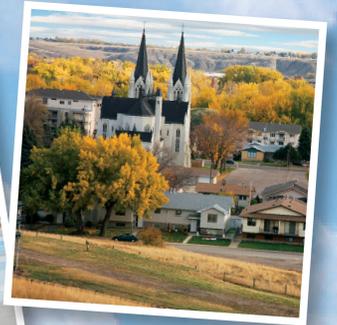
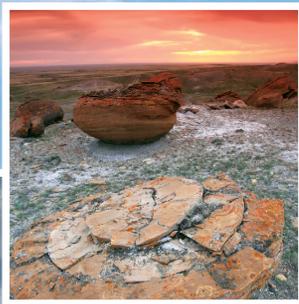


# ANNUAL REPORT

2013-2014



**PALLISER**  
ECONOMIC PARTNERSHIP



## Message from the Chair

The 2013– 2014 Palliser Economic Partnership (PEP) operating year has been a challenging one for the Board of the Directors and they have responded positively to embrace the vision and PEP’s role in southeast Alberta’s regional economic development.

After the municipal elections in October of 2013 sixteen new appointments were made to the Board of Palliser Economic Partnership. The new Board appointees have done an outstanding job to grasp the scope and breadth of PEP’s role in regional economic development. This was readily apparent when the new strategic plan was being developed with a healthy discussion by the Board on PEP’s mandate and strategic priorities.



We continue to work with our Eastern Alberta Trade Corridor (EATC) partners, Battle River Alliance for Economic Development and Northeast Alberta HUB to position eastern Alberta for business development and investment attraction. We have established closer working relationships with other stakeholders such as the Veterans Memorial Highway Association who now have a representative on the PEP Board. The EATC initiative is gaining momentum and funds were received from Alberta Municipal Affairs to assist in developing a Strategic Plan and operational plan. We are working diligently and within our means to better position southeast Alberta for investment.

Our efforts in EATC have led to the development of an improved EATC website, marketing materials and a positive working relationship with the Ports to Plains Alliance. An example of this is that EATC was invited to speak at a major Oil and Gas Transportation and Logistics Conference based largely on a recommendation from Ports to Plains. PEP delivered the presentation on behalf of EATC.

We continue to dialogue with the provincial government to place REDAs on a more secure financial platform and are hopeful that some additional funding may be available for the 2014-2015 fiscal year. In closing I would like to extend my sincere gratitude to the Board of Directors, all Mayors, Reeves and municipal councillors who continue to support PEP, its vision, and goals for southeast Alberta.

Yours truly,

Alan Hyland,  
Chair, Palliser Economic Partnership

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## Palliser Economic Partnership Ltd.

### Palliser Economic Partnership (PEP)

Palliser Economic Partnership Ltd. was incorporated as a not-for-profit corporation in 2001. Its shareholders are comprised of urban and rural municipalities located in south east Alberta. PEP is a member driven organization, with Board members that include elected officials and business people. The organization is funded through per capita contributions from its member municipalities. Its goal is to improve and expand the economy of southeast Alberta.

The corporate structure of PEP consists of eighteen municipal shareholders having entitlement to appoint both a municipal and business representative. Each representative is a voting member of PEP. The appointed representatives constitute the Board of Directors. PEP's Executive Committee, in turn is comprised of the President, 1st Vice-President, 2<sup>nd</sup> Vice President, Secretary-Treasurer, and two members at large all of whom are elected from within the Board of Directors at its Annual General Meeting.

PEP engages in key initiatives that benefit the entire region. These initiatives are driven by: marketing the region, building capacity and co-operation within the region through learning and networking opportunities, and actively encouraging investment and business growth. PEP works in partnership with a number of economic development agencies and organizations both in and outside of the region as well as provincial and federal government departments to accomplish its objectives.

### 2013-2014 Corporate Structure, Shareholders and Board of Directors

Member municipalities who are the shareholders of Palliser Economic Partnership are entitled to appoint an elected representative of municipal council and a business representative to the Board of Directors.

