

Alberta's International Strategy



Global Advocacy for Alberta



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Alberta must take advantage of immense possibilities

Alberta stands as a beacon of possibility resting on a solid foundation. Our strong financial position, low taxes, educated workforce, entrepreneurial attitude and abundant natural resources present a unique capability to support the flow of investment, trade and people—both from and to the global community. Alberta’s capacity to influence its international relationships has grown markedly. At the same time, it is recognized that we live in a world where global dynamics are in constant flux, and these external forces can enhance or temper Alberta’s efforts internationally. The challenge is to keep aware, adapt and seize the opportunities.


We have the world’s attention: Let’s tell Alberta’s story

The recent success of Alberta’s energy industry has placed a global spotlight on the province. Trading partners, consumers, investors and governments are making decisions based on new environmental considerations. Alberta has a strong case to make, to better inform environmental debate both internationally and within Canada. As Alberta’s new branding strategy promotes: Alberta needs to communicate its story to the world. And when it comes to the environment this should include our proud history, regulatory regime, standards for responsible development, environmental stewardship and commitment to new technology. This approach will help mitigate the risks of unwarranted negative economic impacts on the province.

But Alberta’s story is not just about energy and the environment. It captures the spirit of our people as well as the potential that exists throughout Alberta. It’s about the values Albertans hold dear, and the wide range of Alberta successes – from the strength of our educational institutions and agriculture, to research, culture and economic development. There is so much Alberta needs the world to know.

Investment, diversification and value-added are priorities

Much of what Alberta seeks from international engagement has remained constant and significant to Alberta’s future: continued foreign direct investment (FDI), both into Alberta and out from Alberta, as well as continued diversification of the economy, and enhanced value-added from existing resources. Alberta still seeks skilled workers from abroad



to satisfy its demand for labour. Tourism - a sustainable and renewable value-added industry - remains important. Trade, though growing strongly, has endured challenges with rather negative experiences in agriculture and forestry, followed by campaigns against development of the oil sands. Relationship development and international advocacy continue to be vital, and create important bridges for economic, educational and cross-cultural development.

The Federal Government is an important partner

Government has a responsibility to use the platform and credibility afforded it internationally to set the foundation for Albertans' success. Albertans' main representation internationally is provided by the Government of Canada, but Canada's division of responsibilities between the federal and provincial governments necessitates a collaborative approach to the international arena: the Government of Alberta must build federal awareness and understanding of provincial needs and objectives, and aim to align federal and provincial strategic initiatives.

International efforts gain strength through stakeholder collaboration

Importantly, through this strategic framework the Government of Alberta will more actively extend this collaborative approach to Alberta groups that have international engagement — educational institutions, chambers of commerce, municipalities, economic development authorities, industry, cultural associations, and others. In developing this international strategy the Government of Alberta consulted with all of these groups. They told government that the way ahead for Alberta internationally is through collaboration. They told us that our collaborative relationship could improve, giving Alberta a stronger, and more successful presence internationally.

Alberta must also collaborate with international partners, building new relationships abroad and strengthening others to create new opportunities, develop connections and build mutually beneficial partnerships. Across the board, collaboration is the key to our success.

Alberta's new international strategy is a more managed and cohesive approach to optimize our international potential. It emphasizes the

importance of harnessing our collaborative efforts to proudly tell our collective story to the world — by promoting our strengths, opportunities and diversity — so Albertans can be more competitive globally.

Strategies

{ Strategy 1: Harness international efforts of stakeholders and partners through collaboration

- a) Establish regular government/stakeholder meetings to discuss and facilitate collaboration on international issues and opportunities.
- b) Work with stakeholders on developing an international events and missions information sharing mechanism.
- c) Enhance and promote the AlbertaCanada.com web presence to better inform and support stakeholders.
- d) Exchange market intelligence about international opportunities through various outreach programs.
- e) Build on existing networks and relationships of Alberta's industry, educational institutions, community and cultural groups.
- f) Better prepare Albertans for global opportunities through international education initiatives.
- g) Institute mechanisms to improve cross-ministry awareness and collaboration on international issues and opportunities.

{ Strategy 2: Expand Alberta's reach into growing international markets

- a) Broaden the reach of Alberta's existing International Offices.
- b) Expand Alberta's presence in the growing and strategic markets of India, Middle East, California and Brazil.
- c) Strengthen links with U.S. energy-producing states.
- d) Continue to be a strong proponent of NAFTA.
- e) Engage Albertans living and working internationally to be Alberta advocates, to promote Alberta and identify and create new opportunities for trade and investment.
- f) Champion global liberalized trade.
- g) Advance Alberta's interests in key markets through partnerships and participation in regional groups.



What Alberta Wants from International Engagement >>

Alberta's international interests can be grouped, with some degree of overlap, into four areas: international relations and advocacy, investment attraction, trade promotion, and workforce attraction and development. This section lists Alberta's key objectives for each of these, and reflects what we heard in the stakeholder consultations.

1) International Relations and Advocacy

Alberta's interests are often affected by what goes on beyond our borders. Constantly changing global dynamics make it necessary for Alberta to build and nurture strong relationships so that Alberta's international interests can be advanced, and new opportunities created. This requires continued advocacy of Alberta's interests:

- in Canadian foreign policy
- through forming alliances and developing international partnerships, and
- by building bi-lateral relationships with foreign governments and international bodies.

2) Investment Attraction and Access to Capital

Foreign direct investment (FDI)¹ pumps money into the economy, creates jobs, and increases opportunities for trade and access to global supply chains. Through FDI, Alberta companies gain awareness of new sources of products, intellectual property and management skills, and adopt new processes and technology.

Alberta has been the prime destination for FDI entering Canada. Recent investments in Alberta's oil sands and the related supply industry have been among the largest greenfield² investments in Canada's history. Challenges related to FDI are:

- *Continuation of foreign direct and indirect investment:* Alberta's businesses must have access to investment and key

¹ Foreign Direct Investment (FDI) is when a company from one country makes a physical investment into another country, or acquires lasting interest in enterprises operating outside of the economy of the investor. According to Investment Partnerships Canada, it is recognized that typically foreign-controlled companies spend significantly on research and development, and more actively adopt advanced technology than Canadian-controlled companies.

² Greenfield investment is the investment in a manufacturing, office, or other physical company-related structure or group of structures in an area where no previous facilities exist.

relationships around the globe to remain healthy and competitive. For the next few years, numerous regions of the world expect slower growth, reduced profit margins, and a squeeze on credit. Alberta must foster a supportive business climate, in terms of tax structures, regulations and labour force. Investors need to clearly recognize Alberta's comparable and competitive advantages.

