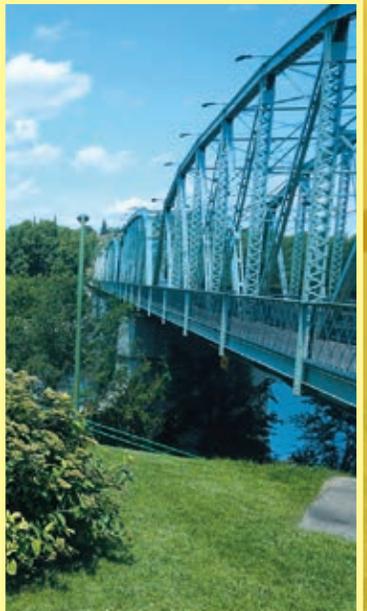
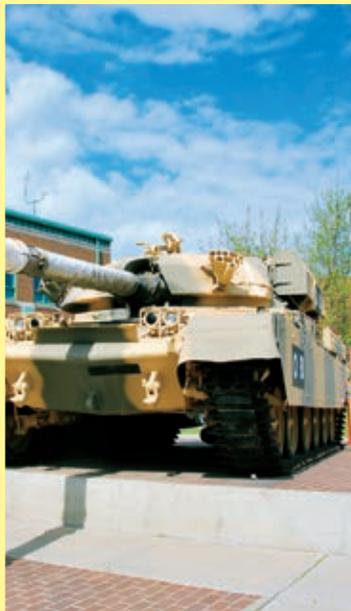
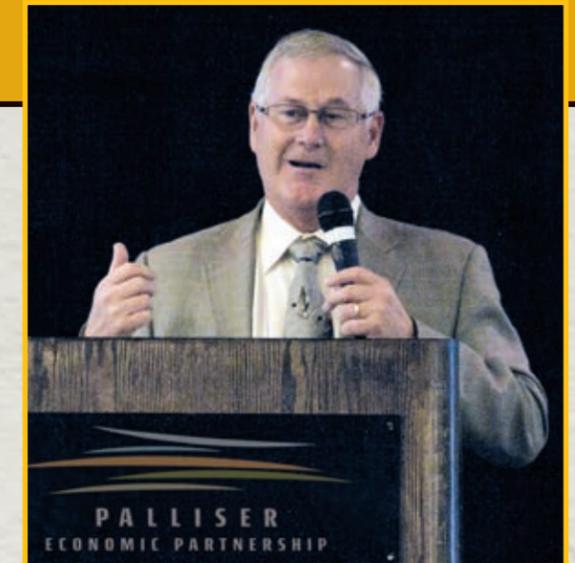


PALLISER
ECONOMIC PARTNERSHIP

2016 - 2017 ANNUAL REPORT





Dear PEP Members,

It has been a privilege to represent the 22 communities belonging to Palliser Economic Partnership over the last year as the organization endeavors to foster economic growth in the region.

HIGHLIGHTS:

Promoting awareness of PEP region and Issues

- **PEP has been active in promoting our region as a great place to do business.**

We had the opportunity to meet with Hon. Deron Bilous Minister of Economic Development and Trade. He definitely was listening last year when he attended our annual meeting. The issue of funding for REDAs improved significantly with announcements of CARES funding for REDAs increasing by an additional \$100,000 per year over the next two years. This is separate funding from the Municipal side of the grant which made project funding available for local and multiple partner economic development projects.

- **Investigating rail trans-loading facilities**

We have determined that our role is getting good information and then getting the players to the table to see if is a desire or need to move it forward. Over the last year Cypress County/ Medicine Hat project assumed by County. Oyen project has site selection work completed and is moving on to site plan and costing. County of Newell/Brooks region was being considered for a transportation logistics project but will be now looking at other opportunities.

- **We have been sharpening our focus on the three major roads in our area.**

We now have a list of priorities for each of these roads and we are supporting all of the highway associations in their efforts to improve our transportation corridors to support business. Improving and expanding high load corridors has been a priority.

- **Wild Horse Border Crossing**

- o The business case was completed and the committee is working on an implementation plan to garner support for moving forward.
- o Three main asks:
 - Extending hours to 13 hours a day year round
 - Electronic manifest capability
 - Commercial crossing access 7 days a week

High speed internet has become an issue in many communities. Business case provided to communities and report is being finalized for end of June. We have been able to partner with Calgary Regional partnership to find some common areas that we could work together on. Great to see the activity and momentum building for the Foremost unmanned vehicle training centre.

