

FINAL REPORT

Opportunity Identification

Prepared
for

SouthGrow Regional Initiative

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GTS *Group International*

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1. Project Overview

The SouthGrow Region is varied in terms of city, town, village and rural living. It can be characterized by a number of core strengths, stemming from a long history in agriculture, agricultural research and food processing. Investment in facilities and technology has stimulated demand in many sectors including architecture, engineering, construction and metal fabrication.

SouthGrow is characterized by manageable steady growth that translates into an ability to absorb and supply to existing and new opportunities. Recent initiatives in alternative energy and biofuel build on the natural strengths of the Region and have given SouthGrow the opportunity to stand out.

According to its mandate, SouthGrow is about 'creating opportunities in southern Alberta'. At the end of the day, this project was about identifying the 'next best thing' for SouthGrow, including ideas for what SouthGrow and its members can do to encourage business development, investment and economic growth.

GTS Group International identified companies, sought out information, and analyzed opportunities and challenges for eight areas of business activity identified by SouthGrow. These are:

- Environmental Products
- Health and Bio Industries
- Architecture, Engineering & Construction
- Building Products
- Industrial Machinery & Equipment
- Metal Fabrication
- Retirement Living
- Tourism

A number of these business areas are not economic drivers, in of themselves, but are stimulated by new investments that require their products and services. Typical to all research projects, opportunities narrow once the initial environmental scan is undertaken.

In addition to the steady organic growth we see for SouthGrow companies, the findings of this project show that SouthGrow has a tremendous opportunity to differentiate itself from the rest of Alberta and put itself on the global map as a centre for innovative bioindustry production.

All of the inputs for the agricultural and industrial sub-sectors of the bioindustry are available in SouthGrow. In addition, local demand, access to transportation routes, and affordable plant sites are available throughout the Region.

Inputs include agricultural inputs and the capability to supply processing equipment and process control systems, software and instrumentation. Developing a practical, producing centre of bioindustry means investment in new plants using local companies for the design, engineering and construction phase; and using local agricultural and other inputs for the operations phase.

Developing new plants and expansion of current operations stimulates opportunities for many other business areas such as architects, engineering, construction; building products; metal fabrication and industrial machinery and equipment. In addition, spin-off opportunity occurs because new jobs and disposable income generate demand for housing and goods and services. This cycle of spin-off means that firms who specialize in supplying to the residential and/or commercial sector also benefit.

This report provides a full description of the bioindustry opportunities we see for SouthGrow (Section 2) – knowing it can have a significant ripple effect on companies throughout the Region. There is potential for new investment in plants and facilities in a number of locales in the Region. This will have spin-off benefits throughout SouthGrow (Section 3).

The final two business areas reviewed were ‘retirement living’ and ‘tourism’ and our results are provided in Section 4 of this report. An appendix provides the listings of the many companies we identified and contacted through the course of doing this project. The depth and breadth of companies in each sector is clear from reading these listings (which have also been inserted in the SouthGrow database). About 20% of these firms answered survey questions and assisted us in our analysis of opportunities. As a result, the consultants concluded that there is capacity in SouthGrow firms to continue to absorb steady growth in business activity and this is typical of the SouthGrow Region. We also conclude that there are the capabilities and the capacity in SouthGrow firms to respond to new investment opportunities in the bioindustry, as well as other sectors including the housing and institutional sectors.

We encourage SouthGrow member municipalities to ‘think outside the box’ and make proactive efforts to bring companies together. Understand the capacity of your companies and lead the way in terms of your commitment to local firms.

2. SouthGrow – A Potential Centre of BioIndustry

2.1 Description of BioIndustry

According to BioAlberta, the bioindustry is comprised of a number of sub-sectors. On the product side, the industry typically uses biological inputs and/or biological methods of production. The bioindustry is normally broken down into the sub-sectors of Agriculture & Nutraceuticals; Health; Medical Devices & Equipment; Knowledge & Service Providers; and Industrial and Environmental Bioproducts.

Examining these sub-sectors further demonstrates the wide range of potential bioindustry products and where they are a good fit for the SouthGrow Region. The various sub-sectors are further described below.

Agriculture & Nutraceuticals -normally involves the processing of agricultural goods and production of biological/organic agricultural chemicals, such as:

- fertilizers
- pesticides
- sustainable lubricants and oils.

Products such as

- herbal supplements
- nutraceuticals
- functional foods
- feed additives

are also included in this sub-sector.

Health - this sub-sector is normally engaged in pharmaceutical R&D activities and production. Products cover a wide range including:

- vaccines
- oncology, neurology, and cardiology treatments
- tissue and cell culture media
- diagnostic substances.

Medical Devices and Equipment - this sub-sector includes biomedical instruments and other health care products and supplies for diagnostics, surgery, patient care, and laboratories. Product examples include:

- bioimaging equipment
- orthopedic and prosthetic implants and devices
- dental instruments and orthodontics
- laser eye surgery equipment
- defibrillators
- stints and other implantable devices.

Knowledge & Service Providers - includes a range of activities, from highly research-oriented companies developing and commercializing new drug discovery/delivery systems, to more service-oriented medical or other testing firms. Product examples include:

- functional genomics and drug discovery techniques
- diagnostic testing
- preclinical drug therapeutics
- protein receptors
- bioinformatics
- clinical research
- laboratory support services

Industrial & Environmental Bioproducts - is a field that produces bioproducts using biomass (both new and waste, such as food processing waste, corn straw, tree branches and municipal landfill) or

biological processes. Bio-industrial products are mainly everyday items:

- roofing shingles
- insulation
- plastics
- carpet
- linoleum
- fibreboard
- specialty paper
- fabric
- packaging
- cleaners, detergents, solvents, paints and glues,
- body care products including shampoo
- cosmetics
- lubricants
- car body parts
- consumer products
- biofuels (such as bioethanol, biodiesel and methane, and in future, hydrogen)

So far, the bioindustry in Alberta has been centered in Edmonton and Calgary and to a lesser extent Lethbridge. It is concentrated on the health, knowledge and services sub-sectors of the industry. Alternative energy (or biofuels) is now receiving increasing attention, partly due to the Government of Alberta making almost \$300 million available for such projects.

New SouthGrow opportunities are primarily in the Agriculture & Nutraceuticals and the Industrial and Environmental Bioproducts sub-sectors of the industry. SouthGrow is already part of the Southern Alberta Alternative Energy Partnership, which is pursuing biofuels, a component of the Industrial & Environmental Bioproducts sub-sector. However, there are many other bioproducts and opportunities with similar 'fits' to SouthGrow.