- *Diversification of investment:* Investors invest in what they know. For Alberta, this largely means energy – but it needs to mean more, expanding beyond energy to ensure sustainability through diversification of the economy. Alberta requires expanded access to capital across all industry sectors.

- *Increase of outward FDI:* Outward FDI by Alberta companies into international markets enhances access to these markets, global supply chains, resources, and opportunities. The knowledge gained can strengthen the competitive advantage of Alberta companies. As the economies of Brazil, Russia, India and China gain strength, Alberta must position itself as a competitive player able to take advantage of future opportunities and adjust to new realities.

3) Increased Trade

Growth in trade has been a pillar of the global economy in recent years. Alberta's trade intensity, the sum of exports and imports as a share of total output, has risen from 37% in 1995 to almost 60% in 2008,³ through advancing technology, broadening international

³ Source: Peter G. Hall (Vice-President and Chief Economist), "When the Ships Are Down", Export Development Canada, September 3, 2008



MIKE PERCY,
DEAN, ALBERTA SCHOOL OF BUSINESS
UNIVERSITY OF ALBERTA

Alberta can't survive without trade and investment. To be a leader in the "next-generation" economy we need to establish business contacts globally to develop our diversification.



trade cooperation, and the emergence of global supply chains. Several objectives would help increase trade to Alberta's benefit:

- *Diversify into new markets:* As the balance of global economic power shifts, Alberta must prepare for the future by diversifying into new markets. Diversification of markets extends the life cycle of existing products and provides additional information about foreign competition and consumer trends.
- *Increase value-added trade:* Resource-based commodities such as oil, natural gas and grain comprise more than two-thirds of Alberta's exports. Services and manufactured goods play an increasing role in Alberta's economic growth and sustainability, but more needs to be done to encourage their development.
- *Preserve the trade position Alberta has achieved:* Alberta's principal market is North America, the United States in particular. The province must remain focused on maintaining and expanding its presence in the U.S. and Mexico, including championing North America Free Trade Agreement (NAFTA) trade liberalization and cautioning against regressive protectionism. As well, Alberta must be cognizant of new environmental regulations and must communicate the story of its standards for responsible development.

4) Workforce Development and Productivity Gains

Alberta's strong economic growth, demographic trends, and technological development have brought a number of changes to the labour market: workers need an ever-growing set of skills to perform their jobs well; employers have not been able to recruit all the people they need; and the aging population means there are not enough young people coming into the workforce to replace those who will be retiring. Across the globe, increased worker mobility has intensified the competition to attract qualified people.

- *International awareness, increased cultural understanding and a global mindset are critical skills for Alberta's workforce:* Internationalization of Alberta's education systems presents increased opportunities for learners to develop international and intercultural skills and knowledge. As Alberta's "next-generation" economy emerges, entrepreneurs, business leaders, and knowledge workers will be required to work within a more globally connected and complex workplace. The Government of Alberta has a strong commitment to ensuring all Albertans are well prepared to take their place in an increasingly competitive world.
- *Immigration is a key part of workforce development:*⁴ Through targeted recruitment of students or workers in

⁴ The province's comprehensive labour force strategy, *Building and Educating Tomorrow's Workforce*, identifies a number of priority actions to inform, attract, develop, and retain skilled workers.



particular fields, collaboration with employers to highlight career opportunities, new efforts to improve foreign credential recognition, or through work to increase the proportion of Canadian immigrants who choose Alberta. Alberta recognizes the importance of looking across Canada and around the world for the talented people who are needed to keep the economy growing. As Alberta businesses expand their global footprint, they also gain access to a deeper pool of skilled workers.

- *Safe and fair workplaces*: Support established standards of employment, health and safety for employees and employers alike are essential to Alberta’s workforce and investment attraction.
- The province’s commitment to full and meaningful *Aboriginal participation* in the workforce, as well as the *fair treatment of temporary foreign workers*, also enhance Alberta’s international reputation.

Beyond attraction of a workforce, Alberta can make economic gains through initiatives that enhance the province’s global competitiveness, capacity, innovation and productivity. Heightened awareness of global trends and adoption of new practices and technology will be vital to Alberta’s ability to remain globally competitive.

GEOFF PRADELLA, VICE-PRESIDENT,
CALGARY CHAMBER OF COMMERCE

The Calgary Chamber of Commerce represents local businesses – and strives to make the business atmosphere attractive for the best and brightest workers and companies to relocate to our city. Our members range from corner stores to multinationals, and they play an important communications role.

Strategies for Alberta's International Engagement >>

The Government of Alberta will achieve its international objectives by adopting the following strategies:

Strategy 1: Harness international efforts of stakeholders and partners through collaboration

Strategy 2: Expand Alberta's reach into growing international markets

Strategy 3: Strengthen Alberta's international profile

Strategy 1: Harness international efforts of stakeholders and partners through collaboration


Alberta's need for international investment, trade, and workers is about more than conducting business transactions. It's about building relationships and telling Alberta's story: who Albertans are as a people, its image as a place, its past and future directions. The story is about a place that:

- embraces a variety of cultures and values its Aboriginal peoples
- features modern, safe communities and workplaces, with clean air and water
- has internationally recognized education systems
- supports high-quality health care

- has world-class research and innovation capacity and capabilities
- boasts a wide variety of tourism attractions and cultural activities
- is home to a warm, welcoming, well-educated population
- has a business environment and regulatory framework that supports entrepreneurship, investment and responsible development.