Member municipalities of Palliser Economic Partnership and their representatives are noted below:

MUNICIPALITY	ELECTED REPRESENTATIVE	BUSINESS REPRESENTATIVE
City of Medicine Hat	Jim Turner	Keith Crush
County of Forty Mile No. 8	Bryan Lengyel	Chantal Timmons
County of Newell No. 4	Brian de Jong	Michelle Gietz
Cypress County	LeRay Phal	Dan Hamilton
MD Acadia No. 34	Peter Rafa	
Special Area #2, #3 and #4	Bob Gainer	Jay Slempe
Town of Bassano	Lynn MacWilliam	Kevin Jones
Town of Bow Island	Alan Hyland	
Town of Hanna	Chris Warwick	Jason Smith
Town of Oyen	Doug Jones	Stacey Wiechnik
Town of Redcliff	Eric Solberg	
Village of Cereal	Tami Olds	Crystal Anderson
Village of Empress	Debbie Ross	Arlen Johnston
Village of Foremost	Ken Kultgen	Brent Burton
Village of Rosemary	Don Gibb	
Village of Youngstown	Robert Blagen	

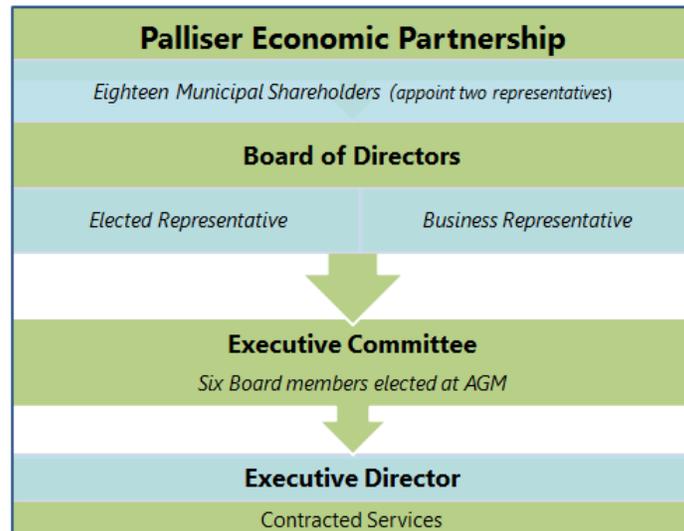
## 2013- 2014 Palliser Economic Partnership - Executive Committee

The following Directors were elected as officers of the company and members of the Executive Committee at the Annual General Meeting of Palliser Economic Partnership Ltd. June 14, 2013 and organizational meeting held November 8, 2013.

**President**  
 Alan Hyland (Town of Bow Island)  
**Second Vice-President**  
 Doug Jones (Town of Oyen)  
**Members at Large**  
 Jim Turner (City of Medicine Hat)

**First Vice-President**  
 Eric Solberg (Town of Redcliff)  
**Secretary – Treasurer**  
 Debbie Ross (Village of Empress)  
**Members at Large**  
 Don Gibb (Village of Rosemary)

### Palliser Economic Partnership - Organizational Chart



## Palliser Economic Partnership – Mission and Strategic Priorities

**Palliser Economic Partnership (PEP)** is a regional economic development alliance consisting of 18 member municipalities within South East Alberta committed to improving the region’s overall economy. PEP’s mission is to create an environment that encourages regional cooperation and business investment to realize its goal of an economically strong and healthy Palliser region.

PEP offers its member municipalities’ economic guidance. It undertakes studies and research upon which projects are designed and undertaken. Most often these initiatives are outside the scope and reach of member municipalities to do on their own.

## **Palliser Economic Partnership Mission Statement**

*Palliser Economic Partnership facilitates regional cooperation to position South East Alberta as an ideal location for business investment.*

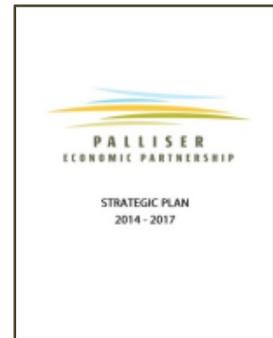
# **Palliser Economic Partnership - Strategic Plan**

## **Strategic Priorities**

A key role for Palliser Economic Partnership is that of a regional connector of economic stakeholders. PEP is uniquely positioned to connect regional stakeholders with other organizations outside the region, across the province, the country, and internationally.

### **1. Marketing and Communications**

One of PEP's priorities is make Southeast Alberta globally competitive by marketing the region on a larger scale and promoting initiatives to attract investment. It is also vital to promote the Palliser Economic Partnership as an effective regional alliance and the region as a healthy place to live and do business.



### **2. Regional Cooperation**

PEP is committed to grow and build communities through capacity building and collaboration, ensuring strong, vibrant communities throughout the region. We support balanced and sustainable growth in member communities, building alliances, partnerships, and networks that enhance economic development participation inside and outside the region.

### **3. Business Investment**

PEP encourages sustainable economic growth by supporting business retention, economic diversity, investment attraction, industry innovation, and technology adoption and commercialization.