I want to make a special note of thanks to our executive director Walter Valentini for his dedication, vision and hard work over the last year. **Thanks to each member community. We truly are better together!**

Sincerely Yours,

Jay Slemp

Message from the Chair	p 2
Palliser Economic Partnership Ltd	p 3
2016 – 2017 - Shareholders	p 3
New Member Shareholders	p 4
Shareholders of the Company	p 4
2016 – 2017 Board of Directors	p 5
Management and Operations	p 5
Palliser Economic Partnership Members Map	p 6
2014 - 2017 Strategy and Business Plan	p 7
Business Investment	p 8
Town of Oyen and Special Areas Logistics Park Assessment	p 8
High Load Corridor Designation	p 8
Port of Wild Horse Business Case/Feasibility Study	p 9
NADO Award - Wild Horse Border Project	p 10
Regional Broadband Project	p 11
Calgary Regional Partnership Transportation Workshop	p 12
Digital Futures Symposium	p 12
Foremost Unmanned Aerial Systems Range	p 13
Marketing and Communications	p 15
Community Profiles & Investment Fact Sheets	p 15
Global Petroleum Show June 7 - 9, 2016	p 15
Selling to Government Seminar - May 5, 2016	p 16
Eastern Alberta Trade Corridor (EATC)	p 17
Investment Attraction Strategy	p 18
EATC - Local to Global Forum (Camrose)	p 18
Ports to Plains Conference	p 19
Liaison with the Government of Alberta	p 20
Regional Cooperation	p 20
Palliser Economic Partnership AGM	p 21
Palliser Economic Partnership Transportation Map	p 22

Palliser Economic Partnership Ltd.

Palliser Economic Partnership Ltd. (PEP) was incorporated as a not-for-profit corporation in 2001. Its shareholders are comprised of urban and rural municipalities and a post-secondary institution located in Southeast 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 shareholders and through grants from the provincial and federal government. Its goal is to improve and expand the economy of Southeast Alberta.

PEP engages in key initiatives that benefit the entire region. The goals are to market the region, build capacity and cooperation within the region through learning and networking opportunities and actively encourage investment and business growth. PEP offers its member municipalities' economic guidance. It undertakes studies and research upon which opportunities are identified and initiatives designed and undertaken. Most often these initiatives are outside the scope and reach of member municipalities to do on their own. 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.

2016 - 2017 SHAREHOLDERS



The corporate structure of PEP consists of twenty-two shareholders. Each shareholder is entitled to appoint two representatives to the Board. The appointed representatives constitute the Board of Directors. Shareholders of the company include the following:

City of Brooks	City of Medicine Hat	Town of Bow Island
County of Forty Mile	Cypress County	County of Newell
Special Area 2	Special Area 3	Special Area 4
Town of Bassano	Town of Hanna	Town of Oyen
MD of Acadia	Town of Redcliff	Village of Cereal
Village of Consort	Village of Duchess	Village of Foremost
Village of Empress	Village of Rosemary	Village of Youngstown
	Medicine Hat College	

New Member Shareholders

In the period from January 2015 to June 2016, four new shareholders joined PEP bringing the total number of shareholders to 22 representing 21 municipalities and one post-secondary institution. The population of PEP member shareholder municipalities represents about 99% of all the population of Southeast Alberta.

Village of Duchess - In June 2016, Board of Directors unanimously approved the Village of Duchess as a shareholder of the company. This marks the return of Duchess to the organization after its departure in 2012.

Village of Consort - In January 2016, Board of Directors unanimously approved the Village of Consort as a shareholder of the company.

City of Brooks - In June 2015, the Board of Directors unanimously approved the City of Brooks as a shareholder of the company. This marked the return of Brooks to the organization after its departure in 2012.

Medicine Hat College - In January 2015, the Board of Directors unanimously approved Medicine Hat College as a shareholder of the company.

Member Shareholders

Shareholder	Elected Representative	Business Representative
City of Brooks	Fred Rattai	
City of Medicine Hat	Jim Turner	Sandra Blyth
County of Forty Mile	Bryne Lengyel	Chantal Timmons
County of Newell	Brian de Jong	
Cypress County	Art Squire	Alf Belyea
MD of Acadia	Peter Rafa	
Special Areas	Bob Gainer	Jay Slep
Town of Bassano	Lynn MacWilliam	Jackie Peterson
Town of Bow Island	Alan Hyland	Marjorie Moncrieff
Town of Hanna	Jason Smith	Richard Preston
Town of Oyen	Doug Jones	Stacey Wiechnik
Town of Redcliff	Eric Solberg	
Village of Cereal	Tami Olds	Crystal Anderson
Village of Consort	Tony Owens	Monique Jeffrey
Village of Duchess	Shannyn Rus	
Village of Empress	Arlen Johnston	Debbie Ross
Village of Foremost	Ken Kultgen	Brent Burton
Village of Rosemary	Don Gibb	
Village of Youngstown	Robert Blagen	
Medicine Hat College	David Petis	Cindy Slenders