2.2 Opportunity for SouthGrow to become Southern Alberta's BioIndustry Centre

Southern Alberta strengths make it ideally suited to position itself as Alberta's BioIndustry Centre for the agricultural & nutraceutical, and environmental & industrial bioproducts sub-sectors. These include:

- A substantial and unique availability of biological production input materials, such as food processing waste (e.g. potato waste from McCain, Maple Leaf Foods, Frit-O-Lay and Lamb-Weston, Shimbasi Farms, and potato growers, sugar beet waste from Rogers Sugar and sugar beet growers, vegetable waste from Lamb-Weston, Lucerne Foods, Gouw Quality Onions, Jensen Onion Farms, Sudo Farms, Triple D Produce, Van Giessen Growers and vegetable growers, waste from Ellison Milling, and a number of other items), straw from grain farmers, corn stalks from corn growers, animal solid waste from feedlots, and others
- Opportunity to locate new bioindustry facilities throughout the SouthGrow Region, not just concentrated in Lethbridge

- High quality Research & Development support capability at the University of Lethbridge and at the Agriculture Canada Research Centre

.... this means business opportunities for existing firms in the SouthGrow Region including:

- . Architects
- . Engineers
- . Environmental Products and Services
- . Construction
- . Metal Fabrication and Welding
- . Machine Shops
- . Building Products
- . Process Engineering and Process Control engineering

Bioproduct plants present considerable opportunities for existing businesses in the SouthGrow Region:

- Depending upon project owners, new bio-products plants could require architectural design and services
- There is already engineering expertise in agricultural processing in the region (Trimark Engineering, which is locally owned, and AMEC through its worldwide offices). This is an opportunity to strengthen and widen this expertise within SouthGrow
- Any new sites will need soils and environmental testing and plants could have to go through environmental permitting processes. Such firms are present in SouthGrow and bioproducts plants could strengthen these firms
- New bioproducts plants will create opportunities for the construction industry in SouthGrow including general contractors, subcontractors and related companies, such as earthmovers, dump truck operators, paving firms etc.
- Bioproducts plants will present opportunities for the building products sector in SouthGrow
- SouthGrow metal fabricators, machine shops and welders will have opportunities from bio-products plants, as a wide range of metal products will be required
- If production equipment can be manufactured locally or based on outright local equipment/parts design and engineering, this would present additional opportunities for metal fabricators and machine shops

In order for these firms to participate in the planning, design, construction, operation and maintenance of bio-products plants in SouthGrow, two things need to happen:

- 1) The companies must be informed of the projects
- 2) The companies must be given an opportunity to bid

SouthGrow Regional Initiative can play a key facilitation role in ensuring that these two things happen.

2.3 BioIndustry Opportunities in SouthGrow – New Investment

2.3.1 Bioplastics

Description

Biopolymers and bioplastics are often referred to as bio-based plastics and polymers, or as biodegradable plastics or polymers. Biopolymers are polymers that are present in or are created by living organisms. These include polymers from renewable resources that can be polymerized to create bioplastics. Bioplastics are plastics manufactured using biopolymers and are biodegradable. Bioplastics were in widespread use prior to the discovery and extraction of hydrocarbons.

Both types of biopolymers (from living organisms and those that need to be polymerized) come from renewable sources and are used in the production of bioplastics.

Biopolymers from Living Organisms

These biopolymers include carbohydrates and proteins. They can be used in the production of plastic for commercial purposes such as:

- Cellulose. This is found in natural sources such as wood, cotton, corn, wheat, and others. This polymer is made up of glucose. It is the main component of plant cell walls.
- Soy protein. This is found in soybeans and is a natural protein.
- Starch. This is found in corn, potatoes, wheat, tapioca, and others. This polymer is one way carbohydrates are stored in plant tissue. It is a polymer made up of glucose. It is not found in animal tissues.
- Polyesters. These are found in bacteria and are created through naturally occurring chemical reactions that are carried out by certain types of bacteria.

Polymerizable Molecules

These molecules come from renewable natural resources and can be polymerized to be used in the manufacture of biodegradable plastics. Examples are:

- Lactic Acid is produced through fermentation of sugar feedstock such as beets, and by converting starch in corn, potatoes, or other starch sources. It is polymerized to produce polylactic acid -- a polymer that is used to produce plastic.
- Triglycerides are found in vegetable oils. They form a large part of the storage lipids found in plant and animal cells. Vegetable oils are one possible source of triglycerides that can be polymerized into plastics.

Plastic from plants is produced using fermentation coupled with biotechnology techniques. There are two ways in which fermentation is used to produce plastics:

- Bacterial Polyester Fermentation. Bacteria are one group of microorganisms that can be used in the fermentation process, using bacteria called *Ralstonia eutropha*. The bacteria use the sugar of harvested plants like corn to fuel their cellular processes. The by-product of these cellular processes is the polymer. The polymers are then separated from the bacterial cells.
- Lactic Acid Fermentation. Lactic acid is fermented from sugar, much like the process used to directly manufacture polymers by bacteria. However, in this fermentation process, the final product of fermentation is lactic acid rather than a polymer. After the lactic acid is produced, it is converted to polylactic acid using traditional polymerization processes.

Biopolymers and bioplastics are the main components in creating a sustainable, easily biodegradable plastics industry, reducing dependence on non-renewable fossil fuels. This can greatly limit the environmental impacts of plastic use and manufacture. Being biodegradable makes plastics more acceptable for long term use by society.

Bioplastic products are in widespread use today. They are used in cars by Toyota; in computer cases, in Sony walkmans; and numerous other products. Pictures of a wide range of products produced with bioplastics are shown below. Bioplastic laboratory equipment is in widespread use, replacing traditional glass and plastic equipment. Sony Corporation is interested in having polylactic acid plastic produced in Thailand for use in all of its products.



The polylactic acid is produced by grinding the base input (corn, sugar beets, and potatoes) in a grinder to isolate the starch. The starch is then converted to sugar and ‘cooked’ in stainless steel cookers. The material is then put in a fermentation tank with appropriate microorganism catalysts that break down the sugar into lactic acid. The lactic acid is then treated to create polylactic polymers, sold as chips or pellets. These chips/pellets are fed into extrusion machines to make products pictured above. The bacterial polyester fermentation process is similar, using the same kinds of product inputs.