The 2014-2017 strategic plan reaffirmed that the three strategic priorities of Marketing and Communications, Regional Cooperation, and Business Investment. Regional industry sectors, infrastructure assets, and partnerships drive these priorities. Key regional drivers identified in the development of the 2014-2017 Strategic Plan include:

- **Eastern Alberta Trade Corridor,**
- **Ports to Plains Alliance,**
- **Manufacturing: Fabricated Metal Sector and,**
- **Aerospace and Defence: UVS Sector**

## Eastern Alberta Trade Corridor

The Eastern Alberta Trade Corridor (EATC) runs from the Saskatchewan border to just east of Alberta's two largest cities. If no one knew any better it might be called the Best Kept Secret in Canada. The **EATC** seems at first glance to be simply a vast area of wide-open spaces, home to small communities and farmland.

In fact it is that simplicity that provides the area with its greatest attributes which is why Palliser Economic Partnership has identified the **EATC** as its No. 1 priority. "When the province became a member of Ports to Plains, the trio of economic alliances along Alberta's eastern border, Palliser Economic Partnership,



**Eastern Alberta Trade CORRIDOR**  
We Mean Business

**Transportation & Logistics**

**We Mean Business**

- Low traffic, resource rich area
- Safe roads and well-developed infrastructure system create new opportunities in trucking, rail, and warehousing
- Over \$75 billion of Alberta products shipped internationally each year
- High load corridor with direct access to key U.S. markets
- EATC pipelines feed the world's energy needs

[www.easternbertatradecorridor.com](http://www.easternbertatradecorridor.com)

Battle River Alliance for Economic Development and

Northeast Alberta Information HUB saw this as a great opportunity to build on their own initiative of an economic corridor," says PEP Chair Alan Hyland. There is strength in numbers and together the three organizations represent more than 80 municipalities as members who fully support the **EATC** concept. A major focus is the branding of eastern Alberta from the U.S. border to the Alberta oil sands as the **Eastern Alberta Trade Corridor**. Palliser Economic Partnership along with Battle River Alliance for Economic Development and Alberta HUB are striving to establish **EATC** as an international trade corridor and to leverage the economic benefit of the oil sands for Eastern Alberta communities.

### Veterans Memorial Highway 36 Association

PEP is pleased to officially welcome the Veterans Memorial Highway 36 Association to its Board of Directors. In 2013 PEP formally approved to have VMHA appoint one of their Directors to the PEP Board. Reeve Molly Douglass, County of Newell, has been appointed to the PEP Board of Directors. This is an illustration of how PEP can be a more effective organization by developing closer working relationships

with key stakeholders. Highway 36 is a key transportation corridor in Eastern Alberta and VHMA is a valuable working partner with the Eastern Alberta Trade Corridor initiative.

**Sustainability & Growth**  
Strategic Plan 2014 - 2017

## Government of Alberta Support for EATC

A grant application, submitted to Regional Collaboration Program (RCP) Alberta Municipal Affairs from the Town of Killam and supported by the Town of Bow Island on behalf of, EATC was approved in 2013. The purpose of the grant funding was to enable EATC to develop a Strategic Plan and two year work plan. A second application submitted by the Town of Hanna supported by the County of St. Paul has also been approved by Alberta Municipal Affairs. This second funding application will assist the Eastern Alberta Trade Corridor to develop a marketing plan and undertake website improvements to the PEP, BRAED, HUB and EATC websites.

## Government of Canada Support for EATC

The Palliser Economic Partnership application to the Invest Canada Community Initiative program on behalf of the three REDAs has been approved. Funds are being requested to update regional data and a multi-level mapping system which will be integrated into the PEP, BRAED, HUB and EATC websites.

## Ports to Plains Alliance



A **Northern Tier Ports to Plains Alliance** meeting was held in Wainwright June 21, 2013. The event attracted over 75 persons from the United States, Saskatchewan and Alberta. Minister of International and Intergovernmental Relations Cal Dallas along with local MLAs were also in attendance. The planning sessions focused on the development of a business case for the Northern Ports-to-Plains Corridor.

Palliser Economic Partnership along with Alberta HUB and BRAED were GOLD sponsors of the **16th Annual Ports to Plains Conference** in Amarillo, Texas, Oct 1-3, 2013. Bud James, Chair of the Battle River Alliance for Economic Development presented on behalf of the EATC partners. Conference delegates all spoke about the importance of Keystone Pipeline and the need to advocate for its approval in Washington. The EATC partners along with Alberta's Industrial Heartland held a reception to promote the region and business development opportunities to conference delegates.