It is Albertans who tell Alberta's story and build Alberta's reputation internationally. Alberta's business community, expatriates and alumni – the very people who have lived, worked and been educated here – can be amongst the province's best ambassadors abroad. Local businesses, communities, organizations and cultural groups have international connections that present ready-made means for sharing Alberta's story locally and internationally. The provincial government will offer them support by:

- a) *Inviting stakeholders to meet with government officials at regular intervals to discuss international issues and facilitate coordination and collaboration of initiatives.*
- The Government of Alberta places a strong emphasis on engaging stakeholders to support a collaborative approach to international engagement. While ministries currently work closely with their respective stakeholders, bringing various



CAROL STEWART,
VICE-PROVOST (INTERNATIONAL),
UNIVERSITY OF CALGARY

We need a common, coherent message of Alberta — that it's entrepreneurial, beautiful...

stakeholders together would provide a face-to-face forum for a broader exchange of information, relationship building, and discussion of international issues, events and missions of importance to Alberta. This forum may also provide a platform for identifying initiatives of mutual interest and potential pooling of resources. On an ongoing basis, ministries will continue to promote two-way exchange of information, work to build and strengthen relationships, and undertake measures to enhance collaboration with their stakeholders.

b) *Working with stakeholders to develop an open international events and missions information sharing mechanism* to be used by government and stakeholders to identify upcoming international events, opportunities for participation in trade missions, trade shows, international conferences and business promotions. The system would help create an atmosphere for collaboration and potential partnering. It would also make stakeholders aware of how the government is telling Alberta's story and how it is supporting international engagement.

c) *Enhancing and promoting www.albertacanada.com as an authoritative source of information about Alberta and the Government of Alberta's internationally focused programs and services, to guide clients to the right government contacts.* The site can act as a single window into Alberta for a broad international audience, providing a range of information and resources on investing, working, visiting and living in Alberta. It can also be a focal point for targeted international marketing efforts.

Working more closely together, Alberta's communities, educational institutions, private sector, industry and cultural associations will increase the impact of specific initiatives and elevate recognition of the province generally. Additional actions in support of the objectives previously cited will include:

d) *Exchange of market intelligence:* Information about international markets and trends can be shared among government ministries and with stakeholders through training programs for export readiness, outreach programs, in-market assistance, and domestic and foreign trade delegations. Related initiatives will be managed by a wide range of ministries, and with support from Alberta's International Offices. Trade promotion initiatives will be coordinated by Alberta International and Intergovernmental Relations, in conjunction with other ministries.



e) *Build on existing networks and relationships of Alberta's industry, educational institutions, and cultural groups.*

To promote trade and attract investment, workers, visitors and students, Alberta would benefit from the assistance of business people, community groups and foreign-born Albertans who have business and personal networks in crucial foreign markets. The Government of Alberta can partner with these groups and leverage these connections to expand relations with priority regions. Incorporating the expertise of cultural groups into education, training and business initiatives can heighten intercultural awareness, and add to the success of Albertans' global interactions and community cross-cultural integration initiatives.

f) *Better prepare Albertans for participation in an interconnected world by exposing Albertans to international opportunities.*

Increased labour mobility across the globe means more firms are tapping the world's talent pool. Alberta's emerging labour force – our youth at home – must be prepared to participate in the global environment. All Albertans need to know and understand the importance of Alberta's participation internationally. Bringing the world to Albertans, and Albertans to the world must become integral components of their education. Bolstering international initiatives such as student, educator and faculty exchanges, and work and study programs abroad provides Albertans with international experiences to prepare them for the future. Access to more international scholarships for Albertans could enhance this objective. Attracting foreign students to our schools and post-secondary institutions creates valuable global classroom experiences here at home. International education initiatives will be led by Education and Advanced Education and Technology.

INDIRA SAMARASEKERA, PRESIDENT,
UNIVERSITY OF ALBERTA

We need greater awareness and communication of dovetailing opportunities with the International Offices and other activities with the province in-market (receptions). There should be an understanding of everyone's international programs and integration as it supports Campus Alberta, encouraging and allowing coordination and collaboration where overlaps exist.

The work of nearly all Government of Alberta ministries extends beyond Canada's boundaries in some form. Appendix B describes the international scope of 10 key ministries. In the decade since the last review of Alberta's international strategy, the province has grown considerably and would benefit from:

Strategy 2: Expand Alberta's reach into growing international markets

While distances between markets may be shrinking amid global partnerships, developing those relationships has never been more challenging. The Western norms of conduct are not universal, and do not apply in many regions of the world. Different cultural attitudes place a higher value on building strong, trusting, personalized relationships before partnerships or business opportunities can be realized. Hierarchical attitudes and government-centric norms that exist in many parts of the world necessitate the Government of Alberta's involvement in establishing relationships. Ongoing face-to-face interactions in both the international marketplace and Alberta are vital. This is achieved through ministerial, advocacy and business missions abroad, and the continued, long-term efforts of Alberta's International Offices. In 2006/07, a review of Alberta's International Office network noted its success in this role.⁵ Alberta has International Offices located in:

- *Asia*: Japan, South Korea, and Greater China (Beijing, Hong Kong, Taipei, Shanghai)
- *Europe*: Germany and United Kingdom
- *North America*: Mexico City and Washington, D.C.

⁵ Alberta Foreign Offices Review Committee Final Report, 2007

Located in priority geographic regions around the world, the work of the International Office network is two-way: promoting and connecting Alberta to the world, and bringing the world to Alberta. The International Offices:

- showcase and market Alberta abroad
- supply timely business and economic information
- support export-ready companies
- generate investment leads and facilitate global investment attraction
- promote Alberta as a destination for tourism, work and study, and
- provide a platform for advancing Alberta's international interests.

It is essential that Alberta continues to reinforce its commitment to international trade and investment with these long-time economic partners.

Alberta must also look to increase collaboration with other ministries to support an expanded international presence through human and financial resources within or outside the International Office network. Alberta-based government staff target markets of significance where Alberta International Offices are not warranted or cost-effective. Use of local experts who have the necessary relationship base to serve Alberta's specific needs can also add value to in-market initiatives. This provides flexibility to adapt to changing market dynamics.



PAUL DRAGER, BOARD MEMBER,
CANADA EURASIA RUSSIA BUSINESS
ASSOCIATION

Companies need government support to
lend help and heft in countries where it is
difficult to do business.

Not only does Alberta need to strengthen
existing relationships, but we must build
new relationships to secure our future.
This can be achieved by:

a) *Identifying opportunities to extend the
reach of Alberta's strong, well-established
International Offices to new markets in
proximity to existing office locations.*
For example, in keeping with Alberta's
priorities, Alberta's European offices
could lend assistance to initiatives in the
Nordic countries or South/Central Europe.
Likewise, the Alberta Hong Kong Office
could broaden its reach to include key
markets within Southeast Asia. Some
markets, such as the United Kingdom,
may also benefit from a stronger advocacy
focus within the region.

Doing more can require additional
resources, but it also presents new
opportunities for cross-government
collaboration. Other ministries with
significant priorities in the immediate or
surrounding regions of an International
Office could partner with International and
Intergovernmental Relations to:

- supply resources for specific in-market initiatives
- engage local experts to implement projects or activities

- pool resources to enhance marketing efforts and elevate or broaden Alberta's presence at international events to serve multiple needs at once
- consider secondments to address specific expertise requirements.