SouthGrow Advantages:

- Produces all of the raw input materials needed for bacterial polyester or polylactic acid production.
- Has metal fabrication/machining industry capable of manufacturing fermentation tanks, grinders and cookers.
- Has engineering firms with the capability in process control system design and associated software.
- Have distributors that currently supply various process control instrumentation.
- Has an engineering and construction sector capable of plant design and construction.
- A company, such as Flexahopper in Lethbridge, already has extrusion and custom design capability. There will be new opportunity for injection molding.
- There is market potential within the Region for packaging trays for vegetables and other food products.
- There is market potential in Alberta for bioplastics laboratory equipment for use by health authorities, universities and other organizations.
- Has competitively priced choices for plant sites throughout the Region.

SouthGrow Opportunities:

- Bioplastics is an emerging industry with opportunity for substantial growth. A current estimate of the bioplastics industry production is about 3 billion pounds or 1% of the total world market for plastic. With annual bioplastics industry growth estimated at 20% per year and the growing demand for products made from renewable resources, there is tremendous market potential for bioplastics.
- Potential bioplastic products could be produced by a large manufacturing facility, or there may be opportunity for the development of a bioplastics products sector with several smaller (specialized) players within the SouthGrow Region.
- Production can be scaleable, with the addition of several or larger tanks, grinders and cookers as production and demand grows (a fermentation tank typically sells for approximately \$80,000 - \$100,000).
- Employment opportunities would mainly be for skilled workers, including process control

operators and chemist and biologists for laboratory work.

2.3.2 BioFertilizers

Description:

Biofertilizers are produced using commercially available microbial/bacterial catalysts in a dry process using peat as a medium or in a fermentation process using biological food waste. Food waste in SouthGrow, currently entering the waste stream, includes sugar beet waste, potato peel waste and vegetable waste.

Common biofertilizers include:

- Rhizobium strains: Suitable for Legumes like pulses, soybean. 10-35% yield increase, 50-200 kg N/ha. Fodder gives better results and leaves residual N in the soil.
- Azotobacter: Soil treatment for non-legume crops including dry land crops. 10-15% yield increase, adds 20-25 kg N/ha and also controls certain diseases.
- Azospirillum: Non-legumes like corn, barley, oats, sorghum, millet, Sugarcane, rice etc. 10-20% yield increase. Fodder gives higher/enriches fodder response. Produces growth-promoting substances. It can be applied to legumes as co-inoculant Phosphate Solubilizers* (*there are 2 bacterial and 2 fungal species in this group). Soil application for all crops 5% to 30% yield increase. Can be mixed with rock phosphate.

A biofertilizer production plant consists of two sections, the manufacturing section and the culture laboratory. The manufacturing section consists of fermentation tanks, blenders, conveyors, storage tanks, piping and instrumentation, along with bag filling equipment.

The culture laboratory is equipped with standard testing and culture propagation equipment, the main ones being autoclaves, laminar flow workbenches, microscopes, rotary shakers, etc. In addition, equipment for utilities such as boilers, cooling towers, air compressors, water softeners and purifiers, pumps and vacuum pumps are also needed.

Plant capital costs typically range from \$2.5 million for a 5,000-tonne capacity plant, to some \$16 million for a 100,000-tonne capacity plant. Most plants are of a smaller scale.

SouthGrow Advantages:

- Availability of food waste feedstock.
- Engineering services and construction capacity to plan, engineer and construct a plant.

- Available metal fabrication and machining capability.
- Available process control systems design and instrumentation.
- Potential customer base in the Region and access to Alberta and Saskatchewan markets (as well as northern US agricultural markets).
- Has competitively priced choices for plant sites throughout the Region.

SouthGrow Opportunities:

- One or more biofertilizer plant in the SouthGrow Region.
- Employment opportunities for process control operators and biologists, and chemists on the laboratory side.

A picture of a biofertilizer production line is shown below.



2.3.3 Biolubricants

Description

Biodegradable lubricants are oils and lubricants that are formulated and manufactured from renewable agricultural plant resources such as canola, soy and corn.

Biodegradable lubricants provide superior lubrication and help lower emissions while providing cash crops for farmers and reducing dependency on non-renewable resources.

Many benefits are realized by using bio-lubricants including:

- Reduced emissions, providing a cleaner environment
- Improved lubrication (typical VI of ~200)
- Very high flash and fire point
- Low pour point
- Less consumption of non-renewable resources
- Non toxic, safe for contact with skin (non-carcinogenic)
- Price stability
- Creates cash crops for farmers
- Natural corrosion inhibitors, corrosion protection
- Good adherence of oil to metal surfaces
- Dissolves organic and inorganic residues

Bio-lubricants can be used for any lubrication application in agriculture, industry, transportation, national parks, golf courses, mining, construction, forestry and marine operations. Utility companies are starting to use bio-lubricants in their transformers, as they have very high flash and fire points. The US Armed Forces also use bio-lubricants.

Advantages and Opportunities for SouthGrow: Refer to the advantages and opportunities for biofertilizers.

3. Spin-off Opportunities

There is a direct relationship between expansion of the commercial, manufacturing and institutional sectors with demand for architects, engineers, contractors and suppliers of building products.

With economic growth, the region's population also increases, resulting in demand for housing, retail services, health services, education and recreation, among others. New projects and plant expansion, in addition to municipal and provincial infrastructure projects, will continue to stimulate activity in this sector.

3.1 Architecture, Engineering & Construction; and Building Products

Description:

SouthGrow's engineering and architectural firms have the capacity to undertake a wide range of projects. A limitation to any significant expansion plans of these firms is the challenge of attracting and retaining qualified staff. This is also evident for other business sectors. Firms in southern Alberta find they are faced with competition from high paying jobs in northern Alberta and they are having a hard time convincing trained personnel to move to the Region.

A second factor hampering opportunities for engineering and architectural firms is a lack of knowledge about the capabilities of local firms, resulting in a lack of commitment to local firms by government and other entities. In other words, major projects are often awarded to firms from Calgary or elsewhere. A third frustrating factor for publicly funded projects is the lengthy tendering process, which could use some streamlining and innovation.

With Alberta's strong economy and southern Alberta's growing momentum, construction industry prospects will continue to be strong over the next five years in southern Alberta. In addition to commercial and residential growth, there will be investment in food processing, alternative energy projects including biofuel, and potentially other bioindustry production facilities. The provincial government will continue its program to catch up with infrastructure investment in highways and public facilities, including education and health facilities. Meanwhile, communities are growing and residential developments will be needed.

