic, and/or natural meat. These specialty meats are in market segments witnessing significant growth. Facilities dedicated to the production of these specialized products would allow for a smaller facility to capture price premiums that would partially offset the lack of economies of scale required in conventional livestock slaughter and processing. Presently, this market is underserved by large slaughter and processing facilities, who do not consider these market segments sizeable enough to warrant impacting their economies of scale and production processes.

Criteria	Assessment	Rank	Description of Rank
<b>1. Market Demand</b> <i>Does demand for this product exist? Production of a highly demanded product is preferred.</i>	The retail market for organic food in Canada has witnessed an annual sales growth rate of 15-20%. There is considered to be substantial room for growth in Canadian organic food sales including the introduction of new products and the replacement of imports. Additionally, organic meat products are significantly underrepresented as a percent of the entire organic marketplace and, as the overall organic market grows, organic meat sales are expected to witness significant growth above that of other organic products. According to one study organic poultry demand is expected to grow at 30% a year.	Low Medium High	Limited to no market demand Stable to moderate market demand <b>Significant market demand</b>
<b>2. Competitive Forces</b> <i>Opportunities with limited competition is more desirable.</i>	Domestic and international competition in organic products is considered to be increasing. Presently, competition is largely regionalized and the ability to differentiate between non-organic and organic and within the organic market is significant.	Low Medium High	Numerous competitors and product is priced as a commodity. Little to no potential exists to differentiate on the basis of non-price characteristics Moderate competition and/or moderate potential to differentiate on the basis of non-price characteristics <b>Limited competition and/or high potential to differentiate on the basis of non-price characteristics</b>
<b>3. Barriers to Entry</b> <i>Limited barriers to entry for this market are more desirable. All food processing facilities will require some form of provincial and/or federal regulatory approval.</i>	This opportunity will require significant access to resources large enough to achieve and maintain some level of economies of scale (Land, Slaughter and Fabrication Facilities, Waste Disposal, Cooler Capacity). Government and other association approval	Low Medium High	<b>Requires significant resources (facility size, access to capital, etc)</b> Requires moderate resources (facility size, access to capital, etc) Facilities and production capacity can be acquired relatively quickly and inexpensively
<b>4. Ease of Distribution</b> <i>Distribution that is inexpensive is more desirable.</i>	This opportunity is perishable, can be extremely bulky, and requires specific transportation methods both for quality and regulatory purposes.	Low Medium High	<b>Final product is bulky and requires specialized loading and transport</b> Final product is moderately bulky and has some specific transportation needs Final product is light weight and compact. Flexibility exists in loading and transport
<b>5. Supply</b> <i>Does inexpensive access to the main ingredients of this product exist? An ability to source inputs quickly and inexpensively is more desirable. The BSE crisis and the difficulty in accessing the effects of future border reopenings makes an accurate assessment of supply difficult.</i>	Accessing an adequate supply of organic and/or natural animals to provide a consistent supply of boxed beef and quality/yield grades may be difficult.	Low Medium High	<b>Limited and/or expensive access to supply</b> Moderate access to supply Significant and/or inexpensive access to supply