Especially in lean times, partnering can maximize resources for government's international efforts. At times, some ministries, such as Agriculture and Rural Development, Employment and Immigration, and Education, have supported additional positions in various International Offices to address specific needs. These models of collaboration have been used successfully, and more ministries could benefit from similar partnerships.



FORMER MAYOR DAVE BRONCONNIER,
CITY OF CALGARY

Collaboration is key. We are looking at
leveraging opportunities because the City
can't do this alone.



ALBERTA PREMIER ED STELMACH:

“Alberta will maintain a strong presence on the world stage, defend our export markets and promote our province and its products to a global market.”



{ Alberta's
International
Offices

b) *Expanding Alberta's presence* in new regions would improve Alberta's access to emerging economies and, as a result, support Alberta's economic diversification and security:

- Alberta has underutilized its strong natural links with the *Middle East*. As Alberta's position on the world energy stage grows, the potential of this relationship increases. Premier Stelmach's mission to the World Future Energy Summit in Abu Dhabi included the signing of two Memoranda of Understanding (MoU) with the Government of Abu Dhabi.⁶ Within the Middle East, countries such as the United Arab Emirates, Kuwait, and Saudi Arabia are undertaking an outward, forward-looking vision to secure their futures through emphasizing global education, gaining knowledge and creating platforms for economic diversification. This provides vast opportunities within the region for Albertans, including: energy and environmental products and services; construction; agricultural niche markets; nanotechnology; and education. In addition, the Middle East is home to abundant investment capital that could be a significant source of future economic growth for Alberta. It also provides a strategic access point to North and Sub-Saharan Africa.

⁶ The first MoU outlines areas where Alberta and Abu Dhabi could cooperate to improve economic relations related to trade and investment. The second MoU outlines cooperation between Alberta's department of Energy and Masdar, Abu Dhabi's Future Energy Company, regarding Carbon Capture and Storage.

- India is expected to overtake China's population within 25 years but Alberta-India trade is still below potential in spite of India serving as a top source of Alberta's immigration, requiring a strengthened Alberta-India marketing and advocacy effort. Potential growth areas for Alberta can be found in sharing of expertise and investments in energy as well as information and communications technology.
- Similar to India, Brazil's economy is growing exceptionally, giving rise to an expanding middle class and an increase in consumerism. Alberta can offer Brazil expertise in heavy oil, and also agriculture, life sciences and education. The degree of government involvement in the economies of Brazil and other South American countries makes ongoing government to government contact necessary to gain access to opportunities in the region. Alberta's interests would benefit from the ongoing relationships that could be established through a strengthened presence in Brazil.
- Alberta's knowledge-based sectors have a natural connection to developments in California, a driver of progress for the U.S. and the world. Access to institutions at the cutting-edge of technological innovation enhances Alberta's ability to not only keep abreast of progress and change, but be a part of it.



MIKE DAWSON, PRESIDENT,
CANADIAN SOCIETY FOR
UNCONVENTIONAL GAS

Market intelligence can be a challenge for companies without a presence in those regions.

When it is economically feasible, expanding Alberta’s International Office network to the Middle East, India, California, and Brazil would be instrumental to growing Alberta’s long-term linkages with these regions. Ongoing evaluation of the province’s current and emerging needs as well as a regular cost-benefit analysis of existing offices will ensure that the International Office network continues to be one of the most valuable tools for marketing the province internationally.

The Government of Alberta must also continue its outreach and advocacy initiatives in the U.S. in cooperation with industry groups affected by U.S. policy decisions, and with the federal government and other provinces. Maintaining its own eyes, ears and voice in the U.S. capital, through the Alberta Office in Washington, D.C. will allow for timely and effective

responses to issues that have significant implications for the province. The Government of Alberta will:

c) *Strengthen its links* with U.S. energy-producing states, with states that are major customers for Alberta oil and gas, and with other key states that provide leadership on energy policy matters to advance Alberta’s interests and affirm the relationship with the province’s largest export market and investment source.

d) *Remain a strong proponent of NAFTA.* Alberta’s principal market is the U.S., and Mexico is growing in importance. The province must remain focused on maintaining and expanding its access to these markets by championing free trade and warning against the dangers of protectionism.

Expanding Alberta’s reach internationally is not limited to the International Office network. We heard loud and clear during consultations that Alberta can do more to:

e) *Engage “Friends” abroad to promote Alberta and identify new international opportunities.* Albertans living and working internationally, and Alberta alumni who have a close personal connection to Alberta, are Alberta’s natural ambassadors to the world and can be one of the province’s greatest resources and advocates abroad. By re-affirming these important linkages, and through partnered business or alumni events abroad, Alberta’s friends and networks can become engaged in promoting the province internationally for trade and to attract investment, workers and students.

b) *Acknowledge, adapt and provide leadership to evolving trends:* To remain globally competitive, Alberta's government and private sector need to be cognizant of global trends, adapt promptly and provide leadership for the future. Albertans have a history of applying ingenuity and innovation to address challenges. Pride in the natural landscape and the desire for more responsible development have stirred Albertans to create new environmental technologies and processes, which they now share around the world. The province must remain committed to fostering development of new technologies, such as clean-coal technology and carbon capture and storage,⁸ as well as supporting the advancement of Alberta's knowledge-based industries to propel the province forward.

c) *Increase awareness and accuracy of information about Alberta and its environmental record:* To better inform debate both internationally and within Canada, Alberta needs to communicate its story, including its history, commitment to fostering environmental stewardship, strong regulatory regime, standards for responsible development, business climate and focus on new technology. This will help Alberta mitigate the risks of

unwarranted negative economic impacts on the province.


Now, more than ever, this is the time to promote Alberta. It is vital to ensure that our province remains competitive in the global market, and continues to be a place of opportunity, prosperity and pride for all Albertans. By continuing to push forward through periods of economic uncertainty, Alberta can position itself as a relatively stable business climate and remain "front of mind" for potential investors and international partners. We can educate the international investment community about our diversity of trade and investment opportunities, stable investment climate, and programs such as the Alberta Enterprise Corporation.⁹

MAYOR STEPHEN MANDEL,
CITY OF EDMONTON

Our City and our Province have so much to offer the world and so much we can learn through partnerships. This process of engagement, relationship development and maintenance, as led by Alberta offices worldwide is essential to our global success.

