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Executive Summary

Manitoba has always been a province that looks beyond its borders. We know that our economic growth and social prosperity are linked to our ability to continue to engage effectively in the highly competitive international arena. We must be strategically placed to succeed and prosper, both at home and abroad. Manitoba has many advantages, including reliable and affordable clean energy, a diverse economy that is becoming increasingly knowledge-based, our natural and human resources that have created a rich and vibrant society, and our location in the centre of Canada on the North American mid-continent trade and transportation corridor. Promoting our advantages internationally is key to maximizing our vast potential. In addition, “Friendly Manitobans” have an international reputation for compassion and hard work in helping fellow global citizens, and we have a continued role to play in advancing democratic freedoms, political liberties, and human development.

Reaching Beyond Our Borders is intended to complement and support the strategic directions outlined in **Manitoba's Action Strategy for Economic Growth** that sets the pace for sustainable economic growth in the province. This document builds on that strategy by providing a framework to guide how Manitoba will engage the global community to help achieve the province's prosperity targets and harness our competitive strengths.

Reaching Beyond Our Borders outlines a vision to guide the Province's international activities – a vision in which Manitoba is recognized internationally as a competitive economic centre, a lucrative destination for investment, an attractive location for immigration and international study, and a caring member of the global community.

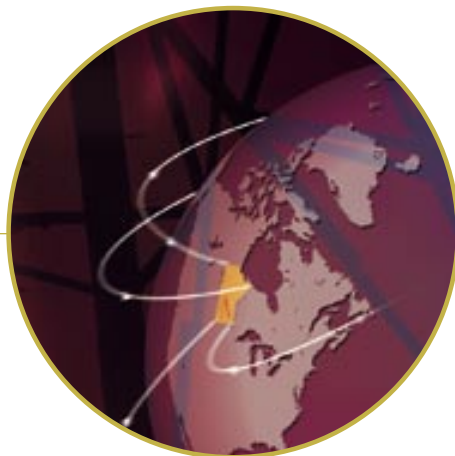
IN SUPPORT OF THIS VISION, **REACHING BEYOND OUR BORDERS** OUTLINES THREE KEY OBJECTIVES:

- Ensuring that the Province's international activities reflect a corporate, focused, and strategic approach;
- Promoting our capabilities, strengths, and advantages and enhancing our image internationally in order to stimulate economic growth, trade and international investment; to encourage partnerships and investments that support research and innovation in key sectors such as the life sciences and clean energy development; and to demonstrate our attractiveness as a destination for international tourists, immigrants, and students; and
- Facilitating international development and advancing global interests, by sharing our cultures and expertise with international partners while protecting the interests of Manitobans in the international arena.

Reaching Beyond Our Borders identifies 12 key areas of focus, including corporate coordination; trade and investment; energy, science and technology; immigration; transportation; tourism; international education; environmental stewardship; international development; safety and security; Indigenous Peoples' partnerships; and Francophone interests. Many important strategic actions are identified within these key areas, including the development of the Manitoba Ambassador Program, an International Trade and Investment Strategy, an International Education Strategy, an International Projects Strategy, and an Aboriginal Tourism Strategy.

A key goal is to create opportunities for the involvement of the Province's partners in creating a fully integrated and coordinated approach to international activities. The Province will work with advisory bodies, Crown Corporations, Manitoba's business community, educational institutions, non-government organizations, the Government of Canada, and Manitoba's municipalities to position Manitoba on the international stage.

The Federal-Provincial and International Relations and Trade Division of the Department of Intergovernmental Affairs and Trade will coordinate the implementation of the framework, in consultation with the Premier's Economic Advisory Council. The Division will ensure that the direction outlined is integrated into departmental operational plans, with specific benchmarks and reporting mechanisms, and that progress is reported to Manitobans.





Context

Manitoba has always looked beyond its borders to build alliances, trade relationships and friendships. Beginning with the complex network of trading and political relationships nurtured by First Nations, Manitoba continues to grow through working with people in other lands.

Wave after wave of immigrants from around the world have given us a unique and vibrant blend of many heritages. We are one of the most ethnically diverse provinces in Canada. There are over 100 languages spoken across our province, as Manitobans proudly maintain the traditions of their ethnic origins. We each bring our own special heritage and experiences and, together, we form a dynamic, culturally rich community. Our diversity helps us to enter new global markets and makes us a preferred destination for new immigrants, who, in turn, contribute to our growth and enrich our multicultural fabric.

Today, more than ever, we must continue to look beyond our borders and seek opportunities to grow Manitoba's communities. Advances in technology, telecommunications and transportation have created a highly competitive, global marketplace in which we must keep ahead of the fast pace of change. But the global market is a place for more than just transactions of goods, services and investments; it is a place to come together socially, share strengths and support each other's growth.

It is becoming increasingly important to work together around the world. We are facing global challenges that ignore and defy traditional political borders. Our fragile environment, our clean air and water, and our precious wildlife must be preserved with the cooperation of others – it can't be done alone. Ongoing global challenges such as poverty, disease, and threats to our security must be addressed by working together across borders. As a province within a G8 country, we have a responsibility to model our brand of leadership, values of equity, community stability, knowledge and skill development, and human dignity to the world.

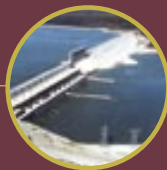
We must also work together to help those in developing and recovering nations in their efforts to lift themselves out of poverty and build stronger hope for the future.

In the past, matters of foreign affairs, foreign aid, and international trade were in the exclusive domain of national governments. However, today's issues are so broad and diverse that we must look beyond our national governments to sustain and nurture our international relationships.

Increasingly, international relationships are supported by a web of partnerships between regions, provinces and states, companies and firms, centres of learning, communities, families and friends. In this regard, we as Manitobans have an increasingly important role to play.

Many Manitobans are actively engaged in international activities through citizen-based, non-government organizations (NGOs) that advance important international objectives such as environmental stewardship, humanitarian needs, health and social development, and multiculturalism. The work done by these organizations to assist development overseas exemplifies the compassion and hard work of "Friendly Manitobans." The Province continues to work with a wide array of NGOs, such as the Manitoba Council for International Cooperation, to support their important efforts. The Province is also one of only three provincial governments that provide direct funding for non-government organizations for overseas development.

The role played by citizens, the business community, and NGOs complements the role that governments play. The Government of Canada has the constitutional responsibility for foreign affairs, and the Province of Manitoba recognizes the vital role the federal government plays in promoting trade and in championing Canada's reputation as a caring and committed global citizen. The Province relies on this international reputation and the work of the Government of Canada through departments such as Foreign Affairs Canada, International Trade Canada and the Canadian International Development Agency, as well as Canada's High Commissions, Embassies, Consulates and Trade Commissions around the world. To this end, the Province is committed to supporting the Government of Canada's efforts internationally.



The Province looks forward to continuing to work with the Government of Canada to ensure that the pursuit of progressive trade liberalization is done in a manner that mutually reinforces our efforts to promote the equally important goals of sustainable development, environmental protection, maintenance and improvements in labour standards – especially those affecting children – social progress, and the reduction of poverty. The Province recognizes the need to ensure that less-developed trading partners have the capacity to participate and benefit from the modern economy. Therefore, the Province will work with the Government of Canada to ensure a balanced approach to international relations.

Canada is a federation and, as such, provincial governments have clear roles to play in international relations. Safeguarding our environment, expanding clean energy, advancing our agricultural sector and ensuring quality clean water are examples of areas in which the Province has a role in international affairs. In fact, the Province is a party to reciprocal agreements and contracts with many jurisdictions outside of Canada. While cooperation with the Government of Canada is key, the Province must also undertake independent work to add legitimacy and value to federal efforts.