The result will be substantial opportunity for local firms to take advantage of the construction projects that are bound to occur.

SouthGrow Advantages:

- A critical mass of companies to design, engineer, build and maintain industrial plants, commercial buildings, institutional buildings; as well as infrastructure and housing projects (for example, there are approximately twenty engineering firms offering a broad spectrum of engineering services in the SouthGrow Region).
- Although professional services tend to cluster in urban areas, many of the building product companies and contractors are located throughout the Region where firms of this nature tend to expand due to available and lower cost land.

Opportunities:

Organic growth of existing firms holds potential given the prospects for building and infrastructure projects over the next five to ten years including:

- Municipal developments, housing and commercial
- Infrastructure, including highways, water and sewer
- Industrial facilities (increased automation)

New investment opportunities may arise with the promotion of SouthGrow as a centre for sustainable resource-based industry activity such as:

- Facilities for industries that support biofuel, energy, conservation, waste reduction
- Bioindustry plant construction

Challenges:

Note that architectural firms in SouthGrow are almost exclusively located in Lethbridge and some have specialized. If they decide to grow significantly, they face the challenge of attracting additional architects and draftsmen to relocate to the region, in addition to retaining current staff. Engineering and contracting firms also face the challenge of how to attract and retain qualified personnel. In summary, challenges are:

- Shortage of contractors and tradesmen
- Shortage of qualified technical resources
- Difficulty to attract professionals to the SouthGrow region
- Increased competition from outside the Region, including BC firms under the new AB/BC trade agreement

Solutions:

- Increase educational opportunities in the Region
- Offer competitive benefits
- Promote quality of life and benefits of living in southern Alberta
- Promote a commitment to local firms by public sector
- Introduce innovations (private sector) to shorten/streamline public tendering process

3.2 Industrial Machinery & Equipment and Metal**Fabrication****Description:**

SouthGrow companies have developed the capabilities to meet the needs of food processing plants, wind power, fermentation and biofuel. They are well positioned to also meet the needs of new facilities for manufacturing bioproducts. In addition to the discussion in previous sections; a summary of

opportunities, challenges and solutions is found in the points listed below.

Opportunities:

- Municipal developments, housing and commercial
- Infrastructure, including highways, water and sewer
- Industrial facilities (increased automation)
- Industries that support biofuel, energy, conservation, waste reduction
- BioIndustry plant construction

Challenges:

- Shortage of qualified personnel
- Shortage of qualified technical resources

Solutions:

- Increase educational opportunities in the SouthGrow Region
- Offer competitive benefits
- Promote quality of life and benefits of living in southern Alberta
- Promote a commitment to local firms by public sector
- Introduce innovations (private sector) to shorten/streamline public tendering process

3.3 Environmental Services

There are a number of companies currently operating in SouthGrow that are categorized as 'Environmental Services'. They are supplying environmental services such as site assessment, remediation and environmental management.

If new bioproducts are introduced as discussed above, this can complete a 'cluster' of business activity incorporating environmental products and services and the bioindustry as part of a strong and differentiated image for SouthGrow as a Region supporting an industry of sustainable resources economic activity.

Opportunities for environmental services:

- Industries that support biofuel, energy, conservation, waste reduction
- Bioindustry plant construction as per Section 2 of this report
- Synergy of being part of a cluster of companies in sustainable products and environmental services

Challenges:

- Shortage of qualified technical resources
- Difficulty to attract personnel to the SouthGrow Region

Solutions:

- Increase educational opportunities in the Region
- Offer competitive benefits
- Promote quality of life and benefits of living in southern Alberta

4. Additional Business Areas Reviewed: Retirement Living & Tourism**4.1 Retirement Living****Description:**

In response to demand, the City of Lethbridge, Town of Cardston, Town of Pincher Creek, Town of Vulcan and other locales have supplied a variety of housing types geared to retirees. Retirement living in the SouthGrow Region includes both private sector accommodations as well as public private partnerships partially funded with public funds through the Chinook Regional Health Authority.

Public/private partnership facilities include:

- Independent facilities
- Enhanced living facilities
- Designated assisted living facilities
- Extended care facilities

Currently, independent living through private ownership or rental accommodation is well supplied by private sector investment in the form of single family dwellings, apartment condominiums, or 55+ duplex condo facilities, mainly located in the City of Lethbridge.

A major development initiative in the Town of Vulcan is targeted at the 55+ bracket in Calgary, who are selling their homes in Calgary at a high price and buying similar-sized units for much less in Vulcan. This project plans for 300 units of single, duplex and multi-story units surrounding a golf course. To date over 50 units have been sold. It is an example of an investment opportunity in a smaller community that takes advantage of its proximity between the two larger population centres of Calgary and Lethbridge. It has the advantage of proximity to the amenities of both cities.

Higher end condo living is mainly being developed in Lethbridge by developers who operate in western Canada and have determined the market is right for in-migration to the South, and where amenities of a larger urban centre are available. Purchasers are from smaller communities in the south, farmers and people from higher cost of living areas in B.C., Calgary and Edmonton.

The Town of Cardston has independent and designated assisted living residences and the community is well served in this regard. Similarly, Picture Butte has health providers available in the community for its senior population. A model for communities that do not have hospital but have doctors and medical personnel is found in Picture Butte, where there is an apartment building, a lodge, enhanced living, designated assisted living and people are served by a health clinic with some 24-hour services.

Private sector companies and organizations, in cooperation with the Chinook Regional Health Authority, are meeting present demand in its facilities. Concern is being raised regarding the boomer generation as it moves through the system over the next 20 years, and as they approach 85+ years and will require enhanced, designated assisted living and extended care.

Currently, amenities and social/recreational needs are well met within SouthGrow. Attention being paid to the fact that the boomer generation is more environmentally, health and fitness-conscious than previous generations. They are attracted to outdoor activities that involve natural amenities such as mountains, lakes and streams and are interested in cycling, hiking and sporting activities.

SouthGrow Advantages:

- SouthGrow is a natural retirement draw because it offers affordable housing, pleasant weather, scenery and lots of sunshine, as well as proximity to healthcare and travel opportunities.
- Retirement facilities could be located in a number of locations in SouthGrow, including Lethbridge (MediCan) or smaller communities, such as the Town of Cardston or the Village of Coaldale.
- The Region already has a significant retirement population, with approximately one-quarter of the population in the SouthGrow over 55 years of age.
- SouthGrow has probably the best temperate climate in Alberta. It is an excellent location for retirees from the western provinces, particularly when compared to expensive prices in British Columbia and in Edmonton and Calgary.
- Private investment projects for the 55+ age group depend on a need or desire to be located in the area. For example, Vulcan is close enough to Calgary for people to utilize urban amenities. Cardston is located close to the mountains, but still close enough to access the amenities of the City of Lethbridge.