Criteria	Assessment	Rank	Description of Rank
<b>6. Number of jobs created</b>	Job creation would be dependent upon facility size and expected production capacity. This opportunity is expected to be created in excess of 11 fulltime jobs.	Low	0-5 jobs created
<i>How many jobs will be created by this opportunity?</i>		Medium	6-10 jobs created
		High	11+ jobs created
<b>7. Quality of jobs created</b>	This opportunity is expected to require special skills achieved through on the job training.	Low	<b>Besides on-the-job training, additional education not required</b>
<i>Will the jobs created require additional education?</i>		Medium	Technical school/college diploma/trades training required
		High	University degree required
<b>8. Impact on the environment</b>	This opportunity is expected to have a potentially significant impact on the environment and will require federal and provincial assessment.	Low	<b>Extensive environmental impact, requires provincial and/or federal assessment</b>
<i>Will there be environmental impacts? Minimal environmental impact is desired.</i>		Medium	Some environmental impact, requires provincial assessment
		High	Minimal or no environmental impact
<b>9. Potential for spin-off business</b>	This opportunity is expected to create possible spin-off businesses.	Low	Spin-off businesses unlikely
<i>Spin-off businesses create additional jobs and provide additional services.</i>		Medium	<b>Spin-off businesses possible</b>
		High	Spin-off businesses likely
<b>10. Impact on existing community</b>	This opportunity is expected to have a limited effect on the community.	Low	<b>Limited effect on community</b>
<i>A positive impact on the existing community is desired.</i>		Medium	Community will be slightly enhanced
		High	Community will be much enhanced
<b>11. Amount of financing required</b>	Financing required would be dependent upon facility size and expected production capacity. This opportunity is expected to require greater than \$250,000 in financing.	Low	<b>Greater than \$250,000 required</b>
<i>From a community standpoint, the less financing required, the better.</i>		Medium	Between \$100,000 and \$250,000 required
		High	Less than \$100,000 required
<b>12. Community support</b>	This opportunity is expected to receive active support from the community.	Low	Community is indifferent to the idea
<i>A large amount of community support may be required for some opportunities.</i>		Medium	Community is verbally supporting the idea
		High	<b>Community is actively supporting the idea</b>
<b>13. Project risk</b>	This opportunity is expected to carry moderate amounts of risk.	Low	Opportunity carries great risks
<i>Opportunities with little or no risk are more desirable.</i>		Medium	<b>Opportunity carries moderate risks</b>
		High	Opportunity carries minimum risks
<b>14. Timing of project</b>	This opportunity is expected to take greater than 2 years to implement.	Low	<b>Opportunity will take &gt; 2 years to implement</b>
<i>Opportunities that can be implemented in a shorter time frame are more desirable.</i>		Medium	Opportunity will take 1 - 2 years to implement
		High	Opportunity can be implemented in < 1 year
<b>15. Infrastructure/resources</b>	This opportunity is expected to require extensive new infrastructure.	Low	<b>Extensive new infrastructure/resources required to implement opportunity</b>
<i>Opportunities that require little or existing infrastructure are more desirable.</i>		Medium	Some new infrastructure/resources required to implement opportunity
		High	Minimal, existing, or no infrastructure required to implement opportunity

## Ready-to-Eat Meal Replacements

This opportunity can be sourced from a variety of meat cuts, both low and high quality and includes numerous products. Additionally, the opportunity would require the production of side dishes, drink mix, and other meal components. The Meal, Ready-To-Eat (MRE) is designed to sustain an individual engaged in heavy activity such as military training, outdoor activities, or in emergency situations when normal food service facilities are not available. The MRE is a totally self-contained ration consisting of a full meal packed in a flexible meal bag. The full bag is lightweight and can be easily stored. Each meal bag contains an entree and a variety of other components. The types of entrees is limitless and examples include: Beef with Mushrooms, Chicken with Cavatelli, Pork with Rice in BBQ, Chili with Macaroni, Pork Chop, Beef Stew, Western Beans, Pasta with Vegetables, Cheese Tortellini, Red Beans with Rice, Minestrone, Tuna with Noodles, and Corned Beef Hash. While the entree may be eaten cold when necessary, it can also be heated in a variety of ways, including submersion in hot water while still sealed in its individual entree package. A flameless ration heating device is often supplied with the MRE to heat the entree.

Criteria	Assessment	Rank	Description of Rank
<b>1. Market Demand</b> <i>Does demand for this product exist? Production of a highly demanded product is preferred.</i>	Stable markets for MREs exist within the military and as a supply in humanitarian aid. Market growth outside of these areas has been limited as consumers are slowly becoming aware of the quality, packaging, transportation, and storage benefits of MRE prepared foods. Research on MRE markets is largely unavailable.	<b>Low</b> Medium High	<b>Limited to no market demand</b> Stable to moderate market demand Significant market demand
<b>2. Competitive Forces</b> <i>Opportunities with limited competition is more desirable.</i>	Few significant competitors seem to exist in this market. Overall, the market is largely dominated by military contracts with limited retailing of the product existing.	<b>Low</b> Medium High	Numerous competitors and product is priced as a commodity. Little to no potential exists to differentiate on the basis of non-price characteristics <b>Moderate competition and/or moderate potential to differentiate on the basis of non-price characteristics</b> Limited competition and/or high potential to differentiate on the basis of non-price characteristics
<b>3. Barriers to Entry</b> <i>Limited barriers to entry for this market are more desirable. All food processing facilities will require some form of provincial and/or federal regulatory approval.</i>	This opportunity will require significant access to resources large enough to achieve and maintain some level of economies of scale. Processing equipment will need to be adaptable to provide the selection of MREs that present suppliers provide. MRE packaging	<b>Low</b> Medium High	<b>Requires significant resources (facility size, access to capital, etc)</b> Requires moderate resources (facility size, access to capital, etc) Facilities and production capacity can be acquired relatively quickly and inexpensively
<b>4. Ease of Distribution</b> <i>Distribution that is inexpensive is more desirable.</i>	The shelf life of the MRE is three to seven years depending on storage temperature and handling. The product is light weight and compact and has few transportation restrictions.	<b>Low</b> Medium High	Final product is bulky and requires specialized loading and transport Final product is moderately bulky and has some specific transportation needs <b>Final product is light weight and compact. Flexibility exists in loading and transport</b>
<b>5. Supply</b> <i>Does inexpensive access to the main ingredients of this product exist? An ability to source inputs quickly and inexpensively is more desirable. The BSE crisis and the difficulty in accessing the effects of future border reopening makes an accurate assessment of supply difficult.</i>	This opportunity can be sourced from a variety of cuts, both low and high quality. Present inexpensive access to over thirty months (OTM) cuts provides a substantial competitive advantage, whereas sourcing under thirty months (UTM) cuts does not. Access to other meat sources is presently subject to regular market conditions. Access to other meal components would depend on	<b>Low</b> Medium High	Limited and/or expensive access to supply <b>Moderate access to supply</b> Significant and/or inexpensive access to supply