Specifically, a role exists for the Province in promoting trade between Manitoba-based companies and industries with growing markets abroad. Similarly, the Province has a primary role in attracting investment, immigrants, students, tourists and new technology to Manitoba. Who better to promote our future than ourselves?

In recognition of the important role that provinces play in international relations, Canada's Premiers, through the Council of the Federation, have called for a more meaningful provincial role in international activities that affect provincial jurisdiction and look forward to formalizing an arrangement with the Government of Canada in this regard.

The Council of the Federation is also committed to working closely with the federal government in the design and delivery of a revitalized federal-provincial agenda for Canada-U.S. relations. Important steps have already been made in this respect through the creation of the Advocacy Secretariat at the Canadian Embassy in Washington D.C. and the Government of Canada's Enhanced Representation Initiative in the U.S.

The United States is by far our most important trade partner. In 2003, Manitoba trade with the U.S. accounted for 79% of our total international trade, or almost \$7 billion. This relationship translates into significant jobs for many Manitobans and economic prosperity for our communities. It is estimated that, with every \$1 billion of international exports, some 8,000 to 11,000 jobs are created in Manitoba.

While the U.S. market will continue to be vitally important to us, we must also cushion ourselves against unforeseeable setbacks to this strong economic relationship. New and emerging players are competing intensely for export markets, investment, skilled human capital, and leading-edge technologies - all key contributors to growth and prosperity. Emerging economies are playing an increasingly influential role in the world economy and represent an opportunity for Manitoba. China and India, for instance, are home to the two fastest-growing middle classes on the planet. Sixty per cent of the growth in global trade right now is generated by the Chinese economy alone. It is, therefore, incumbent on us to build global trade relationships that are diverse and strong. Diversity will protect our quality of life, jobs, economy, and future. Manitoba must engage the global marketplace, and bring Manitoba to the world.

PREPARING FOR THE GLOBAL ECONOMY

Part and parcel of preparing for the global marketplace is building our capabilities and strengths **at home**. This approach will enable us to meet the current and future needs of the global economy.

The Province has set the pace for developing an environment favourable for sustainable economic growth through a seven-point **Action Strategy for Economic Growth**. This strategy was recommended by the Premier's Economic Advisory Council and represents a province-wide partnership of business, labour, education and community leaders.



THE ACTION STRATEGY'S SEVEN PRIORITIES ARE:

- education first;
- building through research and innovation;
- raising and retaining investment;
- affordable government;
- growing through immigration;
- building on our clean energy advantage; and
- building our communities.

These priorities reinforce one another. Research and innovation require an educated work force. Investors and immigrants are attracted to communities with an effective and efficient administration. Our clean energy advantage also plays an important role in economic development.

The **Action Strategy for Economic Growth** is supported by specific strategic policies that guide the Province's activities. These include:

- The Province's approach to **Community Economic Development** (CED) ensures that government activities are considered through a "CED lens" in an effort to build greater community capacity; to nurture individual community pride, self-reliance and leadership; to enhance knowledge and skills; to encourage business development that is responsive to social, economic, and environmental needs; and to foster balanced, equitable, and sustainable economic development.

- The **Northern Development Strategy**, developed in consultation with northern mayors and chiefs, elders, Chambers of Commerce, and community leaders, is a long-term strategy to identify and seize local opportunities to build upon northern Manitoba's unique strengths.
- **Building Strong Communities – A Vision for Rural Manitoba** offers an approach to rural Manitoba communities to build a new society that is better equipped to manage change and maximize opportunities – locally and around the world.
- Manitoba's **Innovation Framework – Manitoba at the Forefront of Innovation** is designed to support knowledge-based economic development through innovation and focuses the Province's efforts at promoting research and development.

By strengthening our assets at home, not only are we in a better position to compete in the international arena, we also become increasingly attractive internationally as a place in which to do business, invest, learn, visit, and live. It is our strong economic future and our diversity that ensure our success abroad. Similarly, our work internationally will open doors to opportunities that will allow us to pursue more rigorous community economic development at home.





Vision

Manitoba will be recognized internationally as a competitive economic centre, a lucrative destination for investment, an attractive location for immigration and international study, and a caring member of the global community.

KEY OBJECTIVES

Ensure a Strategic & Corporate Approach
Promote Our Capabilities, Strengths & Advantages
Advance Global Interest

The key objectives of **Reaching Beyond Our Borders – The Framework for Manitoba’s International Activities** are to:

1. Ensure that our international activities reflect a **corporate, focused and strategic approach**;
2. **Promote our capabilities, strengths, and advantages** and enhance our image internationally in order to:
 - stimulate economic growth, trade and international investment;
 - encourage partnerships and investments that support research and innovation in key sectors such as the life sciences and clean energy development; and
 - demonstrate our attractiveness as a destination for international tourists, immigrants and learners.
3. **Facilitating international development and advancing global interests** by sharing our cultures and expertise with international partners while protecting the interests of Manitobans in the international arena.

There are six “key functions” that contribute to the objective of “Promoting Our Capabilities, Strengths & Advantages.” Separate sub-sections are included in this document on each.

- > Advance Trade & Investment
- > Promote Energy, Science & Technology
- > Promote Immigration
- > Develop Transportation Linkages
- > Promote Tourism
- > Advance International Education

There are also separate sub-sections for those “key functions” that contribute to the objective of “Advancing Global Interests.”

- > Promote Environmental Stewardship
- > Facilitate Indigenous Peoples’ Partnerships
- > Advance Francophone Opportunities
- > Facilitate International Development
- > Strengthen Safety and Security



Objective 1

Ensure a Strategic & Corporate Approach

In November 2003, the Government of Manitoba brought together key areas with responsibility for international activities into a new **Federal-Provincial and International Relations and Trade** Division of Manitoba Intergovernmental Affairs and Trade.

This was done to coordinate resources and expertise in international relations and business development. The goal is to maximize the effectiveness of all of the Province's international work by ensuring that it is consistent and supportive of corporate strategies.

This Division will provide a leadership role in the implementation of this Framework and will ensure that results are benchmarked and reported annually to Manitobans, which will guarantee transparency and accountability.

For international coordination to be effective, communication and relationship-building is essential. Therefore, one of the core functions of this Division is strengthening strategic relationships with respect to intergovernmental, international, trade and investment activities with:

- the business community in Manitoba and abroad;
- federal/provincial/territorial governments in Canada;
- governments in the United States and other international jurisdictions;
- the diplomatic community in Canada and abroad; and
- other departments and agencies of the Manitoba Government.

The following core functions have been brought together within the Federal-Provincial and International Relations and Trade Division to fulfil its objectives:

- **Manitoba Trade and Investment** (including the Manitoba Ottawa Office) plays a leadership role in helping our business community prepare to export internationally. It also identifies new investment opportunities and works with local companies to identify opportunities for expanding local capacity and retaining our strong corporate base.
- **Canada-U.S. and International Relations** coordinates, monitors and reports on the international activities undertaken by provincial departments. This branch works with other departments to provide strategic policy advice, analysis and support to manage relationships with the United States and other international jurisdictions and fosters strong, positive, and cooperative relationships with key international partners. The branch supports the Province's involvement with the Western Governors' Association, the Legislators' Forum, the Midwestern Legislative Conference of the Council of State Governments, and bilateral relationships with individual states. This branch also houses the International Projects Initiative that coordinates the Province's involvement in international development projects and helps our local firms to bid successfully on them.
- The **Manitoba Protocol Office** strives to ensure that all diplomatic visits to Manitoba are built around programs and meetings that offer productive dialogue and information exchanges that enhance trade between the two jurisdictions.
- The **International Education Branch** works with the departments of Education, Citizenship and Youth and Advanced Education and Training to assist Manitoba's educational institutions in attracting international students and international training contracts and enhancing intercultural awareness of Manitobans.
- **International Trade Policy** provides strategic policy advice on international trade agreements, such as the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO), as well as new trade negotiations such as the Free Trade Area of the Americas (FTAA). The unit works in partnership with other departments (such as Manitoba Agriculture, Food and Rural Initiatives that has lead responsibility for international agricultural trade policy) to ensure that the Province's priorities and concerns are strongly defended in international trade disputes in areas such as softwood lumber, wheat, hogs, and steel.
- **Federal-Provincial Relations** provides strategic policy advice and support to our relations with the Government of Canada and other provinces and territories.



