



PROSPERING IN A GLOBAL COMMUNITY: NEW BRUNSWICK'S INTERNATIONAL STRATEGY

LA PROSPÉRITÉ DANS LA
COLLECTIVITÉ MONDIALE

全球社会中的繁荣

PROSPERANDO EN LA
COMMUNIDAD GLOBAL

WACHSTUM IN
EINER GLOBALEN
GEMEINSCHAFT

MAENDELEO KATIKA
JAMA MUZIMA

विश्व समाज में समृद्धि





PROSPERING IN A GLOBAL COMMUNITY: NEW BRUNSWICK'S INTERNATIONAL STRATEGY





**PROSPERING IN A GLOBAL COMMUNITY
New Brunswick's International Strategy**

Published by:

*Province of New Brunswick
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1*

Canada

Printed in New Brunswick

CNB 1769

Photo Credits:

*CIDA, University of New Brunswick, Université de Moncton,
Cyrille Simard, NB Power, Corel Corporation*



TABLE OF CONTENTS

Premier's Message	5
Introduction	6
Vision Statement	7
Guiding Principles	7
The People of New Brunswick	7
New Brunswick and the Global Community	7
New Brunswick as a Place to Live	7
New Brunswick as a Partner of Choice	8
Objectives	8
Partnerships And Activities	8
Province of New Brunswick	8
Federal Government	9
Private Sector	9
Academic Community	9
Communities	9
Non-Governmental Organizations	10
New Brunswick Residents	10
Success Factors	10
Return On Investment Criteria	11
Economic:	11
Financial:	11
Social:	11
Environmental:	11
Strategic Elements	12
Investment and Trade	12
Immigration.....	15
Innovation and Education	16
International Development	17
International Environmental Stewardship	19
Image and Reputation	20
International Competencies	22
Designated Target Markets	22
The Government Of New Brunswick's Commitment	24
New Brunswick and Canada	24
The Province of New Brunswick.....	24
Our International Partners	25
Performance Measurements	26
Conclusion	26
Further Information	26





PROSPERING IN A GLOBAL COMMUNITY:

New Brunswick's International Strategy

Premier's Message



The era of globalization offers New Brunswick an exciting new opportunity for prosperity. New Brunswick is and has always been a trading province, and our economic growth and social progress is directly linked to our ability to effectively and efficiently engage the international community. ***Greater Opportunity: New Brunswick's Prosperity Plan*** sets out a bold set of targets we will pursue over the next 10 years. Our success in achieving these targets relates directly to how well New Brunswick performs in the international arena.

Prospering in a Global Community: New Brunswick's International Strategy creates a clear framework for New Brunswick's economic and social prosperity on the international stage. The strategy contains a number of key elements that will dictate our success in this global arena. We must focus and make decisions on where best to concentrate our efforts. We must embrace the help of our partners and harness the resources and ingenuity of our people. We must be competitive at home to be a magnet for investment and a gateway for trade.

Canada has dominated the United Nations rankings ever since the Human Development Index was launched in 1993. Canada's positive international image offers New Brunswick a solid foundation to build upon. We must, however, also build on our own reputation in the international arena, founded on excellence in the products we trade and the services we provide. We must appreciate that our desire to achieve prosperity is shared throughout the world, and act accordingly.

New Brunswick must be *competitive* in international business and *compassionate* as a responsible member of the global community in order to succeed.

The Government of New Brunswick is committed to fostering our success by building partnerships both at home and abroad. The Province's new Department of Intergovernmental and International Relations has been given a mandate to seek out these partnerships and ensure a strategic provincial approach in the pursuit of our international interests.

Succeeding internationally is essential if we are to succeed here in New Brunswick.

A handwritten signature in cursive script that reads "Bernard Lord".

Bernard Lord
Premier



PROSPERING IN A GLOBAL COMMUNITY:

New Brunswick's International Strategy

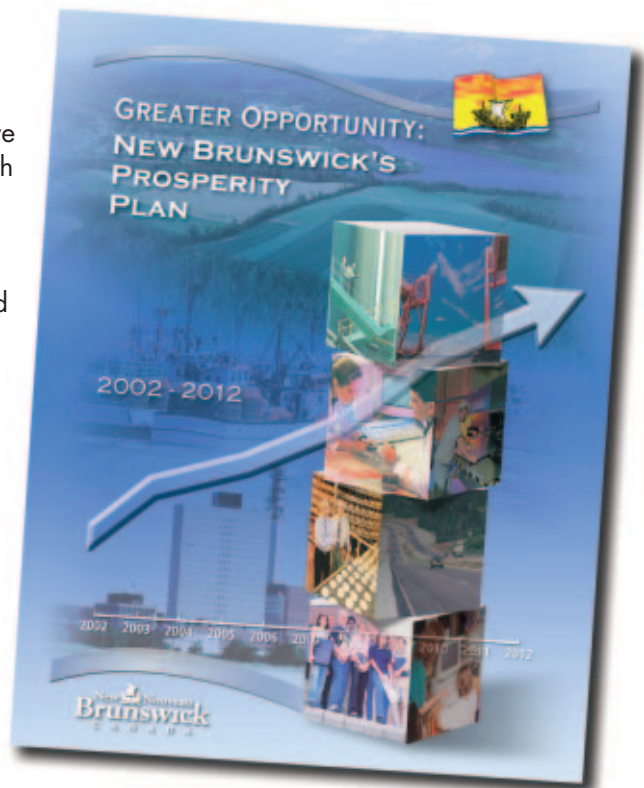
INTRODUCTION

The world is changing dramatically. The emergence of the global market economy demands enhanced competency in international business, global market assessment, international finance, cultural awareness, global demographic shifts and intergovernmental relations. Globalization confronts New Brunswick with the paradox of increased opportunities for prosperity while demanding that our economy and our people be globally competitive. Prospering in this new global economy will require a focused and coordinated approach. We are confident in our ability to rise to this challenge.

Greater Opportunity: New Brunswick's Prosperity Plan is a bold ten-year plan designed to position the province for substantial new economic growth and social progress. New Brunswick's success in achieving our targets relates directly to how well the province performs in the international arena. Recognizing this reality, the **Prosperity Plan** called for the development of an international strategy to focus the province's efforts in pursuing our international interests.