Criteria	Assessment	Rank	Description of Rank
<b>6. Number of jobs created</b>	Job creation would be dependent upon facility size and expected production capacity. This opportunity is expected to be created in excess of 11 fulltime jobs.	Low	0-5 jobs created
<i>How many jobs will be created by this opportunity?</i>		Medium	6-10 jobs created
		High	11+ jobs created
<b>7. Quality of jobs created</b>	This opportunity is expected to require special skills achieved through on the job training.	Low	<b>Besides on-the-job training, additional education not required</b>
<i>Will the jobs created require additional education?</i>		Medium	Technical school/college diploma/trades training required
		High	University degree required
<b>8. Impact on the environment</b>	This opportunity is expected to result in minimal environmental impact.	Low	Extensive environmental impact, requires provincial and/or federal assessment
<i>Will there be environmental impacts? Minimal environmental impact is desired.</i>		Medium	Some environmental impact, requires provincial assessment
		High	<b>Minimal or no environmental impact</b>
<b>9. Potential for spin-off business</b>	This opportunity is not expected to create possible spin-off businesses.	Low	<b>Spin-off businesses unlikely</b>
<i>Spin-off businesses create additional jobs and provide additional services.</i>		Medium	Spin-off businesses possible
		High	Spin-off businesses likely
<b>10. Impact on existing community</b>	This opportunity is expected to have a limited effect on the community.	Low	<b>Limited effect on community</b>
<i>A positive impact on the existing community is desired.</i>		Medium	Community will be slightly enhanced
		High	Community will be much enhanced
<b>11. Amount of financing required</b>	Financing required would be dependent upon facility size and expected production capacity. This opportunity is expected to require greater than \$250,000 in financing.	Low	<b>Greater than \$250,000 required</b>
<i>From a community standpoint, the less financing required, the better.</i>		Medium	Between \$100,000 and \$250,000 required
		High	Less than \$100,000 required
<b>12. Community support</b>	This opportunity is expected to receive active support from the community.	Low	Community is indifferent to the idea
<i>A large amount of community support may be required for some opportunities.</i>		Medium	Community is verbally supporting the idea
		High	<b>Community is actively supporting the idea</b>
<b>13. Project risk</b>	This opportunity is expected to carry moderate amounts of risk.	Low	Opportunity carries great risks
<i>Opportunities with little or no risk are more desirable.</i>		Medium	<b>Opportunity carries moderate risks</b>
		High	Opportunity carries minimum risks
<b>14. Timing of project</b>	This opportunity is expected to take 1-2 years to implement.	Low	Opportunity will take > 2 years to implement
<i>Opportunities that can be implemented in a shorter time frame are more desirable.</i>		Medium	<b>Opportunity will take 1 - 2 years to implement</b>
		High	Opportunity can be implemented in < 1 year
<b>15. Infrastructure/resources</b>	This opportunity is expected to require some new infrastructure either through the conversion or construction of facilities.	Low	Extensive new infrastructure/resources required to implement opportunity
<i>Opportunities that require little or existing infrastructure are more desirable.</i>		Medium	<b>Some new infrastructure/resources required to implement opportunity</b>
		High	Minimal, existing, or no infrastructure required to implement opportunity