Strategic Actions

To coordinate our international work most effectively, the Government of Manitoba will:

- Enhance cooperation, communication and coordination between departments in the development and implementation of specific strategies and priority actions called for under this Framework and monitor their implementation.
- Develop criteria and processes for assessing proposals for the Province's involvement in future international missions, cooperation agreements, and international development projects. The criteria will be based on the principles that proposals for international activities should:
 - > be consistent and supportive of the **Action Strategy for Economic Growth**, the **Community Economic Development** framework, the **Innovation Strategy**, the **Northern Development Strategy**, and the direction outlined in this Framework;
 - > reflect the relative importance of the respective region and associated economic sector in terms of current levels of exports from Manitoba and/or investments in Manitoba, and the opportunity for growth or export and product diversification; and
 - > maximize the potential to attract skilled workers, professionals, entrepreneurs, researchers and international learners and contribute to the growth of Manitoba's knowledge and innovation sectors.
- Introduce the **Manitoba "Ambassadors" Program**, an initiative designed to capture the expertise and networks of Manitoba's top business, community and youth leaders to help promote Manitoba internationally. Our Ambassadors will champion Manitoba and will help build our reputation as a preferred site for business investment, immigration, tourism, education, employment, and commerce during the course of their regular travels.
- Establish a website that provides a single window into the Province's international activities and review corporate and departmental websites to ensure a current and integrated international message.
- Promote stronger linkages between protocol services for visiting dignitaries and the Province's international activities, ensuring a higher level of corporate coordination and effectiveness in mission planning.
- Continue to work with the Government of Canada in:
 - > monitoring, participating and contributing to international trade negotiations and dispute resolution proceedings to ensure Manitoba's interests are represented in the international arena and to develop a strong understanding of existing and emerging international trade policy trends and agreements;
 - > strengthening international discipline on labour standards to ensure that the full set of fundamental labour rights, as defined by the International Labour Organization, are promoted and effectively enforced;
 - > promoting the adoption of high environmental standards in international agreements, both for their inherent benefit and to maintain a level international playing field; and
 - > promoting transparent trade and investment negotiations that encourage public dialogue and include greater participation, including the involvement of international organizations with expertise in some of the social dimensions of trade.





Objective 2

Promoting Manitoba's Capabilities, Strengths & Advantages

Advance Trade & Investment

Trade

We have always been a trading province, doing business both within Canada and with the entire world. We are proud of the success of our entrepreneurs, the dedication of our workforce, and our diverse and modern industries.

We have one of Canada's most diverse economies and are home to a wide array of major industries, including:

- Manufacturing;
- Agriculture;
- Biotechnology and life sciences;
- Film and cultural industries;
- Financial services;
- Energy development;
- Information technology; and
- Gold, nickel, copper and zinc mining.

Agriculture, the primary economic driver of the past century, has changed with the times. Fifty years ago, Prairie wheat kept our economy thriving. Today, innovation through biotechnology and genetics has renewed our international profile in agriculture. Similarly, diverse crops and livestock highlight a modern, responsive approach to market demands and a new understanding of sustainability. Our rural economy remains centred on agriculture; however, agri-food has evolved into a value-added sector that vertically integrates export-driven wealth into rural communities.

To support rural economic growth, the Province has introduced the **Young Immigrant Farmer Program**, which targets young farmers that are interested in immigrating to Manitoba and investing in a Manitoba farm. This program works with the Succeeding Generations Initiative and the Farm Mentorship Program so immigrant farmers succeed and rural communities prosper. While contributing to rural Manitoba, young immigrant farmers will harvest the rewards of contributing to revitalization.

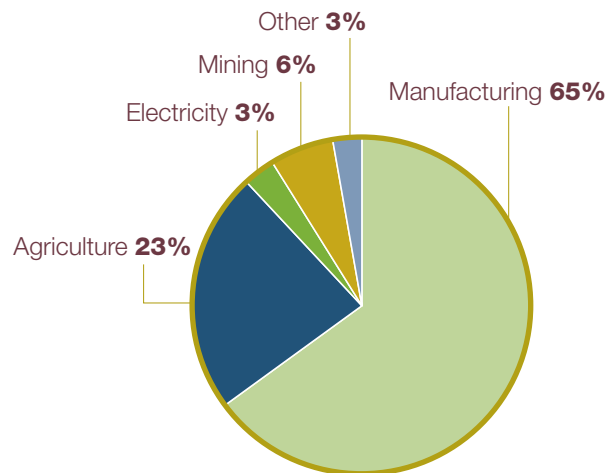
Increasingly, we are being seen as leaders – not only in traditional resource development, manufacturing and skills – but also in knowledge-based industries that are driving the global economy. Our skills and talents are becoming internationally known.

For example, we are proving ourselves as a growing centre for film, video and sound recording production excellence. Our film and sound recording industries are known nationally and internationally, and Manitoba Film and Sound – a statutory corporation of the Province – actively promotes our film and sound industries at international conferences and events.

The Province works actively with the Government of Canada in trade development and investment attraction through Team Canada Inc. – a partnership of federal, provincial and territorial governments helping Canadian companies succeed in world markets. Team Canada Inc. offers a variety of services to businesses interested in the international marketplace, providing information on foreign markets, trade statistics, export financing, export contacts, logistics, trade shows and missions.

In addition, the Province works with local, Manitoba-based federal agencies as part of Trade Team Manitoba – a cooperative, single-window approach for the coordinated delivery of international business activities and programs.

MANITOBA FOREIGN EXPORTS - 2003





The Province also partners with other provincial governments in international trade and investment promotion activities. For example, the Premiers of Manitoba and New Brunswick have jointly led missions of business delegates and partners to the United States to promote trade and investment opportunities in their respective jurisdictions. The two Premiers committed to improving cooperation between their jurisdictions and to improve Canada-U.S. relations in a 2002 Memorandum of Understanding and have demonstrated a cooperative, non-competitive approach to promoting the message that Canada is a natural investment and trading choice.

The Province has also introduced an **Exporter Development Initiative** that is designed to help our firms develop and grow their export business. International business consultants will work with small- and medium-sized Manitoba companies on a 'one-on-one' basis to assess strengths and preparedness for exporting. They will tailor their services to support new and emerging exporters and to assist experienced exporters entering new international markets. They will provide services, including market intelligence on economic and political trends, market scanning, international business opportunities, and foreign contacts. These consultants will also provide opportunities to attract international buyers through "border busting" trade missions, trade shows, and targeted incoming missions. In addition, the Province will offer an improved Trade Assistance Program to support the development of promotional materials or web-enabled marketing.

Trade officials help to identify appropriate opportunities for Manitoba businesses in emerging markets. For example, China (including Hong Kong) is now our 2nd largest trading partner. The Province is committed to seeing Manitobans thrive in emerging markets as early as possible. "Tomorrow's opportunities result from work done today."

Investment

In 2004, Manitoba received \$1,055 million in foreign direct investment, and consistently receives over \$1 billion dollars annually through investment from abroad. The United States is the source of 75% of this investment .