Prospering in a Global Community: New Brunswick's International Strategy provides a framework for how New Brunswick will engage the global community. It is designed to help achieve the province's prosperity targets and is aimed at harnessing our competitive strengths by promoting a focused and coordinated approach to our international activities.

Prospering in a Global Community: New Brunswick's International Strategy identifies *why* and *where* we do *what* we do in the global arena.





VISION STATEMENT

New Brunswick will be *competitive* in international business and *compassionate* as a responsible member of the global community.

GUIDING PRINCIPLES

New Brunswick's future prosperity is directly linked to our success in the global marketplace. We will not have one without the other. And I am committed to having both.

Premier Bernard Lord

Prospering in a Global Community: New Brunswick's International Strategy is founded on the following core principles:

The People of New Brunswick

The people of New Brunswick are open to the world and the world is open to New Brunswick. As Canada's only officially bilingual province we celebrate and embrace our diversity. We are looking for international partners in the spirit of sharing our vision of pursuing prosperity for all people.

Our people are highly skilled, loyal and committed to excellence. We promote a culture of innovation and are leaders in the knowledge economy.

New Brunswick and the Global Community

We are a trading people and we support the principles of free trade and open markets. We pursue free trade with our trading partners and ensure that our economy benefits from fair and rules-based trading practices.

We are interested in expanding our global interests and are actively pursuing new opportunities and partners in many different countries. We are an active member of La Francophonie and will build on our success in this important forum.

The United States is Canada's largest trading partner and we believe in an open border between our two countries. Within that relationship, New Brunswick is a key trading gateway for the rest of the world to the United States, and a magnet for investors wanting access to the United States market.

We recognize and support Canada's constitutional role in international relations. We wish to have a dynamic and progressive new partnership with the federal government as we pursue our province's international interests.

New Brunswick as a Place to Live

New Brunswick is the best place in the world to live, to work, and to raise a family.



New Brunswick as a Partner of Choice

The Province of New Brunswick is a model partner for other governments in the world seeking prosperity for their people. We intend to pursue international partnerships where the interests of our province align closely with the interests of our global partners.

OBJECTIVES

Prospering in a Global Community: New Brunswick's International Strategy has three key objectives:

1. To ensure consistency between the Province of New Brunswick's international activities and our **Prosperity Plan**;
2. To promote a corporate and focused approach to our international activities within the provincial government; and
3. To foster an integrated and synchronized approach to our international relations between governments, our communities, the business sector, stakeholders and the academic community in order to capitalize on existing assets and synergies.

PARTNERSHIPS AND ACTIVITIES

The Province of New Brunswick recognizes the benefits of forging meaningful partnerships with business, communities, academia, stakeholders and other levels of government in pursuing our international interests. We are committed to strengthening our traditional relationships and building new alliances and partnership opportunities. Collaborative action is a strategic choice for the Province of New Brunswick.

Province of New Brunswick

The Province of New Brunswick pursues international relations designed to promote and protect the interests of the province. Our interests include pursuing trade and investment opportunities, trading in international financial markets, contributing to international trade policy debates, seeking new immigrants, and participating in international development activities. The province's internal assets include systems and technologies in the delivery of education and health, as well as excellence in delivering public services on-line. We share our governance models with developing countries and have highly skilled employees with wide-ranging international expertise.

New problems will require new solutions. If we're going to make it, we're going to have to work together in ways we've never done before. We're going to have to leverage each other's assets in ways we've never even thought of.

*John McLaughlin
President, University of New
Brunswick*



Federal Government

The federal government exercises jurisdiction over Canada's international affairs, treaty ratification, and trade policy, and shares jurisdiction with the provinces on immigration. The Government of Canada offers significant international services within Canada and throughout the world. New Brunswick's success in the global community is inherently tied to Canada's success on the international stage. We welcome and embrace Canada's enviable international image and will align ourselves closely with the Government of Canada's foreign policy outlook.

Private Sector

Many New Brunswick businesses are active in the international marketplace. Although the United States remains the most significant trading partner for New Brunswick companies, many of our businesses are also active in other parts of the world. While our core business remains rooted in the resource and value-added sectors, diversification of our economy continues with growing strength in the knowledge, tourism and manufacturing sectors.

Academic Community

New Brunswick's post-secondary institutions must compete globally for students and faculty all over the world. They have a proven track record in meeting this challenge and continue to build on their successes. Our post-secondary institutions are also active in pursuing international business and development opportunities. Their collaborative ventures with international research institutions to foster knowledge and technology transfer make a significant contribution to the province's innovation agenda.

The presence in New Brunswick of foreign students greatly enhances our University. Also in the context of globalization, it is important to increase student mobility to allow students to discover the issues and challenges of globalization.

*Yvon Fontaine, Recteur,
Université de Moncton*

Communities

Our communities play an important role in New Brunswick's international relations. Many communities are twinned with other communities around the world with a view to working together in the interest of their citizens. The capacity of communities to offer a welcoming environment for international tourists, investors, immigrants, foreign students and those involved in global trade is critical to our future success. The Province of New Brunswick's network of Community Economic Development Agencies are community-based and support local businesses in their efforts to become export-ready in pursuit of international markets.



Non-Governmental Organizations

Many people in New Brunswick are actively engaged in international activities through citizen-based organizations, many of which are of a voluntary nature. These non-governmental organizations advance important international causes such as environmental stewardship, multiculturalism, linguistic rights, and humanitarian needs.

New Brunswick Residents

All New Brunswickers have a role to play in advancing the province's international interests. Every New Brunswicker who travels abroad or welcomes a tourist from overseas; every neighbour who welcomes and supports a new immigrant settle into their new life; every person who embraces a foreign student into their community; every person pursuing business overseas, and every academic engaged in international research and development; is an ambassador for the province.

Our international image is a direct reflection of the people of New Brunswick, which instills the government of New Brunswick with confidence that we will succeed in international relations.