Board of Directors and Executive Committee

Appointments to the Board of Directors

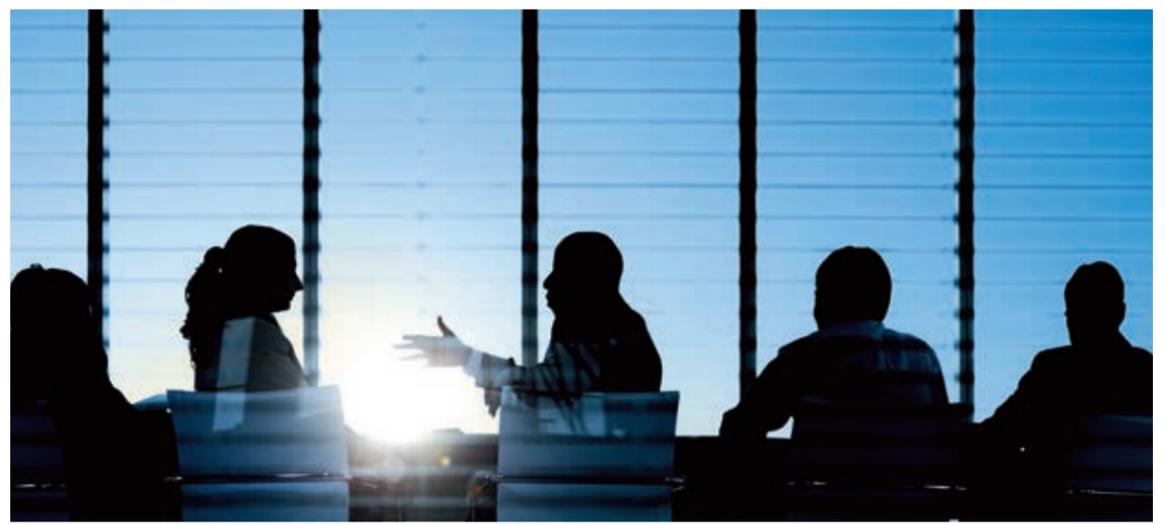
Directors are appointed by the shareholders on an annual basis for the calendar period November 1st to October 31st of each year. Municipal members may choose to retain their appointed members and or appoint new representatives - changes in appointed representatives provides an opportunity for other elected municipal officials to gain a broader understanding of PEP's role in economic development. In August 2016 Medicine Hat College, appointed Cindy Slenders and in November 2016 Shannyn Russ was appointed by the Village of Duchess and Sandra Blyth by the City of Medicine Hat.

Corporate Officers and Executive Committee

The Officers of the corporation and Executive Committee are established each year at the Annual General Meeting. The Executive Committee is comprised of the President, 1st Vice President, 2nd Vice President, Secretary/Treasurer, two elected Board members at large and the immediate Past President. At the PEP Annual General Meeting held on June 29, 2016 in Medicine Hat, Alberta, the following Directors were elected as Officers of the company and members of the Executive Committee:

- | | | | |
|-----------------------|-------------|----------------------|--------------|
| President | Jay Slemm | First Vice-President | Jim Turner |
| Second Vice-President | Doug Jones | Secretary/Treasurer | Debbie Ross |
| Member at Large | Don Gibb | Member at Large | Eric Solberg |
| Past President | Alan Hyland | | |

Management and Operations



PEP has retained an Executive Director to manage and implement an annual operations plan and budget approved by the Board at its Annual General Meeting. A range of administrative, accounting, legal and consulting services are contracted. To manage the affairs of the company in a prudent and orderly fashion the Executive Committee can authorize approvals on funds and projects that are brought forward to the Board for ratification.

Palliser Economic Partnership Members Map



2014 - 2017 Strategy and Business Plan

PEP continues to follow the three-year 2014-2017 Strategy and Business Plan (adopted in 2014) sets out three strategic areas of priority. The 2014-2017 Strategic Plan reaffirmed that the three strategic priorities are Marketing and Communications, Regional Cooperation, and Business Investment. These priorities are driven by regional industry sectors, infrastructure assets and partnerships. The following were identified as key regional drivers in development of the Strategic Plan:

1. Marketing and Communications

One of PEP's priorities is to 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 growing and building 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, technology adoption and commercialization.



Business Investment

Town of Oyen - Special Areas

Logistics Park Assessment

PEP is supporting the Town of Oyen and Special Areas to investigate the feasibility of a logistics park in or near Oyen. CN Rail currently services Oyen, but abandoned the Branch line west of Oyen via Hanna to Calgary. If feasible the logistics park would provide businesses in the region access to a truck rail transfer site that would allow them new avenues for growth. The intent would be to generate additional rail traffic and that the extra business from the logistics park would strengthen the business model for CN to provide additional services in the short term and improve the long-term viability in the long term.

A working committee has been established to oversee the project – members include: Doug Jones, Mayor of Oyen, Jordon Christianson Chair, Special Areas, Peter Rafa, Reeve MD of Acadia, Jay Slempe, Chair of PRP and Charmain Snell, CAO Town of Oyen. PROLOG Canada were selected as the consultants for the project. The project is co-funded by the Town of Oyen, Special Areas and Palliser Economic Partnership. The project has reached out to local and regional businesses to gauge their interest in a rail-based industrial park and the response has been positive. Discussions with CN Rail have been positive and instructive as to their specific requirements for a project of this nature.



High Load Corridor Designation

PEP has made a "submitted request" to Alberta Transportation via the High Load Corridor (HLC) Committee, to designate the TransCanada highway between Medicine Hat and Highway 36 as a high load corridor. To date the following actions have been undertaken:

- May 16, 2016 - Alberta Transportation, High Load Corridor Office advises that they have received letters of support for the designation of the TransCanada highway between Medicine Hat and Highway 36 as a high load corridor from the City of Brooks, County of Newell, Cypress County, the Town of Redcliff and City of Medicine Hat.
- The HLC office identified that there are 22 line crossings on the TransCanada highway between Medicine Hat and Highway 36. Many of these line crossings do not meet the minimum 9 metre height requirements of the High Load Corridor.
- Next step is to contact AltaLink and Fortis Alberta to obtain estimates to elevate or bury these lines however, Alberta Transportation will be undertaking full review of the High Load Corridor system in Alberta and that no action would be taken until that study is completed in mid to late 2017.