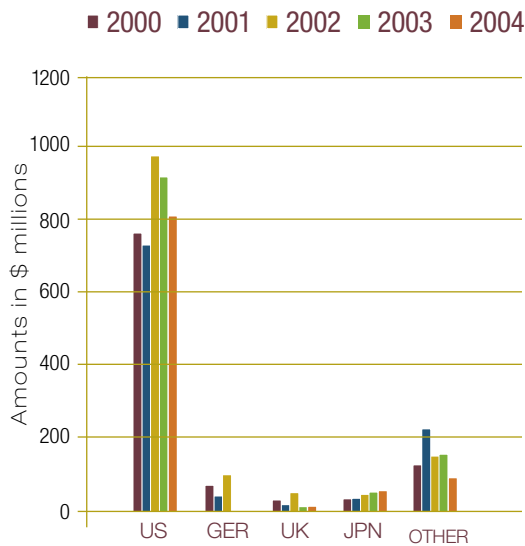
One factor that has attracted investment is our low cost of doing business, as underscored in the results of KPMG's *Competitive Alternatives Study*, released in February 2004. This study ranked Winnipeg as the third lowest-cost city in which to do business in the North American Midwest, with an overall cost-advantage of 9.5% relative to the U.S. average. Inexpensive office space and industrial land is available here, and our electricity and long-distance phone rates are among the lowest in North America. Winnipeg's best rankings were in knowledge-based industries, such as biotechnology R&D, clinical trials, electronic systems testing, software design, web/multimedia, and corporate services.

An innovative program for attracting entrepreneurial foreign direct investment is the Provincial Nominee Program for Business. This program targets exceptional business people who are able and willing to make a capital contribution and be active in a new or existing business in the province. It has attracted interest from Argentina, Austria, Belgium, China, Germany, India, Iran, Korea, Nigeria, Switzerland, the United Arab Emirates, the United Kingdom, and Vietnam.

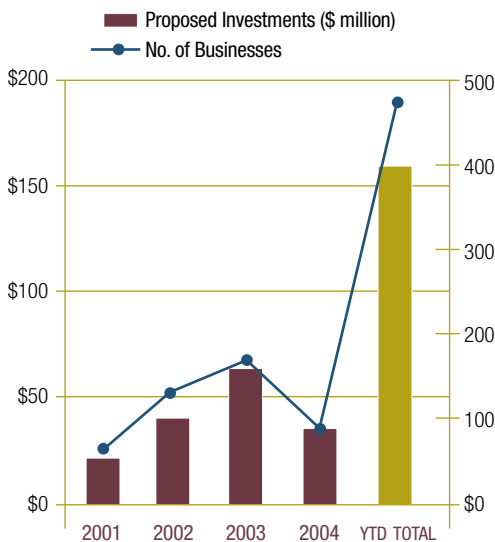
Demonstrating the Province's team-based approach to attracting investment, this program is delivered on a cross-departmental basis in partnership with the Government of Canada, Destination Winnipeg, and both the Winnipeg and Manitoba Chambers of Commerce. Since 2000, this program has generated 747 applications, with 466 approvals and total proposed investments of approximately \$160 million.



CAPITAL INVESTMENT BY COUNTRY (Manitoba)



PROVINCIAL NOMINEE PROGRAM FOR BUSINESS ANNUAL PERFORMANCE



Strategic Actions

The Government of Manitoba will:

- Develop an **International Trade and Investment Strategy**, in consultation with industry and business interests, which will create a one-stop shopping approach to attracting capital investment. The strategy will prioritize target sectors and markets in a way consistent with the vision of **Manitoba's Action Strategy for Economic Growth**, the **Community Economic Development** framework, the **Innovation Strategy**, and the **Northern Development Strategy**. Manitoba Trade and Investment will work closely with other departments and government agencies involved in investment attraction to ensure the priorities of Manitobans lead this process. The International Trade and Investment Strategy will reflect the following principles:
 - > the U.S. is our most important market. This trading relationship must continue to be nurtured; however, it is crucial to improve and diversify our trade with other countries as well;
 - > we must retain and grow Manitoba business by providing greater access to international capital and consumer markets;
 - > resources and activities will focus on promoting those sectors that demonstrate the greatest potential for growth;
 - > geographic targets will, in turn, be based on regional opportunities for growth within those specific sectors; and
 - > missions to target regions will be coordinated across departments and in concert with appropriate business, educational and research interests, in the context of supporting appropriate sector growth.
- Implement the **Exporter Development Initiative** to assist Manitoba companies interested in exporting, particularly small-to-medium-sized businesses. The goal of the Exporter Development Initiative is to encourage and assist a new generation of export-ready companies pursuing markets in Canada, the U.S. and the world. The objective is to have 100 Manitoba companies achieving \$5 million of new export sales in new markets one year after the Exporter Development Initiative is fully implemented. To achieve this, consultations will be held with stakeholders, such as industry associations, Chambers



of Commerce, local development agencies and other government departments involved in exporting. A particular priority will be a higher level of support to businesses in northern and rural Manitoba. A cornerstone of the Exporter Development Initiative is a newly expanded Trade Assistance Program which helps Manitoba companies exhibit in trade shows and develop promotional material and websites.

- Enhance the Provincial Nominee Program for Business by establishing a Business Immigrant Settlement Office that will assist new immigrant entrepreneurs by providing language-specific guidance with respect to regulatory requirements, local business practices, contacts and other support services.
- Advance the strategic investment objectives identified within the **Action Strategy for Economic Growth** (e.g., working with the life sciences sector to double the level of available venture capital by 2007) and promote capital investment in rural Manitoba in areas such as agri-energy, bio-investments, food processing and value-added agriculture.
- Continue to expand our reach by introducing Manitoba-based enterprises to new markets, with a particular emphasis on diversifying into emerging markets, like Brazil, China, India and Russia.
- Continue to play a lead role in the annual, tri-national Hemispheria events that promote the North American economic partnership. Manitoba will host the 2006 Hemispheria summit from May 31 to June 2, 2006.

Promote Energy, Science & Technology

Innovation is a vital element of economic growth and development. It opens the door to higher living standards and a better quality of life. This premise is fundamental to both the Government of Canada's **Innovation Strategy** and Manitoba's **Action Strategy for Economic Growth** and the **Innovation Framework for Manitoba**. In order to have a successful, vibrant economy, we need to foster research and development (R&D), which in turn creates the knowledge that ultimately leads to innovation.

Over the past three years, the Province has forged new alliances with entrepreneurs, researchers and the investment community and has supported a 70% increase in R&D activity since 2001.

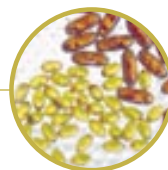
The Government of Manitoba is focussing its efforts to encourage R&D in three of the most promising growth areas of our economy:

- Life Sciences;
- Clean Energy; and
- Climate Change.

"Innovation is critical to Manitoba's future economic success. It directly affects competitiveness, productivity, standards of living and quality of life... Innovation thrives in systems where high levels of interaction and collaboration take place among economic and community stakeholders. At the centre of this system of innovation are people, whose interaction through networks and relationships, drive innovation activities."

*Manitoba – At the Forefront of Innovation
– An Innovation Framework for Manitoba.*

To support these efforts, we must do everything we can to attract the best international scientists to study, research and immigrate here. We must also be proactive in attracting international venture capital to foster and grow investment to provide the spin-off enterprises that are founded by researchers who commercialize their inventions. These enterprises are today's exporters and tomorrow's employers.





Life Sciences

Manitoba is already home to an impressive and internationally recognized, dedicated pool of expertise in biomedical and agricultural research. The advantages of a cost-effective business environment and the unique research infrastructure located in our various universities, research institutes, and government laboratories have attracted a large number of corporations, venture capital firms and suppliers to Manitoba. All of this is underscored by Ernst & Young's *Resurgence: Global Biotechnology Report 2004*, which ranks Manitoba's biotechnology sector the fastest growing in Canada.