SUCCESS FACTORS

A number of key factors will determine the success of ***Prospering in a Global Community: New Brunswick's International Strategy***:

- A focused and corporate approach to international activities within the New Brunswick public service;
- A meaningful partnership between the Province of New Brunswick and its business sector, communities, academic community, and other stakeholders;
- A new and dynamic partnership between the Province of New Brunswick and the Government of Canada in pursuit of international interests;
- Clearly articulated return on investment targets;
- An internationally competitive fiscal and business environment; and
- Clear performance measures to monitor progress.



RETURN ON INVESTMENT CRITERIA

The success of ***Prospering in a Global Community: New Brunswick's International Strategy*** is dependent on the Province of New Brunswick clearly articulating the return on investment we seek from our global activities. Clearly articulated return on investment criteria focus our efforts and provide a clear framework for resource allocation decisions. These criteria are rooted in the ***Prosperity Plan*** and are outlined below:

Economic:

- Increased trade and number of exporting firms;
- Diversified market base and sector product lines;
- Increased investment levels;
- Increased immigration levels of skilled workers, entrepreneurs, foreign students and researchers;
- Enhanced contribution of New Brunswick businesses to Canada's international development efforts; and
- Increased innovation capacity and productivity.

Financial:

- An enhanced position in international financial markets to broaden our investor base.

Social:

- Higher standard of living for the people of New Brunswick;
- Greater foreign student enrollment in New Brunswick's post-secondary institutions;
- Enhanced attraction of skilled professionals (e.g. health professionals); and
- Contribution to the global advancement of democratic freedoms, political liberties and human development.

Environmental:

- Enhanced New Brunswick contribution to resolving global and regional environmental challenges; and
- Enhanced position of New Brunswick environmental firms in international business and international development.



STRATEGIC ELEMENTS

While the Province of New Brunswick's international interests are diverse they are highly inter-dependent in nature. This co-dependence offers important synergies if the strategic elements are pursued in a comprehensive and coordinated manner. This opportunity to leverage our international assets and pursue our global interests in an integrated manner is the fundamental objective of **Prospering in a Global Community: New Brunswick's International Strategy**. These strategic elements are outlined below along with the related action items that we will pursue.

Investment and Trade

The Province of New Brunswick's **Prosperity Plan** targets will require substantial investment from outside the province. The current level of foreign direct investment in the province must be increased significantly and direct action taken to ensure this strategic requirement is achieved. Figure 1 illustrates the main sources of foreign direct investment in Canada.

Expanding trade and the number of exporting firms is essential. The province's **Integrated Trade Strategy** is founded on this direction and on the need to increase the contribution of the knowledge sector and add more value to existing resource-based products. New Brunswick is also witnessing growth and seeking new opportunities in our tourism and cultural product sectors. Building credibility as a partner of choice in the global marketplace is fundamental to our future competitiveness. Identifying and leveraging New Brunswick's existing international assets and focusing our collective efforts will offer significant dividends in the future. Figures 2 to 5 provide an overview of our current trade status and benchmarks to monitor our future progress.

The United States is New Brunswick's largest trading partner and the success of our investment and trade efforts is highly dependent on an open border between Canada and the United States. The efficient movement of people, goods and services across the New Brunswick/Maine border is also essential to the future prosperity of all of Atlantic Canada.

The Province of New Brunswick appreciates the advantages of acting in cooperation with other provincial and territorial jurisdictions and the federal government in promoting trade and investment activities. This cooperation within Atlantic Canada is reflected in the highly successful Team Canada Atlantic missions to the United States. The Province of New Brunswick also participates actively with the federal government and other provinces and territories in Team Canada missions aimed at markets abroad. The Province of New Brunswick remains committed to benefiting from these shared efforts and pooling of resources.

Competing successfully in the global marketplace demands a firm understanding of existing and emerging international trade policy trends and agreements. While recognizing Canada's constitutional lead in international trade agreements, the Government of New Brunswick will enhance our intelligence on trade policy issues allowing us to intervene more pro-actively with Canada in protecting New Brunswick's trade policy interests.