SouthGrow Opportunities:

- Substantial market potential to draw on retirees from Northern Alberta, including Edmonton and Fort McMurray, because of affordable prices.
- To attract migration of 55+ citizens with disposable income, SouthGrow can take the initiative,

identify developers, identify potential locations and market the region to attract investment and new developments.

- SouthGrow is well positioned to accommodate market demand and expand its in-migration of relatives of existing residents. This allows grandparents to be close to children and grandchildren.
- To build on the model in the Town of Cardston, supplying apartment-type retirement living with access to health care services, along with other amenities.
- To supply alternative housing choices for SouthGrow's aging population, particularly independent condo projects for middle and lower income residents.
- To supply alternative housing choices for retirees to relocate to the Region from other parts of Alberta and British Columbia.

Observation:

Presently, the Region is well served in retirement living and, as demand grows, new projects will undoubtedly be developed. This would represent 'organic' growth in this business sector. If SouthGrow communities decided to target retirement living as a desirable potential growth sector, then it would need to proactively attract developers and retirees to southern Alberta.

4.2 Tourism

Description:

Tourism in Southwest Alberta is promoted and marketed by the Chinook Country Tourist Association located in Lethbridge. The SouthGrow Region falls within 'Chinook Country'. It experiences less tourism activity than other regions in Alberta, limited in what it has to offer because there is no major destination attraction or mountain park within its boundaries. Meanwhile, major attractions are located all around the periphery of SouthGrow, including the Canadian Badlands, Head Smashed in Buffalo Jump, Frank Slide and Waterton Park. Waterton Park is to southwest Alberta as Banff is to Calgary.

The City of Lethbridge is the service centre for tourism in the southwest, and is the only major population centre. The City partners with Chinook Country by agreement to have them promote tourism on its behalf. It is a priority for the City of Lethbridge to be the major service centre. It seeks conventions and events of a provincial, regional and national level and does well in these endeavours.

Some site operators have suggested that the City of Lethbridge should take a stronger leadership role in promoting and marketing itself, which will also serve to draw the attention of the visiting public to

smaller operating sites in the surrounding communities. The SouthGrow Region has a number of single day trip sites and events, but no one large site or event that can act as a catalyst for multi overnight stays, except the City of Lethbridge.

Closest population markets for SouthGrow are Calgary, the rest of Alberta, and the United States. The Region relies on ‘rubber tire’ traffic of bus tours, passenger and recreation type vehicles. Although Waterton Park, the Frank Slide and Heads Smashed in Buffalo Jump are not included in the SouthGrow Region, cooperative marketing will help SouthGrow communities piggyback on traffic to these sites.

Creating a unique draw is a strategy that is working for the Town of Vulcan, whose Star Trek theme is attracting attention nationally and internationally. The Town is now making efforts to expand the theme throughout the community including special events, accommodation, food services, and evening entertainment.

The Blood Tribe and Organization of Treaty 7 have completed a tourism strategy and have identified opportunities. They have hired a tourism coordinator and will be looking at private sector funding for projects as well as linkages to the interpretive centres in Chinook Country.

It is evident that there is a steadily growing cluster of tourist activities within the SouthGrow Region.

SouthGrow Advantages:

- Located on the major north-south transportation route.
- Included in Chinook Country tourism zone and benefits from promotion of major attractions on SouthGrow’s periphery, such as the Badlands, Head Smashed in Buffalo Jump, Waterton Park, and the Frank Slide.
- Alberta Tourism is designating the Tyrell Museum and Dinosaur Park as a tourist icon, along with the eastern slope mountain areas. It is doing so through what is now known as the Canadian Badlands Trail, which will run through SouthGrow to the US.

Opportunities:

- Access to a substantial tourism market consisting of Alberta, Western Canada and the United States.
- Take advantage of the through traffic traveling to destination sites such as Banff, Lake Louise, Jasper, Calgary and Edmonton on Highway 2.
- Build on the advantage of having several major destination attractions just outside the SouthGrow boundary.
- Chinook Country operators can hook on to tours and promotions for the Canadian Badlands Trail, enticing travel to the Southwest region.

- Niche single day visit sites can draw off of traffic going through the Region. One example is the Remington Carriage Museum located in Cardston. It has effectively tagged onto bus tours that originate from hotels in Glacier Park in the United States destined for sister hotels in Waterton and then journey to Frank Slide and Head Smashed in Buffalo Jump.
- Continue to build the tourism industry in SouthGrow by developing creative niche attractions, such as the Star Trek theme in Vulcan.
- Another niche attraction is an agri-tour. Currently in the developmental stage in SouthGrow, they are attracting some tourists, mainly from Eastern Canada and number around six tours per year. Agri-tours have potential for the Region. Participant sites for Agri-tours need to be identified as friendly sites (not feedlots) and need to become tourist-friendly with products and souvenirs, a tour program and services. To be successful, agri-tours need to be marketed to large urban population centres, including those outside of the Province. Marketing via Internet could appeal to international travelers as well. Agri-tourism operators need to be properly prepared to receive guests, with an established program showcasing agriculture, food processing and rural life. Features for agri-tours in the Region include the Hutterite Colonies and Aboriginal community visits.
- For the City of Lethbridge, take a leadership role and more aggressively market itself as the service centre for the tourism sector in Chinook Country.
- For smaller communities, upgrade accommodation and food services as demand increases and identify resources and use community creativity to develop niche markets to attract visitors.
- Determine if there is an opportunity for a coordinated approach for events and a potential centre of history of civilization of the west.

Challenges:

- No major destination attraction within the Region.
- The high cost of fuel and the increased quality of home entertainment may lead to less time and money spent on vacations.
- Lack of rail and air transport to SouthGrow communities.

Solutions:

- Encourage the Federal Government to expand Waterton Park operations to year round, expanding the park's programs and activities to include winter events.
- Work with the Federal Government to streamline the border crossing for visitors from the U.S., in particular the border crossing at Babb.
- Consider marketing efforts under the banner of SouthGrow, including additional promotion on the website for agri-tourism.
- Encourage the building of capacity of SouthGrow communities to serve the traveling public.