The Province has aligned itself internationally with other jurisdictions that have complementary capabilities. In 2004, the Province took steps to increase collaboration with international life sciences partners by signing two partnering agreements. The first, signed in February 2004, was a Letter of Intent on Cooperation in Innovation, Economic and Entrepreneurship Development with the State of Georgia. The second, signed in June 2004, was a Memorandum of Understanding with the State of Minnesota to create a north-south biosciences corridor. These cooperative agreements reinforce Manitoba's position as a strategic location for life sciences-related business activities.

Clean Energy Technologies

Concerns about the rising cost and security of fossil fuels and their impact on the environment have accelerated the rollout of new, clean technologies and products around the world.

The Province's early commitment to meeting the Kyoto standards on emission reductions has positioned Manitoba as a leader in clean energy technology. Whether it is new generation hydro, ethanol, wind power, hydrogen, or ground source heat pumps, Manitoba is a key player in the expansion of this vital industry.

Positioning ourselves internationally will further our reputation as a leader in clean, reliable and renewable energy sources. The Province has already taken some significant steps in this regard:

- In September 2003, the Province signed a Memorandum of Understanding with Iceland to explore opportunities for joint initiatives in hydrogen development.
- The Province has been a key participant in discussions with the states of North and South Dakota, Minnesota, and Iowa in developing this region as a world leader in diversified energy production and renewable energy development.
- In the Spring of 2004, the Province actively participated in the Western Governors' Association's (WGA) North American Energy Summit that resulted in a resolution to develop a clean and diversified energy initiative for Western North America and is a member of the WGA's Clean and Diverse Energy Advisory Committee.
- The Province has played a key role in bring together a consortium of private sector companies in Manitoba that are dedicated to the development and use of sustainable sources of energy around the world. The Energy Services Alliance of Manitoba (ESAM) offers a full range of services to help other regions of the world develop solutions to their own energy needs.

The Government of Manitoba is also a key champion for an east-west electrical grid that will facilitate the transfer of clean electric power to other parts of Canada. The Province also signed, in July 2005, a supporting memorandum to the "Protocol Among the Members of the Midwest Governors' Association Regarding the Permitting and Siting of Interstate Electric Transmission Lines in the Midwestern United States."



Climate Change

Scientists predict that Manitoba will be among those regions earliest and most severely affected by climate change. The Government of Manitoba was the first province to consult with citizens on climate change and has now adopted the **Climate Change Action Plan - 2002: Kyoto and Beyond - A plan of action to meet and exceed Manitoba's Kyoto targets**. Manitoba celebrated the Kyoto Protocol coming into effect by announcing an **Action Plan on Kyoto Accord Implementation**.

The Province is a world leader in developing proposals and projects to address climate change; our example allows greater influence in other regions and the developing world. The Province is a strong advocate in the U.S. and other countries to halt climate change, especially through the use of renewable energy sources and by reducing emissions.

Strategic Actions

The Government of Manitoba will:

- Enhance investments in research, innovation and growth in our knowledge-based industries (e.g., development of clusters and strategic alliances with international interests), with specific attention to the life sciences sector. **The Innovation Framework for Manitoba** outlines the Province's innovation targets that include, for example:
 - > doubling provincial research investments by 2010;
 - > doubling the level of available venture capital by 2007;
 - > creating one spin-off company for every \$10 million spent on R&D;
 - > increasing the number of biotechnology companies by 50% by 2007; and
 - > raising the number of new media and information technology companies by 25% by 2007.
- Work with Manitoba Hydro, industry, and other governments to facilitate new hydro power exports, and to develop new emerging renewable energy such as wind power, micro-hydro, ethanol and geothermal.
- Develop the Manitoba Climate Trust, which will break new ground in forging potential international links for greenhouse gas emission reduction projects.

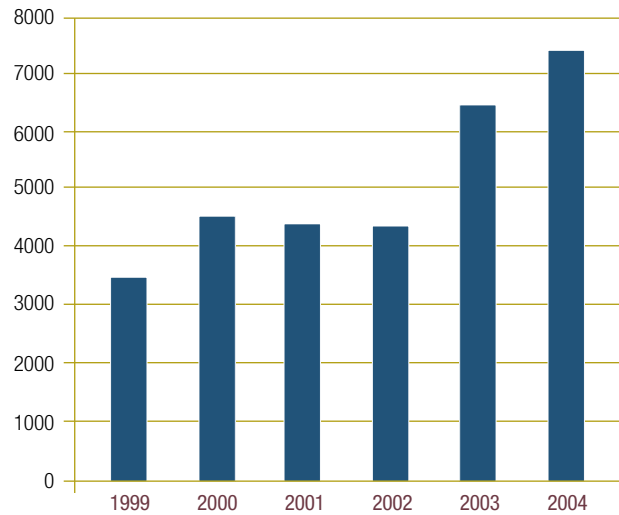




MANITOBA IMMIGRATION

1999 to 2004

Persons



Promote Immigration

Immigration has always played an important role in Manitoba's economic development and will continue to be essential to meeting our labour force needs.

Newcomers bring with them many skills as well as a desire to invest or start-up small- or medium-sized businesses. They enrich the province culturally and bring inside knowledge and transnational connections that enhance our international trade. A large, skilled workforce not only contributes directly to our economic prosperity, it makes Manitoba more desirable to foreign business looking to relocate and to foreign capital looking to invest.

Under Canada's constitution, immigration is a shared responsibility between the Government of Canada and the provinces. The Government of Manitoba has taken its responsibility seriously and is known for being at the forefront of national efforts to improve immigration and settlement. In June 2003, the Province negotiated a new Canada-Manitoba Immigration Agreement, which expanded its role and responsibilities in immigration, and laid the foundation for innovative initiatives to increase our overall number of immigrants.

We have already made significant progress. In 2004, we welcomed over 7,500 immigrants – the highest level in over a decade and double the 1999 level. The Province's achievements in immigration are especially noteworthy given that most provinces in Canada experienced a decrease in their proportional share of Canada's total immigration.

An important portion of those who settled in Manitoba came as refugees. In 2004, 15% of Manitoba's newcomers (over 1,100 people) came as refugees. Over half were privately sponsored, which attests to the hard work and commitment of Manitoba's vibrant sponsorship network. Manitoba strives to maintain a balanced approach to immigration that acknowledges the skills and contributions of all immigrants and refugees.

Fundamental to this success is the **Provincial Nominee Program** that provides the flexibility needed to recruit and nominate skilled individuals and their families. The Provincial Nominee Program accounts for over 50% of our current arrivals. In recent years, over 30% of Provincial Nominees settled in centres outside Winnipeg and contributed to regional growth.

This innovative program is designed to increase immigration in partnership with communities, businesses and employers. Its dynamic selection criteria reflect our changing economy, development priorities and future challenges. Priority streams have been developed to facilitate timely processing of prospective nominees with strong ties to Manitoba and the greatest potential to establish successfully. The Province works directly with employers to match labour shortages with specific incoming skills. The Province is able to process applicants quickly through targeted promotion and recruitment partnerships with employers. By complementing local initiatives with off-shore recruitment of skilled immigrants, the Province can better match the demand for specific labour needs with the supply of well-trained, available workers.



Research has proven that both jobs and family ties are the most important factors in attracting and retaining immigrants. For this reason, the Provincial Nominee Program has priority streams that build upon close family connections and guarantees of support. Manitoba encourages collaborative agreements in regions or with ethno-cultural communities where there is a readiness to welcome new residents. For example, Francophone immigration, supported by the Government of Canada and strong community leadership, gains from targeted recruitment and settlement strategies to strengthen and expand official language minority communities.