The Eastern Alberta Trade Corridor is a joint initiative of:



In association with:



# Manufacturing - Business Development & Supply Chain

PEP is facilitating the formation of local and regional business networks to encourage profitability through collaboration. Manufacturing businesses within a similar industry sector can join forces to compete on new market and supply chain opportunities.



### National Supply Chain Forum (NSCF) November 12-14, 2014

Palliser Economic Partnership participated at the NSCF in Calgary November 12-13, 2013. The event was very well attended and a number of contacts were established with companies involved in the oil sands supply chain including ADF Group of Montreal, Quebec who are currently establishing a modular fabrication facility in Great Falls, Montana.

### Ports to Plains Pavilion

Several Palliser based companies and organizations also attended the NSCF trade show clustered in Ports to Plains Pavilion. In addition to PEP, Cactus Corner Business Park, Hranco Industries, Newell Regional Economic Development Initiative, Cactus Corridor Economic Development, Hirschfeld Industries and Ports to Plains Alliance promoted the region to conference delegates.

### IQPC Oil & Gas Transportation & Logistics Conference, Calgary

The International Quality and Productivity Center (IQPC) of New York hosted an Oil & Gas Transportation & Logistics Conference, in Calgary, January 28 - 30, 2014. IQPC approved the Eastern Alberta Trade Corridor as a presenter at the conference on the topic of Mastering the Challenges of Providing Transportation in Remote Areas: Examining Infrastructure, Communities, and Costs. Palliser Economic Partnership delivered the presentation on behalf of EATC and focused on key benefits of the region:



- High Load and other transportation corridors – Highway 36, 41, 16, 1,
- Land and infrastructure suited for large scale storage, distribution, fabrication and assembly of goods,
- Lowering operating costs, land costs, and taxes,
- Ease of goods movement with respect to time, distance and shipping costs.

## Selling to Government Seminar

Palliser Economic Partnership along with Alberta Enterprise and Advanced Education and the Medicine Hat Chamber of Commerce hosted a procurement seminar in Medicine Hat on May 29, 2013. About 20 persons attended the event and commented positively on the information provided by local, provincial and federal representatives.

The event included presentations on procurement from representatives of the City of Medicine Hat, Cypress County, CFB Suffield, Defence Construction Canada, Buy and sell Canada and the Alberta Purchasing Connection.



## Palliser Futures – Community Connectivity

Following the 2010 Growing Rural Alberta Symposium the Town of Oyen supported by the Town of Redcliff secured funding through the Regional Collaboration Grant Alberta Municipal Affairs to develop action plans for Palliser Economic Partnership member municipalities.

During the past several years Palliser Economic Partnership has worked closely with regional economic development partners to develop plans that align with the Palliser Futures vision. In the 2013-2014 period plans have been completed by:

- SAMDA Economic Partnership,
- Cactus Corridor Economic Development Corporation,
- Special Area 4,
- Newell Regional Economic Development Initiative,
- County of Forty Mile Region,
- Medicine Hat, Cypress County and Redcliff - Freight Transportation Assessment

### County of Forty Mile Regional Project

The PEP Futures project involving Foremost, Bow Island and County of Forty Mile hosted an event titled **World of Opportunities – Ways to build your Community** November 25, 2013 in Foremost and Bow Island. The two, three hour sessions included presentations from Jay Slep on the Return to Rural Initiative, Laura Sterling, Junior Achievement, Sterling Cripps of the Canadian Centre for Unmanned Vehicle Systems (CCUVS) and Dan Ohler from the Alberta Community Cooperative Association.



## **City of Medicine Hat, Redcliff and Cypress County**

Palliser Economic Partnership has engaged the City of Medicine Hat, Cypress County and the Town of Redcliff to investigate the transportation sector and the movement of goods into and out of the region. The project seeks to assess how the freight transportation system in Southeast Alberta is performing and to identify opportunities in the transportation – logistics sector. Palliser Economic Partnership retained RJ T&L Consulting Ltd. of Calgary to undertake the project.

## **Alberta Transportation Strategy Consultations**

Alberta Transportation is presently seeking public input into the development of a long term transportation strategy. Chair Alan Hyland and PEP Board Director Jim Turner of Medicine Hat attended the consultation session in Medicine Hat February 5, 2014 to present a submission from PEP on transportation issues in southeast Alberta.

## **Alberta Agriculture - Rural Economic Development Action Plan**

The MLA Rural Development Task Force leading the Rural Development Action Plan hosted a community stakeholder roundtable session in Medicine Hat on March 31, 2014. Chair Alan Hyland and PEP Board Director Debbie Ross attended this event on behalf of Palliser Economic Partnership.

# Palliser Economic Partnership Regional Map