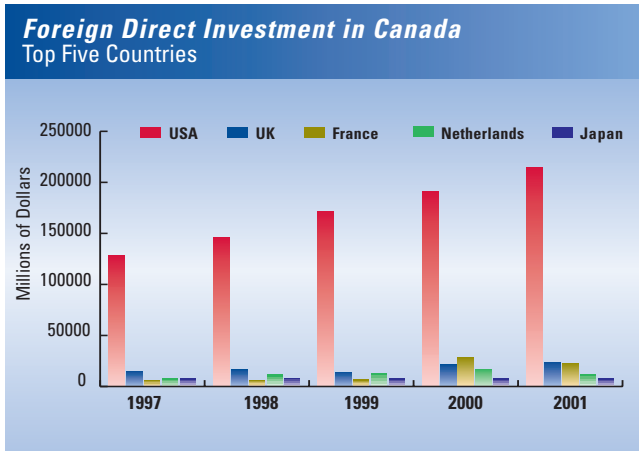


Figure 1

Source: Industry Canada

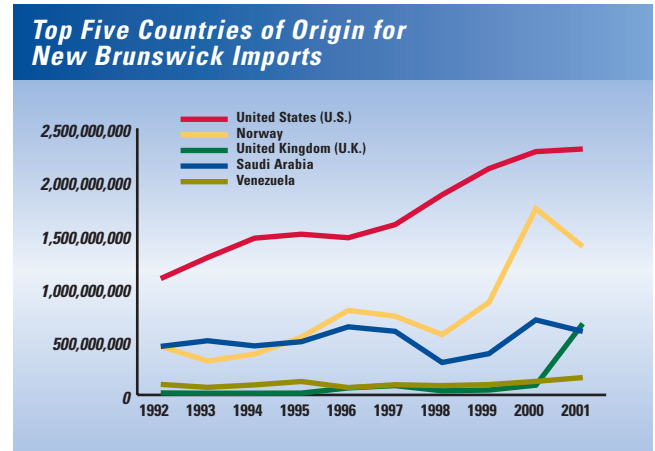


Figure 2

Source: Industry Canada

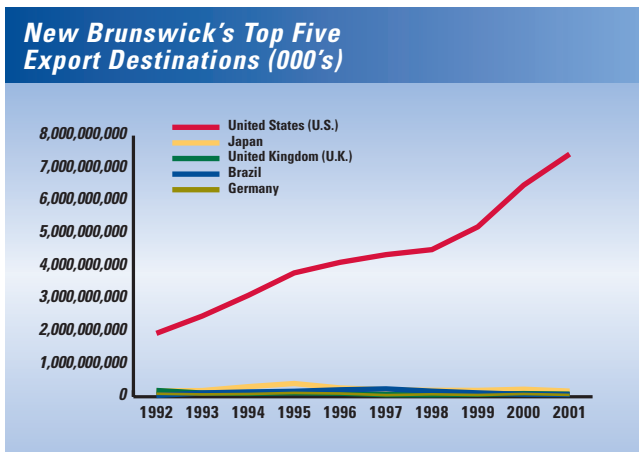


Figure 3

Source: Industry Canada

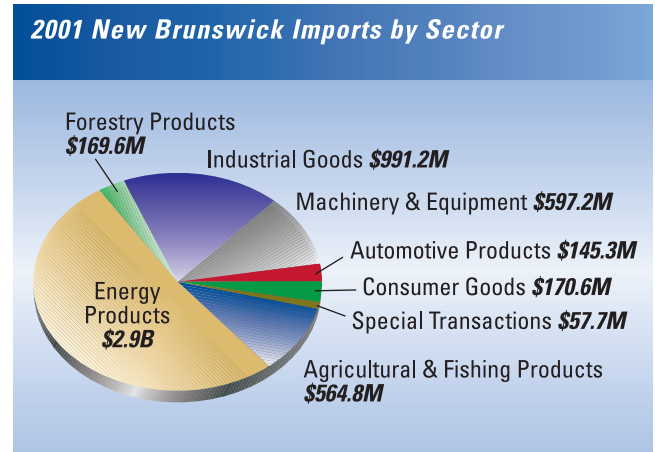


Figure 4

Source: Industry Canada

"In order for companies such as ours to grow and to continue to deploy New Brunswick knowledge and skills, we depend on international markets for growth. Government's role can be of significant strategic value through building relationships within other key jurisdictions and as a validation resource. Many foreign clients look favourably on industry/government collaborations."

Hollis B. Cole
President, ADI Group Inc.

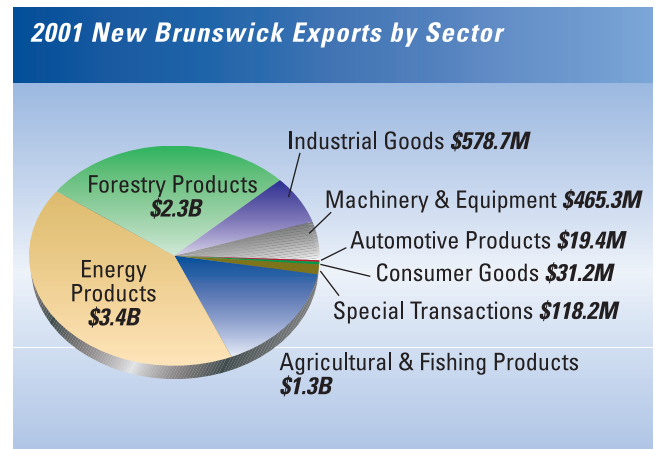


Figure 5

Source: Industry Canada



The global community often requests the Province of New Brunswick's assistance in the fields of education and health. This interest represents a market opportunity subject to our health and education "products" being well defined, packaged, valued and delivered in an effective manner. The private sector has demonstrated a willingness to work with New Brunswick in marketing these products.

Action Priorities

The Province of New Brunswick will:

- Continue to pursue new international investment into the province consistent with our **Prosperity Plan** targets.
- Continue to pursue our **Integrated Trade Strategy** with increased focus on designated target markets.
- Strengthen our partnership with the federal government in pursuing our investment and trade interests.
- Strengthen our partnership with business and the academic sector in developing and pursuing trade and investment opportunities.
- Work with the federal government to enhance the movement of people, goods and services across the New Brunswick/Maine border through infrastructure improvement and risk management programs.
- Enhance our corporate approach to participating in Team Canada and Team Canada Atlantic trade missions in close partnership with our business and academic community.
- Identify and request the support of trade and investment champions currently residing in, or familiar with, the province's designated target markets.
- Focus the presence of its investment and trade officers in the designated target markets.
- Explore new markets for New Brunswick's cultural products.
- Continue to assist provincial companies to be export ready and facilitate contact between export ready companies and Canada's export trade services.
- Seek new trade and investment markets within La Francophonie.
- Host an International Business Symposium in the fall of 2003 bringing together international experts, business and key federal and provincial agencies.
- Explore new partnership and delivery models for trade and investment currently underway in other jurisdictions to assess the potential merits of application in the province.
- Pursue partnerships with the private sector to package health and education related products and explore markets where potential return on investment is high.



- Continue to participate actively in the Conference of New England Governors and Eastern Canadian Premiers Standing Committee on Trade and Globalization and the Northeast International Committee on Energy to address trade corridor, trade policy, trade promotion, energy and other issues of regional concern.

Immigration

The Province of New Brunswick is proud of its history of welcoming immigrants to the province and the contribution they make to our social fabric. However, we need to do more to encourage people from other countries to immigrate to and settle in the province since demographic trends will have far-reaching effects on our province over time. The Atlantic Provinces Economic Council notes that slower population growth and an ageing population will erode the expansion of the labour force and the associated tax base. They further noted that New Brunswick's population is projected to begin shrinking by 2008, declining about 3 per cent by 2026.

The 2001 Statistics Canada Census Report covering the period from 1996 to 2001 shows that New Brunswick's population declined from 738,133 to 729,498, a 1.2 per cent drop, whereas the overall Canadian population rose from 28,846,761 to 30,007,094, an increase of 4 per cent. The Atlantic Provinces Economic Council noted that this declining population base and ageing workforce will impact directly on our overall economic competitiveness. We need to attract highly skilled workers and entrepreneurs to immigrate to New Brunswick and participate in building our economy.