Port of Wild Horse Business Case/Feasibility Study



The Port of Wild Horse Business Case for Service Improvements March 2017. The Van Horne Institute/PROLOG Canada presented their final report on the Wild Horse Border Business Case at a meeting of the Wild Horse Border Committee (WHBC) on February 24, 2017 in Havre Montana. The consultants surveyed transport carriers and identified that with road conditions as they stand, the carriers would divert more than 3,000 movements via Wild Horse, if it were open 13 hours/day/7 days a week and provided commercial clearance (Electronic Data Interface) services. That plus the estimated cost of the improvements prove that there is

a business case for the enhanced hours and enhanced service request. Next step is the creation of an action plan with defined roles and responsibilities. A draft has been created and is to be ratified by the Committee as a whole at their next meeting in the new fiscal year.



Canada Border Services Agency - Wild Horse Port of Entry



U.S. Customs and Border Protection - Wild Horse Port of Entry

Wild Horse Border Project receives 2016 NADO Innovation Award

NADO AWARD

The National Association of Development Organizations (NADO), awarded Wild Horse Border Project a 2016 Innovation Award winner. NADO represents multi-jurisdictional Economic Development Districts at the national level in the United States in areas of policy development, training and best practices. They are an outstanding organization that has a big impact and Bear Paw Development has been a member of NADO for a number of years.

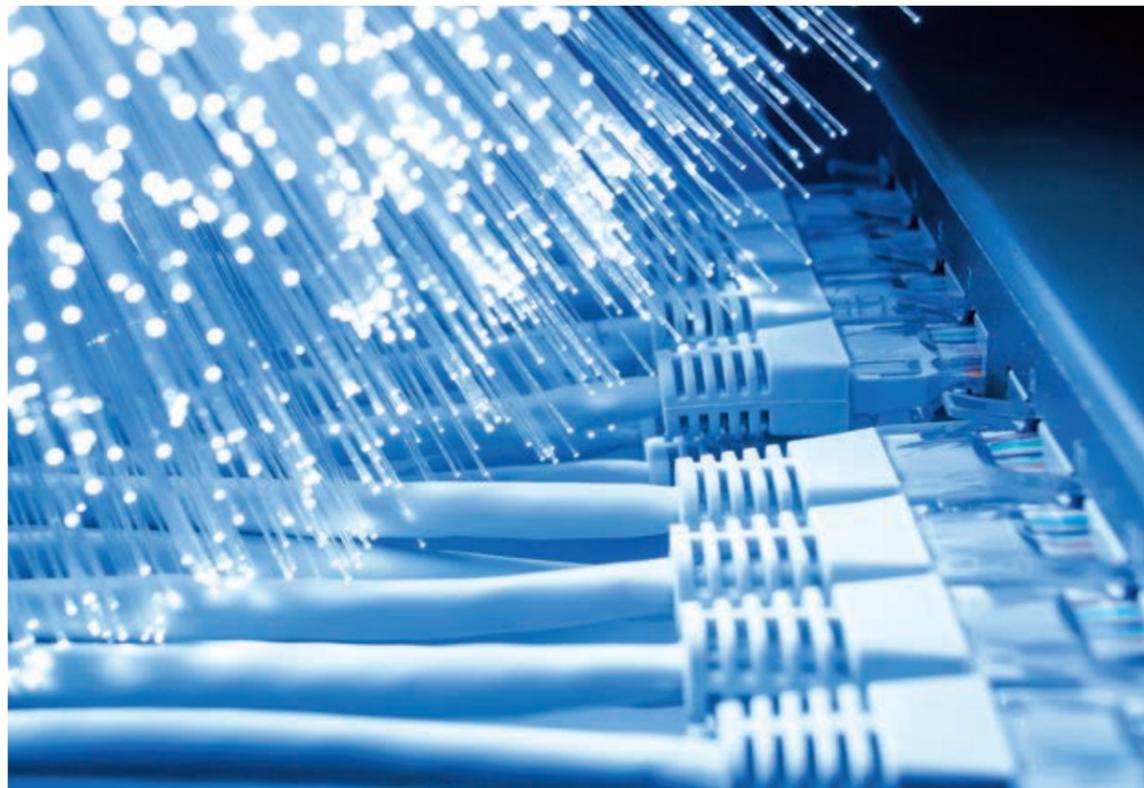
The award is an acknowledgement that the Wild Horse Border Project was a 2016 Innovation Award winner. Specifically, this award recognizes the various partners: Bear Paw Development Corporation, Palliser Economic Partnership, City of Havre, Hill County, City of Medicine Hat and the Montana Department of Commerce for their efforts to develop a feasibility study / business plan for this long-standing initiative in northern Montana and southern Alberta.