5. Survey of Businesses in the SouthGrow Region

The project included identifying firms and organizations located in SouthGrow for the eight business areas noted in 'Section 1. Project Overview'. The resulting lists of firms are found in the Appendices.

Over 100 firms were identified on these lists and were contacted by e-mail and telephone. They were asked to provide information via an on-line survey. Roughly 20% responded and their input provided indicators of current business activity and prospects, as well as the challenges they face. The consulting team attempted to collect data that would be compatible with SouthGrow's database and any information collected has been inserted in the SouthGrow database by the consultants.

SouthGrow is a relatively new organization and understandably, most companies were unaware of its existence. Although this contributed to a lower response rate, insightful information was still provided by those who did participate, contributing to the analysis of business opportunities for the Region.

An additional benefit from directly contacting firms for this project was that the consultants were able to introduce SouthGrow to local companies. It would be beneficial for SouthGrow to initiate activities that will increase awareness with companies in your member communities, building on this initial contact.

APPENDICES

Lists of SouthGrow Firms

Note that the following companies and organizations were identified and contacted as part of the project.

They have been inserted in the SouthGrow database

Appendix 1

List of SouthGrow Architectural Firms

Alvin Reinhard Fritz Architect Inc.
501 – 1 Ave South, Lethbridge
403 – 320-8100
general@alvinfritzarchitect.com

Ferrari Westwood Architects Art Ferrari
234 – 13 Street North, Lethbridge
403 – 327 – 3113
art@hfw.net

Goss Architectural Design Group Brad Goss
1-321A – 6 Street South, Lethbridge
403 – 329 – 1695
gadg@bellnet.ca

Hirano & Heaton Architects Ltd
1510A – 31 Street North, Lethbridge
403 – 320 – 7007
Architecture, Interior Design, historic restoration
danielheaton@telusplanet.net

Matthew J A Architect Ltd
Joe Matthew
505 – 7 Street South, Lethbridge
403 – 320 – 2722

Savill Group Architecture
104 – 5 Street South, Lethbridge
403 – 381 – 8888
john@savillarchitecture.com www.savillarchitecture.com

Templar Architecture and Design
Douglas Templar
Lethbridge
403 – 345 – 2151

Appendix 2

List of SouthGrow Engineering Firms

Trimark Engineering
KB Takeda, President #3 2620 5th Ave North, Lethbridge
403 – 328 – 2910
Food processing engineering
www.trimarkeng.com

Bohnert Engineering Services Ltd
Consulting Engineers – structural
320 Bridge Drive West, Lethbridge
403 – 381 - 6699

EXH Engineering Services Ltd.
Lethbridge
403 – 327 – 7746
ktait@exheng.com

Hasegawa Engineering
1220 – 31 Street North, Lethbridge
403 – 328 – 2686
Municipal, structural, environmental, project management, foundation design, surface water &
ground water management
hasmark@telusplanet.net

Hantech Engineering Ltd
mechanical engineers
2912 16 Ave North, Lethbridge
403-329-1134
simon.hann@hantecheng.com

BCB Engineering Ltd
structural engineers
3, 4010 - 9 Ave North, Lethbridge
403 – 320 - 4888

AMEC Earth & Environmental
1430B 31 Street, N Lethbridge, AB T1H-5J8, CAN
Phone: (403) 327-7474
Fax: (403) 328-7768
michael.edmonds@amec.com

Associated Engineering Alberta Ltd.
#300, 410 Stafford Drive, S. Lethbridge, AB T1J-2L2, CAN
Phone: (403) 329-1404
Fax: (403) 329-4745

EBA Engineering Consultants Ltd.
Jim Ryan
Lethbridge, AB T1H-2C7, CAN
Phone: (403) 329-9009
Fax: (403) 328-8817
jryan@eba.ca

MPE Engineering Ltd.
Ron Hust, President
300, 714 - 5 Ave South Lethbridge, AB T1J 0V1, CAN
Phone: (403) 329-3442
Fax: (403) 329-9354
mpe-leth@telusplanet.net
Website: <http://www.mpe.ca>

Ready Engineering Corporation
#3, 2620 - 5th Avenue N Lethbridge, Alberta T1H 6J6, Canada
Phone: (403) 327-2919

Stantec Consulting Ltd.
290, 220-4 Street S. Lethbridge, AB T1J 3L8, CAN
Phone: (403) 329-3344 Fax: (403) 328-0664
lethbridge@stantec.ca

Appendix 3

List of SouthGrow Building Products Firms

Armtec Construction Products Ltd.
Mr. Frank Stang, President
2210 – 39 Street North, Lethbridge t
Phone: 320 – 2888

Anchor Products
1 – 2843 – 2 Ave North, Lethbridge T1H 6S2
403 – 327 – 7007
Head office: Winnipeg 205-633-0064
lethsales@anchorproducts.ca

B W Construction Products Ltd.
138 – 22 Street North, Lethbridge
403 – 327 – 2700
Tools, concrete supplies, fasteners. Forming supplies, insulations
bwconst@telus.net

Timber-Tech Truss Inc
Kelly Skauge
1405 – 31 Street North, Lethbridge T1H 5G8
403-328-5499
www.timbertechtruss.com kskauge@telus.net

Alta Aluminum Inc
352 12 Street North, Lethbridge T1H 2G2
403 – 328 – 6777
aluminum awnings, patio covers, locally manufactured

Adora Kitchens Ltd
1112 – 18 Ave, Coaldale T1M 1N2
403 – 345 – 3118
www.adorakitchens.com
custom design and manufacture

Bench Craft Inc
PO Box 573, Coalhurst
403 – 382 – 1687

Casey's Woodwork Ltd.
5410 – 2 Street, Coalhurst T0L 0V0
403-381-6023
caseysww@shaw.ca

Circle Wood Products
PO Box 646, Picture Butte T0K 1V0
403 – 732 – 5682
Fax: 403-732-5069
Dave@circlewood.ca www.circlewood.ca

Custom Counters & Cabinets
403-330-4825

Dunn Cabinets
245D – 12 Street North, Lethbridge
403 – 380 – 3240
dunncab@telus.net

Elite Wood Products Ltd
1-3907 – 5 Ave North, Lethbridge
www.elitewoodproducts.com elitewood@telus.net

Gerto Cabinets & Furniture Ltd.
121 Columbia Drive, Claresholm
403-625-3503

Herb Matis Construction
1001 – 19 Avenue, Coaldale, AB T1M 1C3
403-345-4529

K C Doors Ltd.
Kris Cole
PO Box 388, Stavely T0L 1Z0
403 – 549 – 3806
kcdoors@telusplanet.net