We need to convince foreign students attending our post-secondary institutions that New Brunswick offers them an exciting future. Our universities and community colleges need to be positioned to attract the best minds to help us build a more innovative society.

Establishing New Brunswick as a destination of choice for new immigrants is essential to our future. We will need the help of our international partners as we move forward and pursue the specific action priorities identified below.

Action Priorities

The Province of New Brunswick will:

- Develop a comprehensive Immigration Strategy and modernize its Provincial Nominee Program consistent with strategic recruitment, retention and repatriation targets.
- Pursue a new partnership model with the federal government on immigration. This new arrangement will include entering into a formal arrangement with the federal Department of Citizenship and Immigration to set out specific objectives and targets. The Province of New Brunswick will work with local and overseas federal immigration offices to build awareness of the Province of New Brunswick's immigration interests and objectives.

An integrated, all encompassing immigration strategy for New Brunswick will build a more self-sufficient society and diverse population base. Immigrants to New Brunswick provide a rich source of new ideas, strong entrepreneurial spirit and cultural diversity. If we are to grow as a province, we must vigorously seek to build our human capital from all four corners of the globe.

*Christine Nassrallah
President, New Brunswick
Multicultural Council*



- Enhance its ongoing presence in geographic regions where recruitment potential is considered high.
- Advocate for the recognition of credentials and qualifications from credible international learning institutions for health professionals.
- Host an Immigration Conference in Saint Andrews in 2004 in conjunction with the province's celebration of the first European settlement in North America.
- Strengthen its efforts to assist immigrants to settle into their new lives in the province, in partnership with the federal government, local communities, and multicultural associations.
- Work with provincial universities, community colleges and other recognized learning institutions to encourage foreign students to settle in the province.
- Work closely with our multicultural organizations to identify potential candidates for immigration and encourage immigration where it strengthens families and meets skills requirements.
- Build awareness of the benefits of immigrating to the province among credible emigration consultants.
- Work with business, universities and community colleges to adopt programs that allow foreign students to work in business and government as part of their accreditation, allowing them to gain valuable experience and meet Canadian work experience immigration requirements.
- Encourage the federal government to give priority to student visa applicants destined to learning institutions endorsed by the Canadian Ministers of Education Council.
- Actively promote the benefits immigrants offer to the province, and encourage understanding and active participation in fostering a positive experience for new immigrants as they adjust to their new environment and begin to contribute to life in the province.
- Work to build awareness of the province's rich francophone heritage and bilingual nature to encourage settlement of new francophone immigrants

Innovation and Education

The Province of New Brunswick recognizes the need to build a culture of innovation within the province to improve our competitiveness in the global marketplace. Knowledge and technology transfer between research institutions at the international level and the recruitment of international expertise are important contributions to this effort. Our universities, community colleges and other research institutions must be supported in their pursuit of international partnerships and expertise.

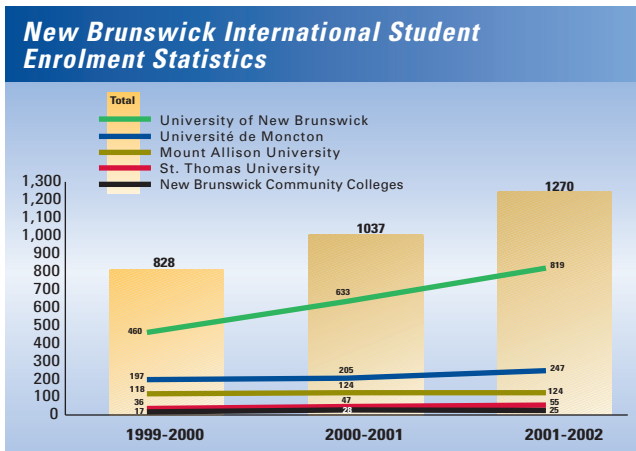


Figure 6

Source: ISRP & TED

The recruitment of foreign students is essential to the vitality of our post-secondary institutions. In addition to infusing universities and community colleges with tuition revenues, making positive socio-economic contributions to our communities, and representing a large potential immigrant reserve, many international students go on to achieve prominence in their respective fields, including research and development activities. The benefits to be derived from the internationalization of our post-secondary institutions can be achieved if we strengthen and act on the relationship between the recruitment of foreign students, the value of education we offer in terms of the quality of our researchers and related infrastructure, and the support services we offer to our foreign students, both on and off campus.

Universities and community colleges provide important policy insights and intelligence on international matters. There is a need to augment this current research capacity in international studies, especially in fields of importance to New Brunswick. Figure 6 illustrates growth trends in foreign student enrollment at our post-secondary institutions.

Looking beyond where we are today and embracing innovation will allow us to be competitive in the international marketplace, and attain new levels of prosperity.

Yves Gagnon
 President and CEO
 New Brunswick Innovation
 Foundation

The trade in education services is big, diverse, innovative and growing fast. It will almost certainly continue to grow as societies place an increased premium on human capital enhancement as a source of development and a means of better equipping individuals and societies to confront, adjust to and take advantage of the demands arising from closer economic integration.

Trade Directorate, Organization
 for Economic Cooperation and
 Development (OECD)

Action Priorities

The Province of New Brunswick will:

- Urge the federal government to establish Chairs of International Studies at the University of New Brunswick and the Université de Moncton.
- Encourage the allocation of federal and provincial funding to support universities and community colleges establish international partnerships targeted at facilitating knowledge and technology transfer.
- Encourage the allocation of federal and provincial funding to support universities and community colleges recruit and retain highly talented researchers with a proven track record of securing research and development funding.
- Support the collective efforts of our universities and community colleges to recruit international students and identify the service and settlement needs of these students.

International Development

Canada is active in international development and the funding allocated each year to support these activities is substantial. New Brunswick companies and post-secondary institutions will benefit from these programs if a focused and coordinated approach is pursued. Our success will be enhanced if we focus our participation on proven areas of expertise. At the same time it is essential that international development partnerships and projects be pursued in a timely and credible manner.