Broadband infrastructure is as important to business development in 2017 as the highways were in the 1950's and the rail in the 1800's. The Palliser Region is currently underserved with broadband infrastructure. The PEP Regional Broadband Project is being funded by Alberta Economic Development and Trade, Medicine Hat College and PEP. In June 2016 PEP launched a project to determine the potential benefits in pursuing Broadband enhancement (e.g. Gigabit service) and delivery on a collaborative, integrated region-wide approach. Four consultation sessions were held to start the project in June 2016 attended by more than 100 persons.

In addition to these community sessions, a meeting was also held with East Irrigation District (EID) Board of Directors on August 23, 2016 to familiarize them with the purpose of the broadband project as they also operate an ISP service (EIDnet) throughout the County of Newell.

The project has been separated into three phases – (1) Landscape Issues, (2) Regional & Municipal Opportunities & Options, and (3) Business Cases. As of the fiscal year end March 31, the project was still ongoing and entering phase 3 and is now expected to be completed by June 2017. Municipalities at both the community and sub-regional levels will be presented with the opportunities and options that best fits within their requirements, priorities, and budget.

The project has been able to identify the availability of dark fibre in the region that may be available to address the "backhaul requirement" and connection Calgary. Dark fibre refers to unused fiber-optic cable. Companies may lay more fibre optic lines than needed the dark strands can be leased to individuals or other companies who want to establish optical connections among their own locations. Palliser Economic Partnership and Calgary Regional Partnership have been investigating a dark fibre opportunity. The dark fibre activity is a separate initiative from the PEP Broadband project and is being led by the City of Brooks and City of Chestermere.



Calgary Regional Partnership (CRP) Transportation Workshop – April 28, 2016

Palliser Economic Partnership supported Calgary Regional Partnership Transportation workshop event in Strathmore on April 28, 2016. The intent of this event was to bring together the players transportation supply chain - the shipping industry - with businesses that ship goods. Companies such as CN Rail, Port of Prince Rupert, and COSCO Container Lines gave presentations on the future outlook of their businesses and opportunities for business development.

Over sixty persons attended the event including PEP Board members and regional businesses such as Cancarb, JBS Food Canada and Forty Mile Rail. These local businesses were able to speak with key representatives from firms in the logistics supply chain such as Overland Container Systems, and COSCO. PEP was a partner in this event and moderated a group discussion focused on agriculture. PEP businesses that attended the event were impressed that they could get access to the representatives from these companies to help solve their own particular problems.



Digital Futures Symposium – Cochrane, AB, March 16-17, 2017

This two day event, March 16 and 17 included presentations from provincial and federal officials, and panels providing municipal, regional and industry perspectives. It is an ideal venue for those new to the Broadband subject topic to gain knowledge and learn what other communities and regions are exploring to address the broadband challenge. Jim Turner, Vice Chairman of PEP was invited to participate on a panel to present key challenges and findings of the PEP Broadband project.

Palliser Economic Partnership hosted this session in Medicine Hat last year and attended in Cochrane this year to stay abreast of latest information that can be applied to the Palliser region. Those seeking information can visit the Van Horne Institute Digital Futures website.

FOREMOST UNMANNED AIR SYSTEMS RANGE RECEIVES FINAL TRANSPORT CANADA AUTHORIZATION

The Village of Foremost, one of the founding members of Palliser Economic Partnership has a unique asset - an aerodrome with restricted airspace making it possible to test and evaluate unmanned aircraft systems. It is the only test range in Canada to allow Beyond Visual Line of Site (BVLOS) testing. Palliser Economic Partnership is supporting this member to help achieve the potential of their asset. In fact the Foremost Unmanned Air Systems Range is also a regional asset, as companies that come to use the facility will be contributing to the economy of southeast Alberta.

In the 2015-2016 fiscal year PEP provided \$10,000 to the Village of Foremost to undertake a business plan for the UAS Range. The business plan helped the municipality to leverage \$405,000 from federal and provincial governments to improve infrastructure and to hire a range safety officer. These investments have resulted in new companies learning about and booking time at the Foremost UAS Range.

In order to reach a fully operational state the Village of Foremost is applying to the CARES Program for funding. In the fall of 2016 the Board of Palliser Economic Partnership approved an additional \$35,000 in funding to the Village of Foremost to secure funding from Western Economic Diversification (\$100,000) and the Village (\$100,000 cash plus \$65,000 in kind). Foremost will seek \$300,000 in CARES funding.



Airyon customer to conduct milestone UAV flight

Drone company to begin testing at Foremost, Canada's first approved UAV test range



Marketing and Communication

Community Profiles

Community Profiles & Investment Fact Sheets

Each member of Palliser Economic Partnership has a Community Profile and Investment Fact Sheet that they can use to promote their community and college. This is a marketing project made possible through PEP's collaboration in the Eastern Alberta Trade Corridor. These marketing products need to be kept up to date to remain current and useful. Market Outlook Research contacted all PEP member shareholders in the fall of 2016 to review and update the community profiles and investment fact sheets to refresh any stale dated information.