⁸ Carbon Capture and Storage (CCS) is a process that captures carbon dioxide (CO₂) emissions and stores them in geological formations deep inside of the earth. The Alberta government has announced a \$2 billion kick-start to reduce greenhouse gas (GHG) emissions through new CCS projects. Implementing CCS is part of the province's Climate Change Strategy.

⁹ The Alberta Enterprise Corporation (AEC) has a dual mandate to promote the development of a technology venture capital industry in Alberta and provide improved access to venture capital for Alberta knowledge-based companies.



KEN KOBLY,
ALBERTA CHAMBERS OF
COMMERCE

There is a role for Alberta's small business to be Alberta's ambassadors and tell the story internationally.

Alberta's new brand will be put to work in international markets — part of a new, strenuous effort to market Alberta's story in order to attract the attention of potential investors, students, tourists and the talent we need, and to support the sales of Alberta goods and services abroad. Marketing efforts will take various forms to spread Alberta's story. Some of these are participation in international missions, conferences, trade shows, and encouraging in-bound foreign delegations and media/journalist missions to Alberta.

Telling Alberta's story internationally is a collaborative effort that is led by the Government of Alberta and its International Offices, and supported by Albertans and Alberta brand ambassadors, including universities, industry and community organizations that are actively embracing the brand and bringing it to life around the world.

Implementation and Review

Implementation of Alberta's international strategy will be a coordinated effort, requiring the commitment and collaboration of various ministries.

Under the leadership of International and Intergovernmental Relations and the Assistant Deputy Ministers' International Committee (identified in Strategy 1-g), the international strategy will be put into action. Specific initiatives and activities that support the implementation of the strategy will be identified in individual ministry annual business plans, along with related performance measures and timelines as necessary.

To ensure Alberta's international strategy retains focus and relevance consistent with emerging local and global trends, the Government of Alberta will undertake a review of the strategy within five years.

Appendix A: Alberta's Geographic Priorities >>

The following is a brief description of the Government of Alberta's priority geographic markets. However, it should be noted that fluctuations in global dynamics, as well as the mandate and priorities of each government ministry will determine the geographic focus for international activities. Therefore, some initiatives and activities will target geographic markets outside of those highlighted below.

North America

North America continues to be Alberta's overwhelmingly most important export destination, absorbing 87% of total exports in 2007 (though this picture is skewed by the value of energy exports, nearly all of which are destined for the United States). Likewise, it is also the number one source for FDI into Canada, with the United States holding 57.6% of Canada's FDI stock.¹⁰

United States:

- Currently, 21 of Alberta's 25 largest export markets are individual U.S. states, and U.S. investment represents over two-thirds of foreign investment into the province.

- U.S. policy decisions have immense capacity to directly impact the prosperity of Albertans, requiring the province to focus on advocacy, particularly in Washington, D.C.
- Maintenance and enhancement of Alberta's access to the U.S. market continues to be a key priority, requiring continued relationship building with key energy states, among others.
- California is the world's sixth largest economy, and arguably the source of much of the world's investment capital. It is a leading state that influences the actions and directions of other states, and is home to some of the world's largest and leading-edge research institutes, high-tech and life sciences companies. It is also a primary source for technology commercialization, management, entrepreneurial and business expertise, all of which could benefit Alberta businesses, through joint ventures, partnerships, research liaisons, and access to the marketing and distribution chains of major companies (Intel, Apple and Oracle).
- California is also Alberta's second largest source of U.S. visitors, and has obvious linkages for Alberta's film industry.
- The Alberta Washington Office (2005), located in Washington, D.C., is the

¹⁰ For Appendix A, export figures are based on *Alberta's International Trade Review* (September 2008). Figures for FDI stock in Canada are based on *Foreign Affairs and International Trade Canada FDI Statistics and Canada's State of Trade and Investment Update 2008*.

province's ongoing representation and advocacy mechanism in the United States. California has been identified as a priority market within the U.S. for an enhanced Alberta presence.

Mexico:

- One of Alberta's fastest growing export markets. It has risen to become the province's fourth largest overall trading partner.
- Alberta's exports to Mexico have grown over 1200% since implementation of the North American Free Trade Agreement (NAFTA) in 1994.
- Alberta and Mexico share common interests in such areas as energy, agriculture, NAFTA, and the challenges of living next door to the U.S.
- Mexico is Alberta's third largest export market for agri-food products in terms of value.
- Alberta's primary interests in doing business with Mexico are agriculture, energy, environmental products and services, education and labour attraction.
- Alberta has a twinning relationship with the state of Jalisco.
- Mexican interest in Alberta as a labour destination is growing significantly.
- The Alberta Mexico Office in Mexico City was founded in 2002 to stimulate economic development, trade, and investment between the two regions.

Asia

Together, the three Northeast Asian countries of China, Japan, and South Korea represent 42% of Alberta's total non-U.S. exports.¹¹ As a whole, Asia is Alberta's second most important regional destination for exports (after North America). The region also ranks as Canada's third largest regional source of FDI.

China:

- Alberta's second largest international market; the world's most prominent emerging market.
- Alberta has been building relations with China since the 1980s and has aggressively pursued Memoranda of Understanding with government and other research-based institutions to promote science and technology and capacity of highly-qualified people.
- The Alberta China Office has seen an increase in Chinese enquiries for investment opportunities in Alberta. This trend is expected to continue with the growth of China's middle class. Some Chinese oil and gas companies are already investing in Alberta's oil sands.
- China's rapidly expanding middle class provides a ready market for value-added goods and services as well as tourism attraction (currently ranking as Alberta's eighth largest source of tourists).

¹¹ 2008 figures, Source: Statistics Canada and World Trade Atlas, October 2, 2009

- China's growing prowess in science and technology is of interest to both researchers and companies looking for new ideas and partners.
- Alberta companies in relevant sectors can benefit as China's domestic consumption expands and large scale infrastructure projects are launched.
- Offers access to potential partnering opportunities in third markets, such as Africa, Asia and the Americas.
- Greater China is served by Alberta International Offices located in Beijing (2000), Taiwan (1988), Hong Kong (1980), and Shanghai (2010).

Japan:

- Alberta's third largest export market after the U.S. and China, and the 6th largest source of FDI into Canada (based on 2007 share).
- Japan is the largest net importer of food products in the world, presenting vast opportunities for value-added, competitively priced agri-food products from Alberta.
- There is substantial ongoing demand for housing and building products in Japan.
- Japan is the world's 4th largest energy consumer and second largest energy importer (after the U.S.).
- Japan has one of the most dynamic information and communications technology (ICT) revolutions in the world, playing a significant role in the overall Japanese economy.