Process Stages	Number of Selections	Number of Organizations												
		Atlantic				Central		Western					Total	
		NF	PE	NS	NB	QC	ON	MB	SK	AB	BC	NT		YT
Signed on with MERX September 23, 2002		468	167	876	593	5716	9775	913	585	2390	1752	98	62	23395
		2%	1%	4%	3%	24%	42%	4%	3%	10%	7%	0%	0%	100.0%
Requests for Detailed Proposal Packages	217	67	13	159	63	1,833	2,971	98	71	442	387	6	0	6110
		1%	0%	3%	1%	30%	49%	2%	1%	7%	6%	0%	0%	100.0%
Detailed Proposal Submissions	217	4	1	19	7	386	383	12	6	95	58	1	0	972
		0%	0%	2%	1%	40%	39%	1%	1%	10%	6%	0%	0%	100.0%
Selected for Contract	198	0	0	5	0	81	78	2	1	19	12	0	0	198
		0%	0%	3%	0%	41%	39%	1%	1%	10%	6%	0%	0%	100.0%
Selected Value		0	0	23,900,000	0	316,938,080	227,448,250	26,200,000	5,500,000	61,600,000	41,685,875	0	0	783,272,285
		0%	0%	3%	0%	45%	32%	4%	1%	9%	6%	0%	0%	100.0%
Population (thousands)		544	136	935	753	7,333	11,412	1,139	1,024	2,915	4,010	68	32	30301
		2%	0%	3%	2%	24%	38%	4%	3%	10%	13%	0%	0%	100.0%

Figure 7

Source: CIDA

Figure 7 illustrates the current participation level of New Brunswick businesses in Canada’s international development programs and provides a benchmark to assess our progress.

We recognize that engaging our province in international development activities strengthens societies by promoting stable government, generous social programs and free and open trade practices. This stimulates economic growth, which in turn creates trade and investment opportunities for New Brunswick in new and emerging markets.

Canada’s consistent ranking at the top of the United Nations Human Development Index – Canada has held second place once, third place once and first place eight times – provides New Brunswick both an opportunity and a responsibility. Canada’s model of governance and achievements in advancing the quality of life of its citizens gives us an obligation to share our experience with other peoples. As we pursue our own prosperity in New Brunswick, we will also commit ourselves to contributing to the advancement of democratic freedoms, political liberties and human development within the global community, in concert with Canada’s international development agenda.

Action Priorities

The Province of New Brunswick will:

- Align its international development efforts with Canada’s international development focus and programs.
- Establish a corporate approach to strengthen the services the government offers to the business sector and the academic community in their pursuit of international development opportunities.
- Work with business, our communities, the academic community and other interested stakeholders to identify priority opportunities for international development based on New Brunswick’s existing strengths and assets.
- Explore new models of collaboration between business, the academic community, stakeholder groups and the federal government to build international development competencies and credibility with funding institutions.



- Pursue formal collaboration agreements with federal international development funding agencies to focus efforts, enhance communication, and build on mutual strengths.
- Establish a corporate approach to offering New Brunswick public service expertise to developing countries wishing to build their democratic governance competencies. The direct involvement of the province's public service in international development projects will be supported where cost recovery is achieved through project funding and the international competencies of the involved employees are enhanced.

International Environmental Stewardship

The Province of New Brunswick has demonstrated leadership in addressing environmental challenges at both the global and regional level. The Province of New Brunswick's active participation in the Conference of New England Governors and Eastern Canadian Premiers Standing Committee on the Environment demonstrates our high degree of commitment to regional collaboration. The reduction of mercury and acid rain are examples of the challenges addressed through New Brunswick's multilateral involvement. The Province of New Brunswick is also a signatory to the Conference's regional approach to addressing climate change, and participates actively with the federal government in the design of a national climate change action plan designed to meet Canada's international obligations.

Numerous New Brunswick companies have expertise in environmental management and are active in the international marketplace. A number of these companies are also engaged in international development efforts.

Understanding the environmental requirements in our designated target markets as well as how environmental matters are treated in international trade law are important considerations for New Brunswick's international affairs.

Ensuring our environmental requirements are communicated effectively to international companies interested in investing in New Brunswick is also an important aspect of fostering good trade and investment relations.

Action Priorities

The Province of New Brunswick will:

- Continue to participate in the Conference of New England Governors and Eastern Canadian Premiers Standing Committee on the Environment to address climate change, mercury, acid rain and other issues of regional concern.
- Continue to contribute to the design and implementation of a national climate change action plan to address Canada's international obligations.
- Support firms with environmental expertise exploring new opportunities in the global market.



- Continue to ensure that our environmental regulations are communicated effectively to international firms interested in investing in New Brunswick.
- Ensure that the environmental requirements of governments in our designated target markets are identified and communicated to our firms interested in exploring these markets.

Image and Reputation

As Canadians, we enjoy and benefit from an enviable international image. Canada has been internationally recognized as the best place in the world in which to live on many occasions. Canada has contributed to international development efforts, helping less fortunate countries and people build for the future. Canada's peacekeeping efforts have earned high praise. Canada has embraced the principles of free trade and opened its markets to the world.

When called upon, Canada has given military support to the cause of freedom, and has contributed to reparation efforts in post-conflict societies. As a result of being a conscientious society, being Canadian is a positive trademark throughout the world.

New Brunswick is positioned to build on this favourable *image* by cultivating a strong and unique *reputation* in the global community. How we conduct our affairs with international partners will "brand" us as a place to invest, trade and live.

We must address key questions. How well do we relate to international delegations visiting New Brunswick? Do we expedite decision-making? Do we provide quality products and service? Do we follow-up on our commitments? Are we sympathetic to the needs of our partners and sensitive to their culture? How do we treat our international tourists? Do we promote ourselves effectively? Do we promote our bilingual and cultural assets in an effective manner?

By responding positively to these questions we can position the Province of New Brunswick and its people as credible international partners.

New Brunswick's status as Canada's only officially bilingual province offers a unique advantage in terms of our economic competitiveness and our capacity to attract immigrants both from within Canada and from francophone countries. Our progressive approach to promoting linguistic harmony and providing linguistic rights reflects well on our reputation as a progressive society.