A vital part of any successful immigration strategy is supporting a smooth transition for newcomers in becoming part of the community. Under the Canada-Manitoba Immigration Agreement, the Province has primary responsibility for the delivery of settlement services (e.g., orientation and counselling, adult language training, labour market access services) and assisting other organizations to provide services that are accessible to newcomers. The Province's immigration strategy also develops partnerships to improve the recognition of international qualifications to ensure that skilled newcomers can quickly enter into occupations for which they have training and experience.

The Province is continuously improving services and programs to help our newest citizens connect to the supports, services and resources that will assist their integration into the community. Settlement funding provided by the Government of Manitoba and the Government of Canada has increased by 55% since 1999, to over \$8 million. A new program was introduced in November 2004 to complement existing services and help newcomers increase their English communication skills, become familiar with language training options, gain or improve computer skills, and gain earlier access to information about daily life, settlement and community resources. In addition, the *Accueil francophone* immigration initiative provides services to French-speaking newcomers to Manitoba.

The Province works closely with employers and supporting communities – a partnership that has been formalized with the creation of the **Manitoba Immigration Council**.

Strategic Actions

The Government of Manitoba will:

- Work with the Manitoba Immigration Council to continue to increase the province's annual immigration levels to 10,000 individuals.
- Improve the promotion of our province as a destination of choice for immigrants.
- Continue to manage the **Manitoba Opportunities Fund**, which supports economic development projects and initiatives, with a priority emphasis on immigration-related activities and those which directly support **Manitoba's Growing Through Immigration Strategy**.
- Fulfill **Manitoba's Action Strategy for Economic Growth's** immigration elements:
 - > attract skilled Francophone workers and entrepreneurs in collaboration with the federal government and community partners;
 - > allow qualified international learners who graduate from Manitoba post-secondary institutions to apply to become permanent residents in Manitoba;
 - > increase support for Manitoba's Qualifications Recognition Initiative to better recognize the qualifications immigrants bring to Manitoba;
 - > increase overall Provincial Nominee certificates in both skilled and business components from 2,100 to 2,500 - 3,000 per year; and
 - > provide responsive settlement services that support immigration, such as developing new models of English as a Second Language (ESL) service delivery for faster integration of immigrants into Manitoba's labour force and community.



Develop Transportation Linkages

Manitoba exports about \$9 billion worth of goods and services internationally, generating about 85,000 jobs. This could not be done without our highways, rail tracks, open skies, and waterways that enable trade and economic growth.

Our central location and access to north-south and east-west waterways have always been recognized as advantageous, making us a hub for Prairie trade and giving us a reputation as a transportation and distribution centre.

Our transportation systems are vital to our economy, both as linkages to foreign trade markets and as industries in their own rights. The critical importance of these systems has made their development and improvement one of the Province's key priorities.

The Government of Manitoba's specific international transportation efforts are focused around four inter-related and broad strategic initiatives:

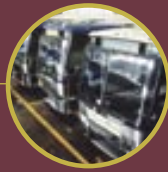
- The **Mid-Continent Trade Corridor Initiative** is designed to promote economic growth by facilitating efficient trade with the United States and Mexico through improved transportation, distribution and border processing systems.
- The **Churchill Gateway Development Initiative** fosters enhanced and diversified international trade through our unique northern rail and sea-port assets. The Port of Churchill "Gateway" is linked to the North American economy by rail and represents the optimal route to key European, Mediterranean and African port destinations for much of Midwestern North America.
- The **Inland Port Development Initiative** works to capitalize on our advantageous central location by developing Winnipeg as an international air cargo gateway and strategic inland port to the North American market.
- The **International Sustainable Transportation Initiative** aims to develop our position as a global leader in the development and application of sustainable transportation practices through international partnerships.

Effective partnerships are key to strengthening our transportation advantages and promoting continental and global trade. The Province is committed to partnering with the Government of Canada and many other local and international partners – governments, associations and industries – to address key issues that are fundamental to the effectiveness of our transportation systems, such as regulatory harmonization, border facilitation, infrastructure development, and technological innovation.

The horrific events of September 11, 2001, clearly illustrated the importance of cooperation to ensure the safety and security of our transportation systems and borders. The Province is dedicated to supporting Canadian and U.S. federal government efforts and those of our neighbouring states to address safety and security concerns, while efficiently facilitate the flow of legitimate goods and people across our borders.

The Province participates in several national and international conventions, committees and associations to assure efficient and functional regulatory linkages between our transport systems and practises and those of other jurisdictions. The harmonization of our systems with national and international systems on an engineering, policy, safety and financial treatment basis are critical to the seamless integration of our international trading framework.





Strategic Actions

The Government of Manitoba will:

- Strengthen efforts to promote economic development of the province and of the entire mid-North American region through the continued development of the Mid-Continent Trade Corridor. The Province will continue to be a leader in key corridor- and border-focused organizations such as the Canadian/American Border Trade Alliance, North America's SuperCorridor Coalition, and Northern Great Plains Inc. – all of which are critical to moving corridor development forward. The Province will also continue to partner with American and Mexican corridor interests to develop a North American Inland Port Network.
- Promote the Port of Churchill's international gateway status through continued participation with the Churchill Gateway Development Corporation – a non-profit partnership mandated to market the Churchill Gateway to the world – to develop innovative logistics solutions to support the region's international trade needs.
- Strengthen the Winnipeg International Airport's reputation as an international air cargo gateway and strategic inland port characterized by intermodal facilities, storage and distribution capabilities, and a foreign trade zone – all linked to the world. It also includes promoting the airport's key features, such as its "24-7" operating status, its capacity to serve over 3 million passengers and 140,000 tonnes of air cargo annually, and especially its international cargo transshipment rights – one of few airports in Canada with this designation – meaning that international air cargo arriving into or destined for points outside of Canada can be moved by road, rail or air from Winnipeg. The Province is proud that the Winnipeg International Airport was ranked the 2nd fastest growing cargo airport in North America and 12th worldwide in 2004.
- Develop an "Arctic Bridge" between the ports of Churchill and Murmansk, Russia, to tap into the transportation opportunities that the two ports offer to enhanced trade. The Province has already formalized a partnership with the Russian Province of Murmansk to this end.
- Develop new international air cargo route opportunities over the Arctic in partnership with Russia. The Province has agreed to pursue polar air route development with the Russian Province of Krasnoyarsk.
- Become a global leader in sustainable transportation through international partnerships with governments and industries. The Province is positioning Manitoba to be at the forefront of developments in new sustainable transportation approaches (e.g., hydrogen-hybrid transit buses and solar cars).





Promote Tourism

Tourism is a vibrant industry in Manitoba, contributing almost \$1.4 billion (or about 4%) to our Gross Domestic Product in 2003, and sustaining over 17,000 direct jobs. Tourism generates over \$530 million in export revenues for Manitoba.

To ensure that this growing area of our economy continues to expand and prosper, the Province created **Travel Manitoba**, a special Crown agency, to take a lead role in tourism marketing, visitor information services, product development, research and public information. This agency facilitates private sector input and engagement and allows quick responses to rapidly changing tourism market conditions.