2016 GLOBAL PETROLEUM SHOW



Global Petroleum Show June 7 - 9, 2016

Government of Alberta invited EATC to participate in the Alberta Pavilion this year. It was located in a prominent spot in the BMO Centre and in a great location to reach trade show attendees. Last year the EATC booth was in the basement level of the Big Four building. While we had a better location there was no doubt attendance at the show was down significantly as well as the number of booths. While it may not have been the best year to attend, EATC has been recognized by the province for inclusion in its pavilion.



Global Petroleum Show

Selling to Government Seminar - May 5, 2016



Selling to Government

Explore your options and learn how to market your goods and services to government.

Hear from representatives from the Government of Canada, Province of Alberta, the Department of National Defence and local municipalities on procurement.

- Determine whether you have a product or service in demand
- Understand the procurement process on a federal, provincial and municipal level
- Walk through the steps of a successful bid submission
- Understand the important elements of a winning proposal and how to stand out
- Learn about the unique CFB Suffield procurement needs

Tuesday, May 5, 2016
8:30 am - 4:30 pm

Orchestra Room, Medicine Hat College
Price: \$25.00 (includes lunch, refreshments, & parking)

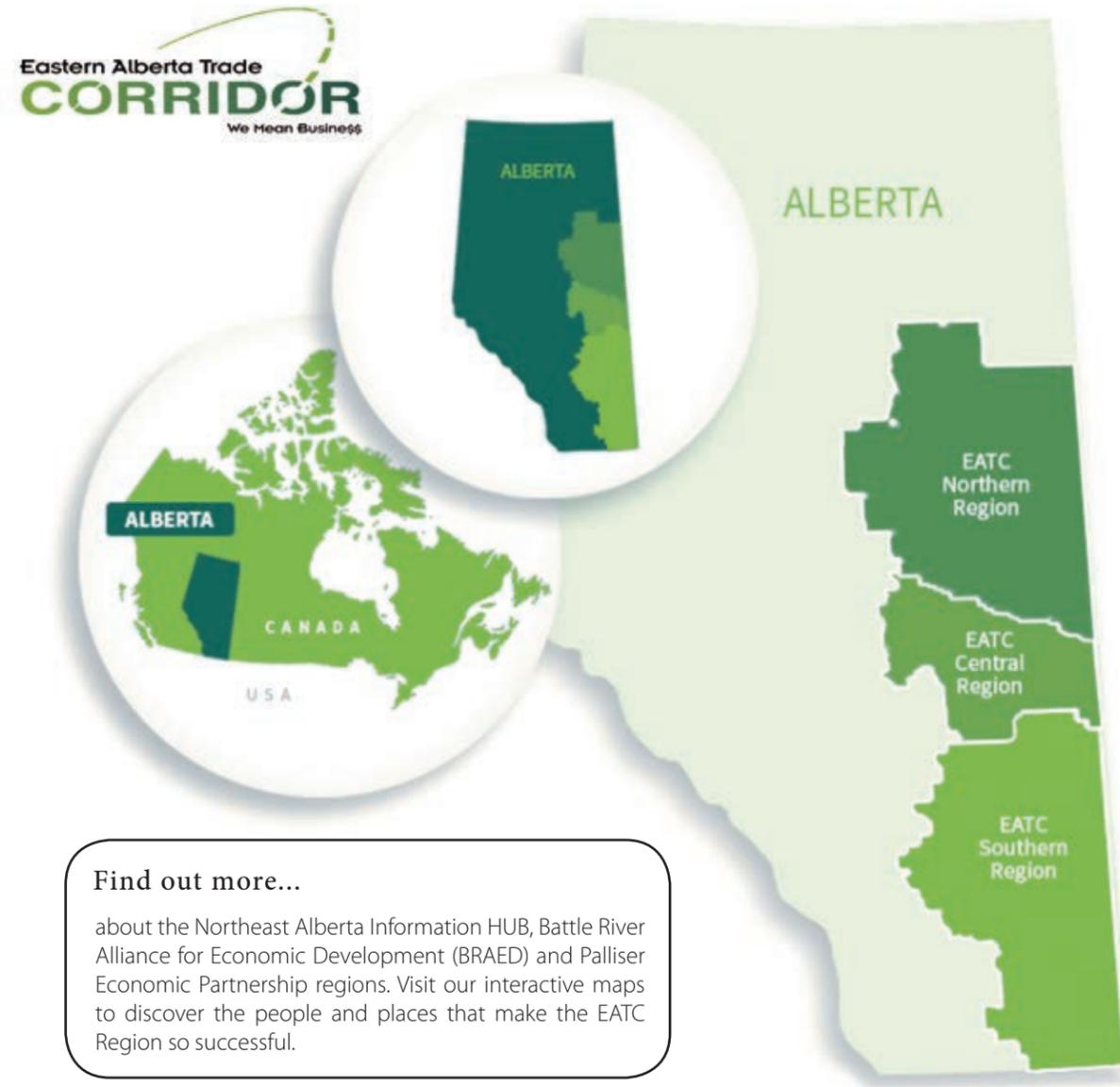
Spaces are limited. Deadline for registration is April 28, 2016. Register online at www.medicinehatchamber.com
For more information, contact the Medicine Hat & District Chamber of Commerce at 403-527-1214 ext. 221 or Palliser Economic Partnership at 403-526-2100.

