

Accordingly, in conjunction with the provinces, Industry Canada and a number of federal agencies, my department is working, under the "Trade Team Canada" banner, at further delineating our respective roles and at establishing a framework for improved support to our clients, our exporters.

This is what the Memorandum of Understanding (MOU) that Premier Klein and I are about to sign is all about. It sets the course for yet closer co-operation between Ottawa and Alberta in services for our exporters. This is the first such MOU signed in western Canada. I am grateful to the Alberta government for having provided leadership in the successful negotiations that brought us here today.

This Memorandum of Understanding, similar to the one that we signed last year with Ontario and those we shall sign shortly with Manitoba and Saskatchewan, provides for greater collaboration in planning, information sharing, fairs and missions, education and training, representation abroad, investment promotion, industry and technology development.

Although our federal-provincial agreements do not provide for the immediate, full integration domestically of government trade services, they do constitute a strong base for our future work. Ideally, the Department of Foreign Affairs and International Trade should focus efforts on business support overseas, while provinces - in tandem with Industry Canada and other key federal departments and agencies - co-operate in support services domestically. Our ultimate goal must be for each level of government to do what it can do best.

The proposed office "co-location" initiative here in Calgary is a notable example of what can be done - three levels of government committing to locate their activities in the same building to complement better one another's activities. I wish to thank not only the Alberta government but also the Calgary Chamber of Commerce for its valuable support in developing a "one-stop" export centre here in Calgary.

As we seek to rationalize activities among several levels of government, we must also improve co-ordination within the federal government itself. Currently, no fewer than 20 federal departments and agencies are active in international trade and investment development. In fact, only half of the total federal expenditure in export promotion is administered by my own department. A more integrated approach in Ottawa as well as with the provinces is clearly necessary in order to meet head-on our global competition.

The International Trade Business Plan is a good starting point. This annual document, released in February, outlines Canada's export strategy for 23 key industrial sectors. It contributes to