- The value placed on education in Japan, and the dramatic increase in study abroad presents Alberta schools and institutions with opportunities for attracting students and creating partnership links with Japanese schools and institutions. Approximately 40 agreements exist between universities in Alberta and Japan on student exchange, scholarship program and academic cooperation.
- The Alberta Japan Office was founded in 1970 to stimulate and promote economic development, trade and investment, cultural relations and investment in Alberta's creative industries.

South Korea:

- The Alberta - South Korea economic trading partnership grew out of long-standing ties, beginning with Alberta's twinning with Gangwon-do province in 1974.
- Since the 1970s, the relationship has grown in such areas as business entrepreneurship and investment, commodities trading, education and immigration. Alberta is interested in pursuing its science, commercialization and investment agenda in this market.
- Free trade negotiations between Canada and the Republic of Korea (South Korea) promise to open new economic opportunities.

- Alberta and its major cities have maintained strong ties with their South Korean counterparts:
 - Sister Province Relationship: Alberta – Gangwon-do province.
 - Sister Cities: Edmonton – Wonju City, and Calgary – Daejeon.
- The University of Alberta has several university associations with South Korean universities including Yonsei University in Seoul.
- South Korea is the largest source of foreign students studying in Alberta.
- The Alberta Korea Office was established in 1988 with the purpose of establishing greater trade and business relations between the Province of Alberta and the Republic of Korea.

India:

- A growing export destination for Alberta with significant growth potential. While Alberta-India trade is growing, it can and should be stronger.
- India's economy has posted an average growth rate of more than 7% in the decade since 1996.
- India has a middle class of 250 million people who constitute a large consumer market and is projected to surpass China as the world's most populous country by 2030.
- For more than two decades, Alberta companies have been active in the

Indian oil and gas sector. Several Indian companies have considerable expertise in the petrochemical and refining industries, providing opportunities for investment from India in this area. Additionally, research and development, value-added processing, and education and training present significant opportunities for enhanced trade with India.

- With the vast size of the Indian market, opportunity abounds for every imaginable sector, especially in the areas of energy/heavy oil, labour, agriculture, ICT, and education. Alberta has interest in pursuing its science, commercialization and investment agenda in this market.
- India also offers access to partnering opportunities in third markets, such as Asia and Africa.
- This market has been identified as a priority for an enhanced Alberta presence.

European Union and Russia

Alberta's exports to Europe and the former Soviet Union were worth \$2.1 billion in 2007, confirming the region as Alberta's third most important geographical destination for exports. The 27 members of the European Union (EU) were the destination for the majority of these exports, and boasted a 41% increase over 2006. Alberta exports to the countries of the Commonwealth of Independent



States (CIS) also increased, rising 29% in 2007. Regionally, Europe is Canada's second largest source of FDI. The United Kingdom, the Netherlands, France, Switzerland, Sweden and Luxembourg, each rank within Canada's top-10 country-sources for FDI.

Increased EU integration is of particular interest to Alberta in such key areas as energy security, climate change and agricultural trade policies, coordinated global defense efforts and NATO alliances, and expanding bilateral/multilateral free-trade initiatives.

United Kingdom

- The United Kingdom (UK) ranks as Alberta's 5th largest foreign trading partner and the largest in Europe for the 2003-07 period.
- It is a key international gateway for trade, investment, capital markets, skilled labour attraction, tourism, trade policy, and media, and serves as the preferred entry point to Europe.
- London itself is one of the world's largest economies, and is a dominant international finance centre, with many international institutions, companies, media and political figures based in London (including the Commonwealth; European Bank for Reconstruction and Development; virtually all major international financial institutions and

funds from around the world; and large diplomatic missions).

- The UK plays a key role within the EU and as a close ally to the U.S.
- Alberta's first International Office was opened in London in 1913 and closed in the 1990s. In 2003, Alberta re-established the Alberta UK Office in London with a focus on trade, investment and labour attraction. Going forward this office has an important advocacy role to play as well.

Germany

- Alberta's 5th largest European Union export market, and Alberta's 18th largest export market in the world (2007 figures).
- Germany is the world's 5th largest economy.
- It is Canada's 8th largest source of FDI (2007).
- Alberta's 2nd largest source of European visitors (after the United Kingdom) - approximately 71,000 visits in 2008, with estimated revenue of \$67 million CAD.
- Areas of interest for Alberta include agriculture, education, energy, immigration and emerging opportunities in life sciences, nanotechnology, ICT, building products, environmental technologies and services, and machinery, among others.
- Germany is also a priority for Alberta's film industry.

- Germany is one of the key partners in the European Union and is a driving force behind Euro and European integration.
- Alberta is served by the Alberta Germany Office in Munich (2002), which works to build stronger, mutually beneficial economic ties between Alberta and Germany. This is achieved by providing assistance to the citizens and businesses of Alberta and Germany interested in pursuing trade and business relationships.
- In recent years, the number of Alberta-based companies active in Russia has increased owing to the enactment and enforcement of new Russian legislation.
- The province has also been active in providing governance support, including sharing the expertise and experience of the province's indigenous people in undertaking economic development initiatives.
- Alberta has interest in pursuing its science, commercialization and investment agenda in this market.

Russia

- Alberta's 15th largest export market between 2003 and 2007, with annual exports averaging \$120 million CAD.
- The majority of Alberta's private sector activities in Russia have focused on the oil and gas rich oblast of Tyumen (including Khanty-Mansii and Yamal-Nenets with which Alberta has cooperative agreements).
- Russia has the world's 8th largest proven oil reserves with its 60 billion barrels (bbl), while Alberta ranks second with 173 bbl.
- Beyond the energy sector, Alberta companies have been active in Russia's agriculture and education sectors, and further opportunities exist in environmental impact assessment services, infrastructure improvement services and technology.

South America

Latin America and the Caribbean (excluding Mexico) imported \$727 million CAD in goods from Alberta in 2007, with the majority of these going to the countries of South America. South and Central America rank as Canada's 4th largest regional source of FDI, with the majority coming from Brazil (ranked 7th by country in 2007).

Brazil

- Brazil is the largest country in South America, both by size and population.
- It is the world's 5th largest country, its economy is the 10th largest nominally, and is a key member of the MERCOSUR free trade zone.