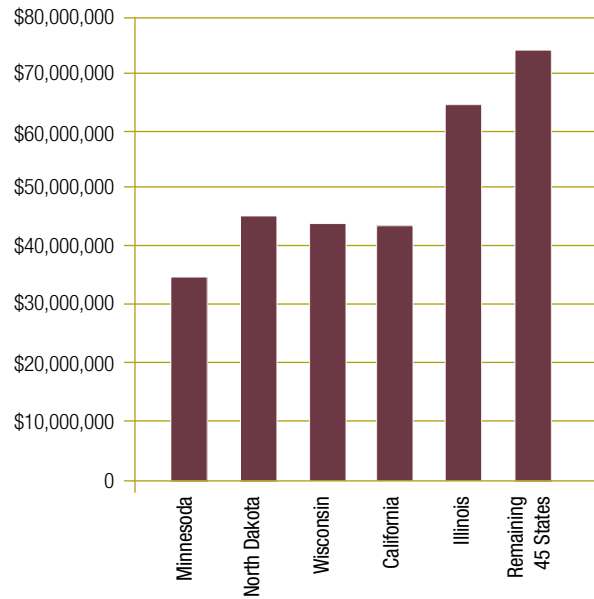
Travel Manitoba works closely with a small secretariat in the Department of Culture, Heritage and Tourism and with the travel industry, support industries, the Government of Canada, as well as other public and private organizations both inside and outside Manitoba.

Travel Manitoba has a focussed approach to marketing internationally based on research and driven by market demands. Travel Manitoba pays close attention to trends and demographic shifts in order to adjust its strategy to meet short-term goals and prepare for long-term success.

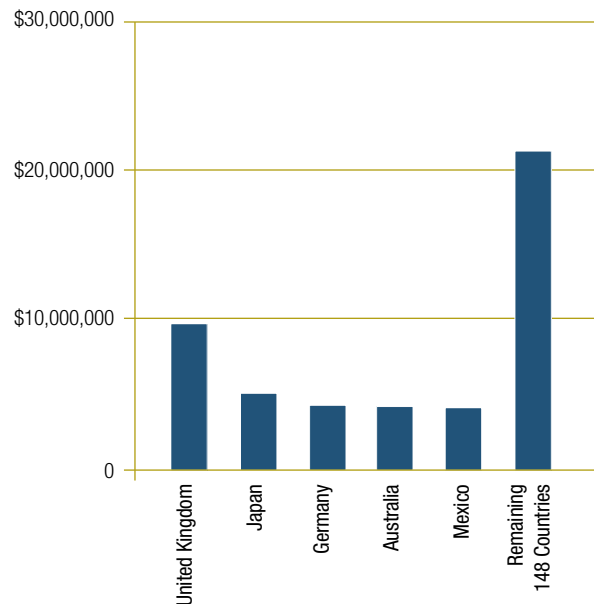
Travel Manitoba generates \$220 of receipts for every dollar it spends in its overseas marketing efforts and \$129 for every marketing dollar it spends for marketing aimed at the United States.

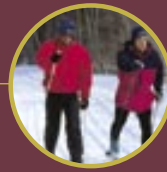
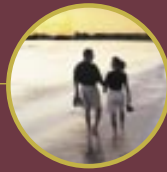
Travel Manitoba currently targets the United States, the United Kingdom, Japan and Germany as the primary markets for our tourism products. It is exploring the potential of China, Mexico, Australia and Korea as secondary markets.

2003 USA EXPEDITURES



2003 OVERSEAS EXPENDITURES





Strategic Actions

The Government of Manitoba will work with Travel Manitoba to:

- Increase the economic benefits achieved from tourism from \$1.4 billion in 2003 to \$1.7 billion in 2008.
- Focus marketing efforts in areas of emerging tourism demand such as adventure travel and ecotourism.
- Aggressively promote our province through international trade shows aimed at package tour operators. Target markets will be the United States, the United Kingdom, Japan and Germany.
- Develop and implement an international events acquisition strategy to attract major sporting and cultural conferences and events.
- Develop and grow international partnerships to promote Manitoba as a desirable tour destination. For instance, the 2 Nation Tours partnership with North Dakota, South Dakota and Minnesota is targeted to American group tour and package travellers.
- Build the capacity of tour operators and travel planners and cultivate our potential as an international tour and convention destination. Travel Manitoba will conduct “familiarization tours” that showcase the province, often in conjunction with the Canadian Tourism Commission and Destination Winnipeg.
- Grow Manitoba's media image and brand through media tours. Magazine, newspaper, television and film crews will be hosted to showcase our tourism products that range from urban activities to wilderness canoeing, fishing and wildlife viewing. Manitoba will receive broad coverage under a public relations program aimed at the U.S. and overseas markets.
- Develop more inter-provincial partnerships for international marketing, such as the partnership the Province has with Tourism Saskatchewan to support a tourism representative in Germany. Partnerships help raise Manitoba's profile and have facilitated the development of tour packages into Manitoba and Saskatchewan.
- Build on the strength of Travel Manitoba's website as an international marketing tool. Already a well-used and powerful resource, Travel Manitoba's website will be enhanced to offer better marketing services.





Advance International Education

The cornerstone of **Manitoba's Action Strategy for Economic Growth** is "Education First." Good education is the foundation for creating economic growth, social advancement, and democratic progress; it is the best means for reducing inequality. A well-educated workforce readily adopts sophisticated technologies in the workplace and the level of direct foreign investment is higher in countries with an educated workforce. The gap between rich and poor is often the greatest source of conflict globally; study after study concludes that education is the key to reducing this gap. The internationalization of education can provide direct benefits to both developing and developed countries. It also has vast potential for promoting global understanding and cooperation.

Manitoba's educational institutions have been steadily developing their capacity to attract international students and secure training contracts. International education is a highly competitive but growing sector that contributes an estimated \$4.5 billion to Canada's economy. The potential for further growth is significant, with robust annual increases in international student enrolments. The Province is committed to working with our partners in the educational community to develop this sector fully in Manitoba and realize significant educational and economic returns.

International learners enhance our social fabric, bring unique perspectives to our classrooms, and contribute to Manitoba's economic and community development. They add to our pool of skilled workers when they choose to remain in our province. When they return to their home countries, they serve as unofficial ambassadors for Manitoba, open doors for trade and cultural exchange, and become sources of future inward investment.

The Province has launched, in partnership with the Government of Canada, an innovative pilot project to permit international post-secondary students to work off-campus. Giving students the opportunity to earn while they learn and

acquire valuable labour market experience makes Manitoba's post-secondary institutions more attractive. Manitoba was also the first province to include international students in the eligibility list for the Provincial Nominee Program. In so doing, we ensure that international graduates who wish to remain permanently in our province receive priority consideration.

Increasingly, other countries want their students to have access to our high-quality education while remaining at home. To this end, the Province has entered into agreements authorizing schools overseas to offer our curriculum and award Manitoba high school diplomas upon successful completion of required courses.

There is also a demand from international clients for customized training and curricula developed by Manitoba educators. These programs incorporate the same quality and standards as those offered in the province but are adapted to a country's or organization's specific culture and needs.

Manitobans can be reassured that sharing our educational expertise internationally supports, rather than detracts from, provincially focused efforts. Safeguarding the quality and integrity of our education system and meeting the needs of Manitobans remain the Province's top educational priorities. We know that providing international students and clients with access to our educational system represents only one side of the international education coin. Manitoba students and educators must also have opportunities to gain the necessary international skills, understanding and experience to tackle today's global realities.

Individuals with international knowledge and intercultural skills can build bridges of understanding between cultures and nations. They develop contacts and networks around the world that not only benefit themselves but which can also benefit their communities. They are prepared to capitalize on the opportunities afforded by a global economy. To achieve these results, we need to ensure that Manitoba's students and educators can engage in international study and work and that critical international knowledge and intercultural skills can be obtained in our own classrooms.