A positive fiscal and business status in the Province of New Brunswick is a critical component of positioning the province for increased international investment and for strong performance in financial markets. The province's reputation as a prudent fiscal manager improves our international credit rating and lowers our debt financing costs. New Brunswick's tax relief measures for business and people – the lowest small business income tax rate and third lowest general corporate income tax rate in Canada – enhances our national and international competitiveness. A positive image and reputation in the international community better positions the Province of New Brunswick as we pursue our investment prospecting activities and in trading in international financial markets.

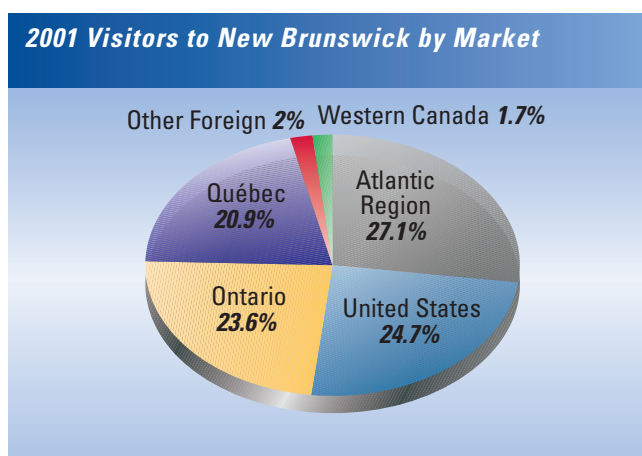


Figure 8

Source: NB Tourism and Parks

Tourism offers an important window into New Brunswick. Our tourist promotion campaigns and how well we treat our tourists are not only important for this specific sector of our economy, but also may lead to tourists becoming interested in investment, trade and immigration opportunities. Figure 8 illustrates the origins of visitors to New Brunswick. We must adopt an integrated approach between our tourist promotion activities and our efforts to attract investment, trade and immigration to the province.

Action Priorities

The Province of New Brunswick will:

- Develop an international communications strategy highlighting our key international strengths and our bilingual capacity.
- Position its corporate international communication strategy to build upon Canada's high-quality international image and promote a culture of excellence in product and services offered by New Brunswick in the international marketplace.
- Engage the province's business and academic sectors, our communities and other stakeholders in the design and implementation of the communications strategy.
- Strengthen the link between our protocol services for visiting delegations and our international interests and ensure a higher level of corporate coordination in serving the interests of international delegations.
- Review its corporate and departmental web sites on an ongoing basis to ensure a current and integrated international message.
- Initiate a **Friends of New Brunswick Program** that identifies people from New Brunswick operating in other countries, builds their awareness of New Brunswick's current international activities and requests their assistance in promoting our interests.



International Competencies

There is a need to establish programs and services designed to build international competencies within the Province of New Brunswick's public service, business, the academic community and youth, which include an emphasis on sharing knowledge on diplomacy, cultural awareness and business practices.

Action Priorities

The Province of New Brunswick will:

- Add international diplomacy and competencies as one of the training services offered to companies preparing to export.
- Introduce an Ambassadors' Program within the public service to build international diplomacy capacity and international competencies with emphasis on the designated target markets.
- Introduce an Ambassadors' Program for Youth in support of New Brunswick's International Strategy.
- Adopt "international competencies" as part of its core competencies requirement for Executive Development and Advancement.
- Expand the Career Management Module of the Office of Human Resources to include an on-line inventory of the international expertise and experience of middle to senior government officials.
- Establish an on-line roster of New Brunswickers with specialized international expertise and experience that will serve as a skills inventory for both the province and our international partners.

DESIGNATED TARGET MARKETS

The Province of New Brunswick will target a limited number of geographic markets for an enhanced level of focus and corporate effort. This approach will foster higher return on investment in one or more of the *Strategic Elements* identified earlier. Specific criteria to guide the designation of these target markets will be developed. Candidate target markets include:

United States: The United States is New Brunswick's most significant trading partner. From 1997 to 2001 over 85 per cent of New Brunswick's total exports went to the United States. Our neighbour to the south continues to offer the province opportunities for growth in trade and investment. A corporate action plan to ensure a more effective corporate approach to our largest trading partner is currently being developed. New Brunswick's historic focus on the New England States will be strengthened and augmented by expanding efforts further south along the eastern seaboard. The Province of New Brunswick will also enhance its capacity to monitor intergovernmental issues of importance to the province in Washington, D.C. We will continue to be proactive in the Conference of New England Governors and Eastern Canadian Premiers and the Council of State Governments. We will also continue to call upon both federal governments to work towards a continental approach to the internal freedom of movement of goods, services, people, and workers engaged in legitimate trade and travel across the Canada-United States border while meeting continental security requirements.



La Francophonie: New Brunswick's special status in La Francophonie offers a strategic gateway to the member countries. A new corporate action plan is currently being developed to fully engage all provincial departments and our international partners in pursuing our trade, investment, immigration and cultural interests in the most effective and efficient manner. In its relations with l'Organisation internationale de la Francophonie, the Province of New Brunswick will participate in discussions on priority issues for the province and promote its interests. The Province of New Brunswick will also pursue our specific immigration, investment and trade interests with the most promising member states, with special emphasis on France.

Asia (China and Japan): New Brunswick has a long standing trading relationship with Japan and we wish to build on this important mutually beneficial relationship. The province also has a unique and dynamic partnership with China, especially in the field of education. Many Chinese students come to New Brunswick for both secondary and post-secondary education. China is an emerging economic powerhouse and is seeking international partnerships as it pursues its prosperity agenda. China's recent entry into the World Trade Organization is opening new trade, investment and immigration opportunities for New Brunswick. The Province of New Brunswick will develop a corporate action plan to pursue our international interests in this important target market.

United Kingdom: New Brunswick and the United Kingdom have a significant investment, trade and immigration relationship. The United Kingdom market continues to offer New Brunswick new and exciting opportunities. The Province of New Brunswick will develop a corporate action plan to pursue our international interests in this important target market.