PALLISER ECONOMIC PARTNERSHIP
City of Medicine Hat
City of Brooks
County of Forty Mile
County of Newell
M.D. of Acadia
Special Area No. 2
Special Area No. 3
Special Area No. 4
Town of Stassano
Town of Bow Island
Town of Hanna
Town of Oyen
Town of Redcliff
Wage of Ceres
Wage of Consort
Wage of Empress
Wage of Foremost
Wage of Rosemary
Wage of Youngstown
Medicine Hat College

Canada **PALLISER ECONOMIC PARTNERSHIP** **Medicine Hat The Gas City**
Alberta **Chamber OF COMMERCE**

On May 5, 2016, PEP and the Medicine Hat and District Chamber of Commerce hosted a "Selling to Government Seminar" at Medicine Hat College. More than 60 persons attended the event representing businesses as far away as Brooks and Lethbridge. Representatives from the Government of Canada (www.buyandsell.gc.ca), Government of Alberta - Alberta Purchasing Connection (www.purchasingconnection.ca), CFB Suffield, City of Medicine Hat, City of Brooks and Cypress County provided a wide range of information for businesses considering selling their goods. Over 93% of respondents stated that they were satisfied with the level of information that was shared by the presenters. The event was highlighted by a presentation to participants by Lieutenant-Colonel John Scott, Base Commander, CFB Suffield. Selling to all levels of government gives existing businesses a chance to expand their business without incurring a lot of expense in marketing.

Eastern Alberta Trade Corridor (EATC)



Find out more...

about the Northeast Alberta Information HUB, Battle River Alliance for Economic Development (BRAED) and Palliser Economic Partnership regions. Visit our interactive maps to discover the people and places that make the EATC Region so successful.

EATC is a model for collaboration for other Regional Economic Development Alliances. The three partnering REDAS are Palliser Economic Partnership, Battle River Alliance for Economic Development and Northeast Alberta Information HUB. The three REDAs combined represent over 80 municipalities eastern Alberta, roughly west of Highway 36. By working together on this larger initiative, the three organizations have been able to accomplish better results than working alone.

EATC also works in association with the Ports to Plains Alliance based in Lubbock, Texas, linking the EATC to the Ports to Plains Corridor in the United States and Mexico. A major focus is the branding of Eastern Alberta, from the U.S. border to the Alberta oil sands, as an international trade corridor and to leverage the economic benefit of the oil sands for Eastern Alberta communities. The initiative, which began more than five years ago, is slowly building momentum.

Investment Attraction Strategy

EATC- Value Added Agriculture Investment Attraction Strategy

Northeast Alberta Information HUB secured funding of behalf of EATC through the Investment Canada Community Initiatives (ICCI) program to undertake a Value Added Agriculture Investment Attraction Strategy. The purpose of this study is to provide an analysis of the present scene in agriculture, competitive and comparative advantages of EATC region, three business cases that present opportunities for investment and a framework for implementing a strategy to attract new business in value added agriculture to eastern Alberta.

IMC (Ian Murray & Company Ltd.) of Edmonton was selected as the consultants for the Eastern Alberta Trade Corridor Value Added Agriculture Investment Attraction Strategy in July 2016. They investigated and developed business cases for value added food processing related to Grain and Pulse Processing, Bio Materials, Functional Foods and Natural Health Products, Food Processing and Greenhouses. The strategy identified Hemp Bio composites and Pulse Processing as the two key opportunities for the PEP region.



EATC Local to Global Forum

EATC Local to Global Forum - March 1-3, 2017 (Camrose)

The third Eastern Alberta Trade Corridor "Local to Global Forum" was held in Camrose, Alberta on March 1-3, 2017. Minister Bilous attended the networking session on the evening of March 1. The event was a success with more than 85 delegates in attendance and an array of speakers covering trade, transportation and renewable energy.

EATC partners were also encouraged by the number of senior government officials that were willing to deliver presentations and stayed for the duration of the Forum to network with attendees. Among government officials attending were several Assistant Deputy Ministers from Alberta Economic Development and Trade, Alberta Transportation.





Ports to Plains Conference - San Angelo, Texas - September 13-15, 2016

Ports to Plains continues to be a valuable partner in making connections between businesses in eastern Alberta and the Ports to Plains Corridor for the USA. Chair Jay Slemph presented an update on the key initiatives of the Eastern Alberta Trade Corridor to 150 conference delegates in San Angelo. In addition to participating in the Ports to Plains conference activities, EATC representatives met with Ports to Plains staff to identify areas of interest for future collaboration.



Ports to Plains Conference

Liaison with Government of Alberta

Government of Alberta continues to be very supportive of Palliser Economic Partnership and the Regional Economic Development Alliances in Alberta. The highlight of this partnership for our organization, was having the Minister of Economic Development and Trade Deron Bilous, accepted our invitation to be the keynote speaker at the 2016 Annual General Meeting of PEP. Following the AGM, he had one-on-one meetings with significant stakeholders who impact the economy of southeastern Alberta.