Kitchen Magic
430 – 3 Ave North, Vauxhall
403 – 654 – 4311

Kost Construction General Contracting
403-328-9863

Leading Edge Construction & Millwork
RR8 18 23 Lethbridge
403 – 329 – 1078
Gandlschlichter@platinum.ca

Olsen Cabinets
403-328-7470

Mar Wood Products
Ashley Petterson
103 Main Street, Barons
403 – 757 – 0082
marwood@figment.ca

Ag-Steel Ltd
Hwy 5, Welling
403 – 752 – 3775

Kawneer Co. Canada Ltd.
4000 - 18 Ave North, Lethbridge
Phone: 382 - 6730
Website: www.kawneer.com

Vogue Woodwork & Renovations
Jason Wibe
1257-2A Ave North, Lethbridge T1H 0E9
403-757-0082
www.voguecabinetry.ca jason@voguecabinetry.com

Appendix 4

List of SouthGrow Metal Fabrication Firms

Advanced Metal Concepts and Fabrication Ltd.

Jason Johansen

Phone: 394 – 1404

advancedmetal@hotmail.com

Charlton & Hill Ltd

Don Clarke

655 – 30 Street North, Lethbridge

Phone: 328 – 3473

Laser-Fab

50 Slater Road, Strathmore

Phone: 230 – 1127

chad.buffam@laser-fab.com

RCL Metalworks

Inc 122 – 2 Street South, Picture Butte

Phone: 732 – 4493

Wayne's Metal Works Ltd.

3010 – 16 Ave North, Lethbridge

Phone: 381 – 7729

Wayne@waynesmetalworks.com

Varsteel Ltd.

2900 – 5 Ave North, Lethbridge

Phone: 329 – 0233

Altaweld Lethbridge

Phone: 381 – 3925

Bel-Aire Welding Ltd.

Rob Gunderson

3235 – 2 Ave North, Lethbridge

Phone: 327 – 4893

Gundytr@hotmail.com

C & A Industries Inc.
236 – 36 Street North, Lethbridge
Phone: 394 – 2343
Jensen’s Welding (2006) Ltd.
7100 – 64 Street, Taber
Phone: 223 – 2544

Lethbridge Millwright & Welding Ltd.
1237 – 36 Street North, Lethbridge
Phone: 329 – 3329
Toll free: 1-888-777-3329
e-mail: lethmill@millwright.ca

Liberty Boilers & Mechanical Services Inc
3302 – 3 Ave South, Lethbridge
Phone: 327 – 3921
Liberty2@telusplanet.net

Alberta Mechanical & Salvaged Recycling Ltd
(custom built boilers & skids)
Lethbridge
Phone: 327 – 2677
Amsr@canopycanada.net

Wolseley Mechanical Group
1601 36 Street North, Lethbridge
Phone: 327 – 4587

Boma Enterprises Ltd.
(metal flashings)
2215 – 2 Ave North, Lethbridge
Phone: 320 – 9661

Bullet Developments
(custom plasma arc cutting)
Kirk Asplund – President
Box 159, Barons Phone:
757 – 3736 Website:
www.bullet.ab.ca

Dex Unlimited
Mr. Tom Kotke, Partner
(repair, maintenance, general welding & fabrication)
RR *, Site 38, Comp 43, Lethbridge
Phone: 320 – 7962

Haul –All Equipment Ltd
(mfr of recycling & hauling equipment)
Mr. Dennis Neufeldt, President
4115 – 18 Ave North, Lethbridge
Phone: 328 – 7788
Website: www.haulall.com

Appendix 5

Listing of SouthGrow Industrial Machinery & Equipment Firms

Armtec Construction Products Ltd
Mr. Frank Stang, President
2210 – 39 Street North, Lethbridge
Phone: 320 – 2888

Edwards Group Guard
Deb Richter, Controller
Box 1600, Lethbridge
Phone: 320 – 5585
Website: www.edwardsgrain.com

Gen Manufacturing Ltd.
Mr. Henry J. Bergen, President
Box 560, Coaldale
Phone: 345 – 3414
Website: www.wearpoints.com

Hub Irrigation Services
2640 - 2 Avenue North, Lethbridge
Phone: 380-2438

Joss Technical Ltd.
Mr. Wayne Joss, President
3218 – 12 Ave North, Lethbridge
Phone: 320 – 7272

Kirchner Machine Ltd.
Mr. Dwayne Kirchner, Operations Manager
2419 – 2 Ave North, Lethbridge
Phone: 328 – 5568

Wally's Irrigation Services (1985) Limited
Mr. Walter Franz, President
4314 – 1 Ave South, Lethbridge
Phone: 328 – 9382

Wheatland Bins
Mr. Brian Macdonald, Senior Vice President
3125 – 24 Ave North, Lethbridge
Phone: 320 – 7070
Website: www.wheatlandbins.com

Appendix 6

List of SouthGrow Environmental Products & Services Firms

Aqua Terre Solutions Inc
Corey Shilliday
8- 2620 – 5 Ave North, Lethbridge
403 – 317 – 9161
Cshilliday@aquaterre.ca
www.aquaterre.ca

Biantco Environmental Services Inc
Lethbridge
403 – 327 – 8170
toll free 1 – 888- 327- 8194
www.biantco.com
biantco@telusplanet.net

CJB Reclamation
Randy Williams
1710 – 31 Street North, Lethbridge
403 – 381 – 2144
randy@cjbventures.com

Townsend Environmental Consulting
Coleman
403 – 563 – 5063
Gtsdmt@shaw.ca

Enviro-Ag Consulting Ltd
3 – 4010 – 9 Ave North, Lethbridge
403 – 329 – 9216
www.enviro-ag.com
rick@environ-ag.com

Cox G W Construction Ltd
1210 – 31 Street North, Lethbridge
403 – 328 – 1346
www.gwcoxconstruction.com
gwcoxcon@telusplanet.net

D B S Environmental
1510 – 33 Street North, Lethbridge
403 – 328 – 4833
info@dbsenvironmental.com

Clean Air Services
Lethbridge
403 – 327 – 5997
Cell: 403 – 634- 1749
www.cleanairservicesinc.com
phil@cleanairservicesinc.com

Landmark Environmental Ltd.
Jason Flatla
411- 400 – 4 Ave South, Lethbridge
403 – 331-3035
www.landmarkenvironmental.ca
info@landmarkenvironmental.ca
jason.flatla@landmarkenvironmental.ca