- Within the South American context, Brazil has a solid and stable democratic government which has positively impacted the country's economy.
- Brazil, along with Russia, India, and China is expected to become one of the world's dominant economies.
- Provides a gateway to African countries such as Nigeria or Brazil's sister Portuguese colonies of Angola and Mozambique.
- Gaining in importance as an oil and gas producer. A number of Alberta exploration and production companies have signed Memorandums of Understanding with the state oil company, Petrobras to investigate joint venture opportunities in other markets.
- Alberta has interest in pursuing its science, commercialization and investment agenda in this market.
- Brazil is the world leader in the production of biofuels and is taking a stronger interest in environmental concerns, areas Alberta is actively developing.
- Alberta's ICT sector is a main contributor to Alberta-Brazil two-way trade. Brazil has the largest telecommunications market in South America, and is the 9th largest internet market in the world, with much potential for e-commerce initiatives.
- Alberta's educational institutions have been developing linkages with Brazil

in recent years, leading to MOUs between universities. Canada is now the number one study abroad destination for Brazilians.

- This market has been identified as a priority for an enhanced Alberta presence.

Middle East

The 20 countries of the Middle East and North Africa (MENA) absorbed a total of \$677 million of Alberta's exports in 2007. The largest Middle Eastern contributor to FDI (for which FDI data is available) is the United Arab Emirates, ranked 14th for FDI stock in Canada in 2007.

- The United Arab Emirates (UAE) is Alberta's most important export destination within MENA, accounting for 23% of Alberta's exports to the region. It is one of the most prosperous countries in the world.
- Abu Dhabi, the energy hub of the UAE, is home to many of the Emirates' investment funds and research facilities.
- Dubai has become a central Middle East hub for trade and finance.
- Alberta has many natural synergies with the Middle East, from energy to nanotechnology. It also serves as an access point to opportunities in North Africa.
- Conventional energy reserves are depleting, causing the region to begin developing their unconventional

resources. Environmental impact is also being considered to a much greater extent than in the past. Alberta has considerable knowledge and expertise in both, and can also benefit from the related construction boom arising with resource development in the area.

- Alberta agricultural processors have begun accessing niche product opportunities in the region. Australia's sizable market share in this sector serves as an indication that through targeted efforts, Alberta/Canada should be able to gain a more sizable piece of market share.
- Much of the region emphasizes securing an international education, through off-site educational programming, as in the case of the University of Calgary's Nursing Program in Qatar, or by sending students to post-secondary institutions abroad.
- The region's vast amount of capital and capacity for investment in Alberta is another crucial reason for the province to develop a strength of presence in the region.
- The region's underlying tensions with the United States versus Canada's more positive relationships bolster Alberta's ability to capitalize on the potential of the region.
- This market has been identified as a priority for an enhanced Alberta presence. As part of the Alberta-Abu Dhabi MOU, signed in January 2010, both jurisdictions resolved to examine conditions for opening offices in the other's jurisdiction.

Appendix B: Key Ministries in Alberta's International Strategy >>

The core group of ministries with an international focus include: International and Intergovernmental Relations; Advanced Education and Technology; Education; Energy; Environment; Sustainable Resource Development; Finance and Enterprise; Agriculture and Rural Development; Employment and Immigration, and Tourism, Parks and Recreation.

- **International and Intergovernmental Relations** leads the Government of Alberta's international strategy. It is the international advocacy and marketing arm for the province, and serves as the primary portal within the Government of Alberta for coordination of international initiatives. Areas of responsibility include international relations, trade promotion, investment attraction, trade policy, international governance support, and Alberta's International Office network. The ministry works in partnership with other ministries to fulfill the core role of economic development.
- **Advanced Education and Technology** facilitates the internationalization of Alberta's post-secondary system to ensure that Alberta's post-secondary students are prepared for their role in the global environment. The ministry promotes Alberta internationally as a learning province – a knowledge-intensive jurisdiction that supports the sharing and

transfer of knowledge and technology with international partners. It is also responsible for pursuing the province's innovation, science and commercialization agenda, by undertaking initiatives that help build Alberta's capacity in knowledge-based sectors, including those identified in the Bringing Technology to Market action plan.¹²

- **Education** focuses on preparing Albertans for successful participation in a globalized and interconnected world by ensuring Albertans have opportunities to develop international and intercultural knowledge, skills and awareness. Core international activities include: student and educator mobility programs; school partnerships and classroom to classroom linkages; internationalized curriculum with global citizenship, second language and intercultural outcomes; foreign school accreditation; and international student programs and promotion. The ministry also collaborates with foreign governments, agencies and international organizations to profile Alberta's education system, share expertise and grow education capacity.

¹² Alberta's Action Plan: Bringing Technology to Market is the province's strategy for building and growing knowledge-based companies, and seeing their efforts commercialized, which is important for Alberta's ongoing success in the global economy.



- **Finance and Enterprise** directly supports the development of Alberta’s global economy through leadership and services that enhance Alberta’s economic, regional and industry development. This includes analyzing Alberta’s tax competitiveness, global economic and financial trends, and sourcing global best practices, such as improvements for productivity and competitiveness. Finance and Enterprise’s industry development initiatives in particular are an essential supporting element for International and Intergovernmental Relations’ trade and investment initiatives.

- **Agriculture and Rural Development** works closely with producers, processors and other stakeholders to support strong sector development and enhance industry capacity. Working collaboratively with the Alberta International Offices, internationally focused priorities include increasing sustainable exports of agriculture products and services through market access, advocacy, trade facilitation, market development and diversification, as well as foreign worker and investment attraction.

- **Employment and Immigration** is the lead ministry responsible for fulfilling the objectives of the province’s labour force strategy, Building and Educating Tomorrow’s Workforce. Key international initiatives revolve around attracting new immigrants and people with the right skills and knowledge to Alberta, as well as working with industry and communities

to promote the economic and social integration of all newcomers.

- **Tourism, Parks and Recreation (TPR)**, as well as **Travel Alberta** and **Culture and Community Spirit’s Alberta Film**, are actively involved in marketing the province internationally, and support the growth of their respective industries through significant investment attraction and global competitiveness initiatives. TPR also engages other jurisdictions in an education capacity about Alberta’s provincial parks and related management practices.

- The ministries of **Energy, Environment and Sustainable Resource Development** have not traditionally had a core role in coordinating international operations. Nonetheless, they are an integral part of Alberta’s international activities and how Alberta is seen on the global stage. As well, each is becoming more involved in international energy, environment and natural resource related matters.