Honourable Deron Bilous (ND)
MLA for Edmonton - Beverly - Clareview

Regional Cooperation

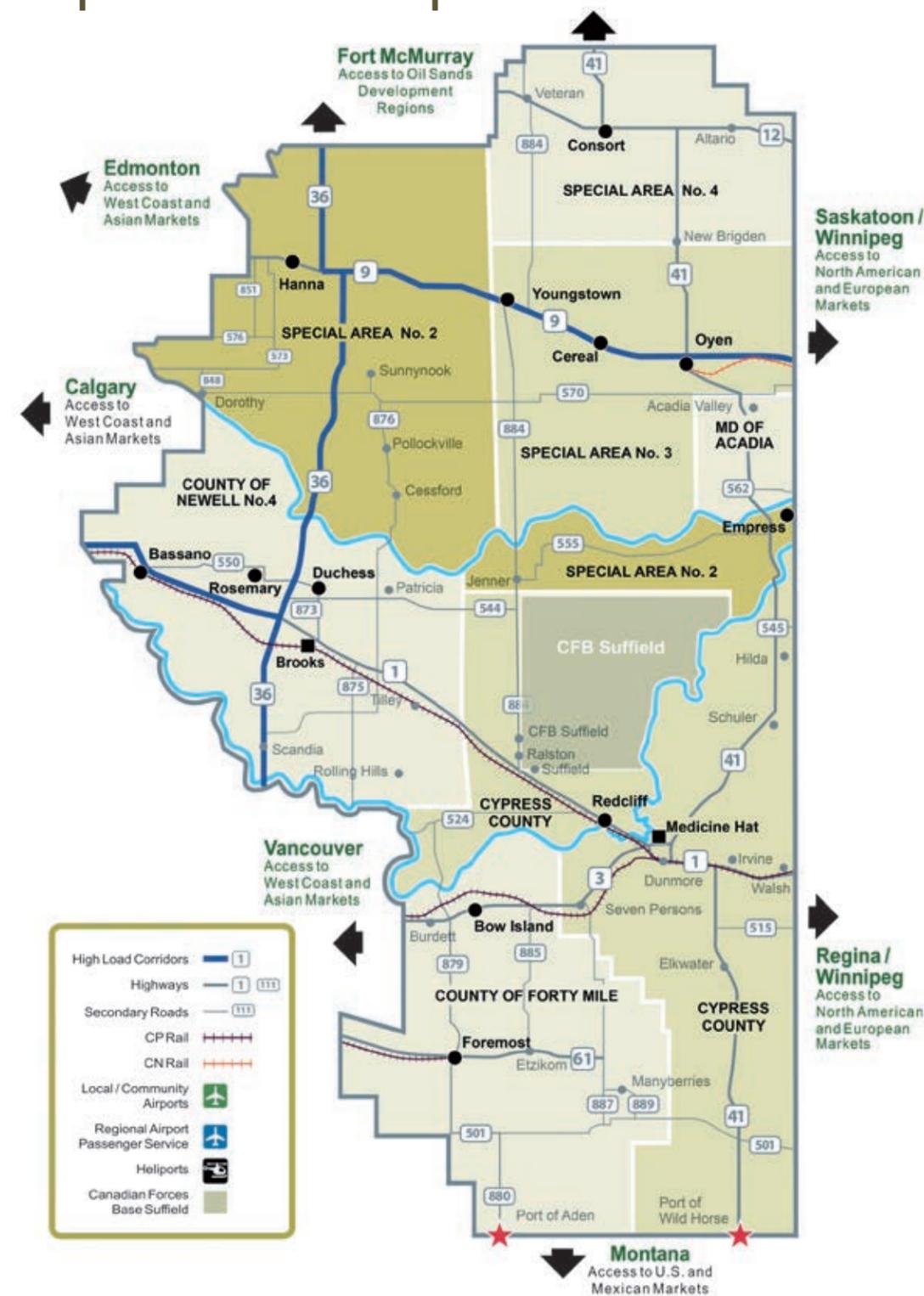
Cooperation and collaboration makes us all stronger. This year Palliser Economic Partnership continued to build on the strength of our 22 member shareholders we also continue to maintain and develop significant partnerships with other a host of like-minded organizations to leverage each other's strengths so that we all get more results and value for our members.

- Alberta Southwest – Pincher Creek, Alberta
- Battle River Alliance for Economic Development – Killam, Alberta
- Bear Paw Development Corporation – Havre, Montana
- Cactus Corridor Economic Development – Hanna, Alberta
- Calgary Regional Partnership – Calgary, Alberta
- Eastern Alberta Trade Corridor – St. Paul, Alberta
- Economic Development Alliance of Southeast Alberta – Medicine Hat, Alberta
- Entre Corp Community Futures Invest Medicine Hat – Medicine Hat, Alberta
- Medicine Hat Chamber of Commerce – Medicine Hat, Alberta
- Newell Regional Economic Development Initiative – Brooks, Alberta
- Northeast Alberta Information HUB – St. Paul, Alberta
- Ports to Plains Alliance – Lubbock, Texas
- SAMDA – Oyen, Alberta
- SouthGrow – Taber, Alberta

Palliser Economic Partnership 2016 AGM



Palliser Economic Partnership Transportation Map



BIG SKY. ENDLESS OPPORTUNITIES.



PALLISER
ECONOMIC PARTNERSHIP

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