Enviro-Smart Inc
4617 – 24 Ave South, Lethbridge
403 – 327 – 9378
www.combustionresearch.com
envsmart@telusplanet.net

Bos Scapes Inc,
Peter Boss
1 km west of Coaldale on Hwy 3
403 – 345-5607
bossclapes@xplornet.com

BFI Canada
722 – 30 Street North, Lethbridge
403 – 328 – 6355
www.bficanada.com
lethbridge@bficanada.com

Newalta Corporation,

Glen Kennedy

Raymond, AB

403 – 752 – 3213

www.newalta.com

gkennedy@newalta.com

Southern Vacuum Service

403 – 327 -9447

Waste Management

403 – 328 – 4448

wccs@wm.com

WA Environmental Services Ltd

Lethbridge

403 – 381 – 8141

Appendix 7

List of SouthGrow Health & Bio Sector Firms

Bayer Crop Science

Mr. George Lammertsen, Manager – Canola Seed Production

#10, 3106 – 9 Ave North, Lethbridge

Phone: 329 – 0706

Website: www.bayercropscience.com

Enercon Water Treatment Ltd.

Mr. Keith Dys, President

3606 – 6 Ave North, Lethbridge

Website: www.enercon.ca

Lethbridge Orthotic-Prosthetic Services Ltd.

524 – 13 Street North, Lethbridge

Mr. Armand Huneault, President

Robyn Olton, Office Manager

Website: www.bracing.ca

University of Lethbridge Andrew Hakin, VP Academic

Hakin@uleth.ca

Viagen Inc. 2815 – 5th Avenue North Lethbridge, Alberta T1H 0P1

403-394-1616

Shawn.Walker@viagen.com

Radiology & Associates

Lethbridge, Alberta

403-328-1122

True Hope

David Hardy

1-888-878-3467

www.truehope.com

Appendix 8

List of SouthGrow Retirement Living Firms/Organizations

Albert Seniors Citizens Housing Association
9711 – 47 Avenue
Edmonton, AB
Irene Martin, Executive Director
Bus. 439-6473
Fax:(780) 433-3717
Email: ascha@ascha.com
www.ascha.com

Medican Head Office
1870 A – 6th Avenue S.W.
Medicine Hat, AB T1A 7X5
Bus. 403 526-3477
Fax 403 526-3843
www.medican.com
Contacts: Wes Riesheller, President
John Crisp, Manager

Green Acres Foundation Housing for Seniors
122 5th Ave. South
Lethbridge, Alberta
T1J 0S9
Contact: Dawna Coslovi, CEO
Phone: (403) 328-1155
Fax: (403) 328-6370
mail@greenacres.ab.ca
www.greenacres.ab.ca

Lethbridge Seniors Citizens Organization
500 Eleventh Street South
Lethbridge, Alberta
Canada T1J 4G7
Telephone: (403) 320-2222
Fax: (403) 320-2762
Contact: Connie Lys, Executive Director
clys@lethseniors.com
www.lethseniors.com/

Agecare Investments Inc.
Columbia Assisted Living
785 Columbia Blvd. West
Lethbridge, AB T1 4T8
Bus. 403 320-9363
Fax 403 327-9676
Contact: Marion McEntee
www.agecare.ca/columbia

Chinook Foundation
Cardston, AB
Kin Schnoor, CAO
Bus. B403 653-4251
Diamond Willow Terrace Lodge
McGrath, AB
Bus. 403 758-6866

Chinook Lodge
Cardston, AB
Bus. 403 653-4324

Whispering Green/Creek Adult Community
Vulcan, AB
Dean Pollack, Artistic Homes,
Bus 403 333-7784

Bill Klassen
Prestige Developments
Cardston
403 653-4868

Meadowlands Retirement Residence
403 504-5132

NorBridge Seniors Centre
403 329-3222

Appendix 9

List of SouthGrow Tourism Firms/Organizations

Chinook Country Tourist Association
2805 Scenic Drive South
Lethbridge, AB T1K 5B7
Contact: Kimberly Lyle, General Manager
Bus. 403 329-6777
Fax 403 329-6177
E-mail: kimberly@chinookcountry.com
www.chinookcountry.com

Agri Tours Canada Inc.
311 -150 Research Lane
Guelph, Ontario N1G 4T2
Contact: Richard Buck, President
Bus. 519 826-4077
E-mail: buck@agritourscanada.com
www.agritours.com

City of Lethbridge
City Hall, 910 – 4th Avenue South
Lethbridge, AB T1J 0P6
Contact: Lorna Kurio, Economic Development Liason
Bus. 403 320-3005
Fax 403 320-4259
E-mail: lkurio@lethbridge.ca
www.lethbridge.ca

Alberta Tourism
Tourism, Parks, Recreation and Culture
6th fl Commerce Place
10155 - 102 Street
Edmonton, AB T5J 4L6
Contact: Louise McGillivray, Executive Director
Tourism Development and Services Branch
Bus : 780 427-6638
Fax: 780 427-0778
E-mail: louise.mcgillivray@gov.ab.ca

Lethbridge Lodge Hotel and Conference Centre
320 Scenic Drive
Lethbridge, AB T1J 4B4
Contact: Rob Alldred, General Manager
Bus. 403 328-1123
Fax 403 331-6930
E-mail:ralldred@chiphospitality.com
www.lethbridgelodge.com

Alberta Birds of Prey
2124 – 16th Avenue
Coaldale , Alberta
Contact: Colin Weir, Manager
Bus. 403 345-4262
website: [in progress](#)

Remington Carriage Museum
623 Main Street
Cardston, Alberta T0K 0K0
Contact: Howard Snider, Manager
Phone: (403) 653-5139
Fax: (403) 653-5160
Email: info@remingtoncarriagemuseum.com
www.remintoncarriagemuseum.com

Town of Vulcan Tourism
115 Centre Street East
Vulcan, Alberta T0L 2B0
Contact: Dayna Dickens, Tourism Co-ordinator
Bus. 403 485-2878
E-mail:vultrek@telusplanet.net
www.town.vulcan.ab.ca

Blood Tribe Administration
Economic Development Dept.
Standoff, Alberta
Contact: Robert Crow, Economic Development Officer
Bus.403 737-8124

S & N Ranch
Claresholm
403 625-2157

Kimball River Sports
1 800 936-6474

Sunshine Farms
Carmangay
403 643-2124

Milk River Raft Tours
Milk River
403 647-3586

Robinpick Berry Farm
Lethbridge
403 381-3775