Germany: Germany continues to offer New Brunswick significant economic opportunities. The Province of New Brunswick will pursue trade and investment opportunities more aggressively and will develop a corporate action plan to pursue our international interests in this important target market.

Mexico: Mexico is a NAFTA partner with the United States and Canada. Mexico's political leadership is signalling a new spirit of progress that promises a new era of economic growth and social progress. The Province of New Brunswick sees Mexico as a gateway to South America. As Mexico pursues its own prosperity agenda the Province of New Brunswick sees new opportunities for trade, investment and immigration. The Province of New Brunswick will develop a specific corporate action plan to pursue our international interests in Mexico and identify the key South American markets of interest to the province.



Eastern Europe: Eastern Europe offers an interesting market for New Brunswick. As a number of eastern European countries pursue their development interests, there are opportunities for New Brunswick to contribute to their economic and social renewal. A number of these countries have expressed interest in the Province of New Brunswick's health and education governance models and related tools. The Province of New Brunswick needs to work with our private sector to explore this market and package our education and health products accordingly. The potential to recruit skilled immigrants to New Brunswick from such countries is also high and the province will work with the federal government in pursuing our interest in this area.

THE GOVERNMENT OF NEW BRUNSWICK'S COMMITMENT

New Brunswick and Canada

The Province of New Brunswick will continue its tradition of supporting Canada in the international arena. Our interests are closely aligned with those of Canada and we will work within the federation to promote a strong and unified approach. The Province of New Brunswick will continue to work actively to promote and support Canada's enviable international image.

The Province of New Brunswick will continue to support the opening of the global market within the context of free and fair rules based trade with our international partners while promoting and protecting our domestic interests. The Province of New Brunswick recognizes Canada's constitutional responsibility in international trade law and trade rules and will work with the federal government to ensure that the province's interests are promoted and protected. The Province of New Brunswick will continue to be an active participant with Canada as a member of La Francophonie and help Canada promote its bilingual character and culturally diverse image within this important international organization.

The Province of New Brunswick will partner more actively with Canada in engaging the international services of the federal government, such as their embassy and consular services, in pursuing our international interests.

The Province of New Brunswick

The Government of New Brunswick recognizes that a corporate approach within the province is essential to ensure that international activities are coordinated, international obligations are fulfilled and international partners are actively engaged. Our success in the global community is contingent on leveraging all of our resources, both public and private, in the most strategic and expedient manner. The public service is committed to this approach and is prepared to fulfill their responsibilities in meeting this challenge.

As a small Province, success internationally requires that New Brunswick coordinate its resources and develop an effective strategy that brings together academia, business and industry, and government departments to meet international market needs.

*Jim Cromwell,
Director, Canadian Projects
Beijing Concord College
of Sino-Canada*



Acting in a corporate fashion envisages a government-wide effort that emphasizes the sharing of knowledge and contact information, collaboration in the organization of international missions, cross-tasking of delegates where possible and sustaining a high quality and efficient service to our international partners. We need to contribute to the branding of New Brunswick as an international partner of choice.

In pursuit of this objective the Province of New Brunswick will designate the new Department of Intergovernmental and International Relations as the lead corporate agency responsible for coordinating the implementation of the international strategy. The new department will work in concert with other departments to ensure a corporate approach to the province's international activities and coordinate the approval of new international commitments and agreements.

Ministers will continue to exercise full authority over their respective departments' international activities. At the same time, the Department of Intergovernmental and International Relations will provide a leadership role in the implementation of the government's international agenda at a strategic level and ensure cooperation, communication and coordination between departments and with the province's international partners.

All departments will work towards incorporating an international component in their annual strategic plans that identify current and anticipated international activities. The Department of Intergovernmental and International Relations will work with other departments to ensure consistency between these strategic plans and the corporate international strategy. The Province of New Brunswick's international expenditures will be tracked in order to assess the return on investment for our international activities.

The Department of Intergovernmental and International Relations will lead the province's effort to develop action plans for our designated target markets in collaboration with our international partners.

Our International Partners

Prospering in a Global Community: New Brunswick's International Strategy embraces a new model of collaboration between the province, the federal government, our business sector, our academic community, our communities and other stakeholders. New Brunswick's best competitive advantage is our ability to plan together; act together and share successes together.

The Province of New Brunswick will establish **Designated Target Market Advisory Committees** comprised of representatives of our business sector, academic community, and other stakeholder groups to provide input on an ongoing basis to the design and implementation of action plans for the province's designated target markets.

The government of New Brunswick is open to considering **new partnership models** and will actively engage our international partners in the assessment of alternative vehicles for pursuing our international interests.



PERFORMANCE MEASUREMENTS

Return on investment criteria identified earlier in ***Prospering in a Global Community: New Brunswick's International Strategy*** will be used as indicators to assess progress. Data will be collected to monitor these indicators and an annual report card will be issued to New Brunswickers through a consolidated statistics package.

CONCLUSION

New Brunswick's prosperity is directly related to our ability to succeed in the global marketplace. ***Prospering in a Global Community: New Brunswick's International Strategy*** is a call to action and a framework for how we can better focus our efforts, coordinate our actions, and collaborate for success.

The policy instruments and partnerships outlined in this strategy will help make New Brunswick a better place to live, visit, invest and do business. We are on the right track in many sectors - the challenge before us is to build on those successes in pursuit of even greater prosperity.

Working together, New Brunswick can build on our existing international strengths and take advantage of the significant new opportunities created by the transformation of global markets.

We are taking solid, fundamental steps to make our province open to investment and innovation. We are laying down the true building blocks to lasting economic success and a more globally competitive New Brunswick.

*Peter Mesheau,
NB Minister of Finance
2002-2003 Budget Speech*

FURTHER INFORMATION

Please contact:

Department of Intergovernmental and International Relations
P.O. Box 6000
Fredericton, New Brunswick
Canada
E3B 5H1

E-mail: diir-mrii@gnb.ca
Telephone: +1 (506) 453-2671
Web: <http://www.gnb.ca>
Fax: +1 (506) 453-2995