- **Executive Council** and the **Public Affairs Bureau** also play an integral role in supporting the implementation of Alberta’s international strategy through their leadership in various areas, including the Alberta brand.

Close involvement with all of these ministries is critical to the success of Alberta’s international strategy.



Appendix C: Alberta's International Offices* >>

Office	Location	Opened	Staff**	Structure
Alberta China Office	Beijing	2000	7	Co-located within Canadian Embassy
Alberta Hong Kong Office	Hong Kong	1980	4	Stand Alone
Alberta Taiwan Office	Taipei	1988	2	Co-located within Canadian Embassy
Alberta Shanghai Office	Shanghai	2010	1	Stand Alone, co-located with British Columbia and Saskatchewan
Alberta Korea Office	Seoul	1988	1	Co-located within Canadian Embassy
Alberta Japan Office	Tokyo	1970	7	Stand Alone, but in Canadian Embassy Building
Alberta Mexico Office	Mexico City	2002	3	Co-located within Canadian Embassy
Alberta Germany Office	Munich	2002	2	Co-located within Canadian Consulate General
Alberta United Kingdom Office	London	2003	3	Co-located within Canadian High Commission
Alberta Washington Office	Washington, D.C.	2004	4	Co-located within Canadian Embassy

* Accurate as of October, 2010

** Staff includes both Locally Engaged Staff and the Managing Directors/Alberta Representatives

Appendix D: Alberta's Twinning Relationships >>

Alberta has “twinning” relationships with 14 foreign sub-national governments. These can be grouped into three categories of twinings or relationships:

Special Relationships are full-fledged, multi-sectoral partnerships with a specific province or state. These are sometimes called “sister province” relationships. These relationships enable a wide range of activities and cooperation in areas such as agriculture, energy, business, sports, culture, science and education. This helps to promote economic activity and cross-cultural awareness.

- **Gangwon, South Korea, 1974**

The Gangwon relationship was the first sister-province relationship to be established. Most activities have involved education, culture and sports exchanges. However, the focus is now turning toward governance advice.

- **Hokkaido, Japan, 1980**

A number of initiatives resulting from this relationship have occurred in areas such as agriculture, education, culture, sports, construction, housing and manufacturing. 2010 marks the 30th Anniversary of this relationship.

- **Heilongjiang, China, 1981**

This agreement focuses on mutual areas of interest including agriculture, energy, forestry, science and technology, medicine, education, sports and environmental protection.

- **Tyumen, Russia, 1992**

This twinning relationship has focused on nurse training programs, and cooperation in forestry, agriculture, environmental services and telecommunications. Alberta had a trade office in Tyumen from 1994-96.

- **Khanty-Mansii, Russia, 1995**

Since signing the agreement, Alberta and Khanty-Mansii have cooperated in areas relating to natural resource management, public expenditure management, health care and secondary education administration. Khanty is the world's second largest producer of oil.

- **Yamal-Nenets, Russia, 1997**

Alberta has a long-standing commercial relationship with Yamal-Nenets, focused on the gas industry and construction projects. Yamal-Nenets is the world's largest producer of natural gas. Bilateral relations have also been strengthened through a number of training programs and educational exchanges.

- **Jalisco, Mexico, 1999**

In the decade since this relationship was formally established, Alberta and Jalisco have signed more than 11 additional agreements. Some of the most active areas of cooperation include forestry, education, agriculture and - as of 2009 - nanotechnology.

- **Saxony, Germany, 2002**

Signed in 2002, this agreement has sparked cooperation in the areas of economic development, biotechnology and education.

- **Ivano-Frankivsk, Ukraine, 2004**

Alberta has a long history of involvement with Ukraine and particularly western Ukraine. A cooperation agreement was signed in 2004 to foster cooperation in a variety of areas including education, agriculture and museological cooperation.

- **Lviv, Ukraine, 2005**

Alberta has strong historic and cultural ties with this region of western Ukraine. Signed in 2005, this cooperation agreement will strengthen existing linkages in education, agriculture and culture.

Transboundary Relationships with American states are policy-oriented arrangements, which are critical to Alberta in the management of intergovernmental and trade relations with its American neighbours.

Transboundary partnerships with Alberta's largest trading partner, the U.S., are important because they help the Province:

- forge close working relationships with key U.S. decision makers
- manage cross-border matters such as agriculture, water management, environmental protection, and tourism
- establish mechanisms for informal settlement and avoidance of disputes
- ensure access to trade routes in the western U.S. states, including north-south to California, Texas and

Mexico, westwards to Pacific ports and northwards to Alaska, and

- build alliances on important Canada/U.S. issues, including borders

- **Montana, 1985**

This agreement has paved the way for cooperation on issues in agriculture, transportation, border issues, energy, tourism and other areas.

- **Alaska, 2002**

Alberta and Alaska have agreed to work together in areas including energy, pipelines, transportation and Aboriginal issues.

- **Pacific NorthWest Economic Region (PNWER), 1991**

PNWER is a regional multilateral forum that brings together legislative, government and private sector leaders from Alberta, British Columbia, Northwest Territories, Saskatchewan, Yukon, Washington, Oregon, Idaho, Montana and Alaska. Its goal is to build stronger links among jurisdictions in the Pacific Northwest, facilitate trade, and deal with regional issues through dialogue.

Governance-Focused Twinning are twinings undertaken to assist other states or provinces to improve their mechanisms of governance.

- **Mpumalanga, South Africa, 1996**

The purpose of this twinning is to assist the post-apartheid province of Mpumalanga government in areas of intergovernmental relations, legislative support, economic cooperation, two-way tourism promotion and education.

Appendix E: The Federal Government >>

Alberta is a strong supporter of a unified Canada, and believes that it is important for Canada to speak with one voice internationally. At the same time, the Government of Alberta recognizes it has a responsibility to work closely with the federal government to make sure Alberta's story is fully understood. The Government of Alberta will continue to:

- advocate that federal immigration initiatives acknowledge Alberta's labour force needs
- advocate for greater trade liberalization both nationally and internationally
- seek "full provincial participation" in the negotiation, implementation and management of international trade agreements
- work closely with the federal government and its posts abroad to advance Alberta's interests internationally.

By participating in international forums, the province will continue to pursue avenues to advance its free-trade agenda and promote Alberta's interests internationally and domestically.

Alberta will also continue to pursue opportunities to work collaboratively with other Canadian provinces and territories in areas of common international interests.

**Government
of Alberta** ■

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