Strategic Actions

The Government of Manitoba will:

- Develop a comprehensive **International Education Strategy** based on:
 - > consultation and collaboration with Manitoba's educational institutions;
 - > a "Whole-of-Government" approach to international education that facilitates cross-departmental coordination in policy and services; and
 - > enhancing Manitoba's international image as an excellent source of high-quality education and training programs, services and products.
- Work with educational institutions to increase their capacity to become involved in international education activities by providing supportive policies, information, resources and professional development opportunities. Specific actions include:
 - > disbursing at least one loan per year from the International Education Incentive Loan Fund for a project scheduled to achieve its stated goals within the three-year duration of the loan. A comprehensive review of the Fund will be completed by March 31, 2006, to ensure that it is as accessible and useful as possible. The Fund will be reviewed again in 2010;
 - > undertaking three capacity-building initiatives on an annual basis in the form of professional development programs, market research, and/or the development and distribution of resource materials. The impact of these initiatives will be evaluated at the end of a two-year period;
 - > developing best practices, risk management and other "how to" guides for those involved in international education;
 - > expanding and improving the tracking of data and statistics for the purposes of monitoring the success of international education efforts and providing key information upon which to base policy decisions;
 - > working with Manitoba schools, post-secondary institutions and language institutes according to their individual levels of interest and preparedness for involvement in international education; and
 - > assisting three to four institutions annually to move to the next level with particular attention to institutions located outside of Winnipeg.
- Promote Manitoba's education opportunities internationally and reinforce our emerging reputation as an innovative and responsive source of high-quality education by:
 - > identifying 2-3 markets in which to undertake comprehensive promotional strategies for a duration of three years. Promotional efforts are intended to increase the number of learners coming from targeted markets by at least 25%, and result in at least one educational project undertaken by a Manitoba institution in a target market over the 3 year period; and
 - > assessing promotional materials annually to identify gaps, with the goal of increasing website, brochure and booklet usage rates by 20% annually.
- Work with other government jurisdictions as well as international, national and provincial non-governmental organizations to explore opportunities to combine capabilities and develop integrated programs, by:
 - > representing the Province on pan-Canadian boards and committees that address international education issues;
 - > monitoring and guiding the Province's involvement in international agreements and/or projects that include an education component; and
 - > working with Manitoba's ethno-cultural communities in international education undertakings that are of mutual interest and benefit.

Objective 3

Advance Global Interests

Promote Environmental Stewardship

Environmental issues know no political boundary. All countries have a global responsibility to reduce their environmental impact and encourage others to do the same.

In this respect, the Province has set aside over 5.4 million hectares, or approximately 8.4% of Manitoba's area, as protected space. Manitobans understand that there is an obligation to protect Manitoba's natural heritage.

The **Protected Areas Initiative** ensures representative examples of our diverse landscapes are maintained to:

- conserve biological diversity including natural gene pools;
- maintain ecological processes and the natural cycles required for life on earth;
- act as scientific benchmarks to evaluate environmental change; and
- balance development needs in a sustainable society.

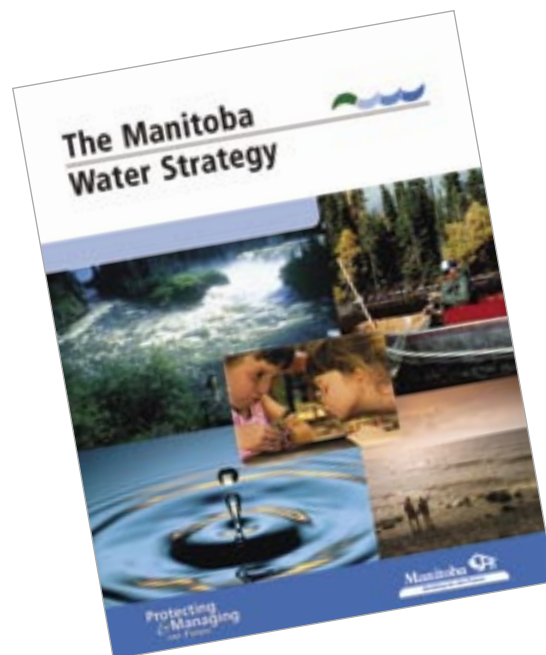
Like Manitoba land, our lakes and rivers are resources that must be protected – to many, water is the “new gold.” As the world experiences the effects of climate change and more nations endure hardship and drought, it is clear that our water resources cannot be taken for granted. Guardianship of watersheds and water is a responsibility we owe both to ourselves and to future generations, both at home and around the world.

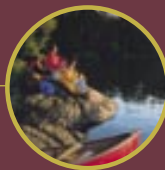
The importance of the lakes and rivers that Manitoba shares with the United States cannot be overstated. The Province has taken a proactive approach to international and transboundary cooperation in order to protect the globe's greatest asset – the environment. Water features prominently in this equation.

In 2003, the Government of Manitoba created a Water Stewardship Department that brought together the areas of government dedicated to water protection and water management. The **Water Protection Act** was introduced in 2004 with a view to the protection and stewardship of our water resources and aquatic ecosystems.

The Water Stewardship Department, in consultation with the Lake Winnipeg Stewardship Board, is paying special attention to Lake Winnipeg – our largest lake and an international destination for fishing, recreation and tourism. Lake Winnipeg is also a repository for watersheds that extend across the central plains of North America. The health of the Lake is an indicator of water protection efforts within and beyond our borders. A similar Stewardship Board will be formed for Lake Manitoba, our second largest lake.

Our environmental stewardship expertise extends well beyond watershed management. For example, the Province works with other jurisdictions, such as Mexico, in developing sustainable forestry techniques and has played a lead role in cross-border cooperation with the U.S. in fighting wildland fires. In 2003, Western Premiers and Western Governors signed a Memorandum of Understanding on Enhancing Cross-border Cooperation to Fight Wildland Fires. That document created a mechanism for coordinating fire management activities to maximize the use of available fire-fighting resources wherever they are most need in Western Canada and in Western U.S. states.





The Province is also involved in the Organisation for Economic Cooperation and Development's (OECD) Environmental Performance Review of Canada's environmental management systems by providing information (through the Government of Canada) on how Manitoba implements sustainable development concepts into decision-making.

The Province is also active in several transboundary organizations, such as the North American Waterfowl Management Plan and is a signatory to the Prairie Habitat Joint Venture that oversees all activities in the Prairie Provinces related to the Plan. The federal governments of Canada and the U.S. and the governments of the Canadian provinces and the contiguous U.S. states are part of this arrangement. The Province is also an active member of the Canadian Wetlands/North America Bird Conservation Initiative Council and the International Association of Fish and Wildlife Agencies Waterfowl Committee, comprised of federal, state/provincial and non-governmental organizations in Canada and the U.S.

In addition, the Province provides ongoing funding to the International Institute for Sustainable Development (IISD). The Institute promotes the principles and practices of sustainable development on a national and international basis. IISD was voted the most effective sustainable development research group in the world by its peers in the second half of 2004.

Strategic Actions

The Government of Manitoba will:

- Continue to cooperate with neighbouring jurisdictions to protect water quality from upstream developments, including participation in the activities of the International Joint Commission and other multi-jurisdictional task forces and committees such as the International Joint Commission's International Red River Board, and the Canada - United States Garrison Joint Technical Committee.
- Continue to work with the Government of Canada and U.S. authorities to ensure that North Dakota water projects do not damage the quality of water within the Hudson Bay basin.
- Continue to work collaboratively within the Red River Basin Commission to achieve a basin-wide commitment to comprehensive integrated watershed stewardship and management.
- Implement Efficiency Manitoba that will reduce energy and water consumption and will control waste production.
- Explore the potential development of Greenway on the Red, a cross-border multi-use greenway, which will enhance flood mitigation, tourism and recreation. Greenway on the Red would run from Lake Winnipeg in Manitoba to Lake Traverse in South Dakota.





Facilitate Indigenous Peoples' Partnerships

There are about 300 million Indigenous people – descendants of the original inhabitants of a particular region – living in over 70 countries around the world. These peoples have their own cultures, religions, and economic and social organizations. Their values, traditional knowledge, and special relationship to the Earth make an important, ongoing contribution.

Unfortunately, throughout the world, Indigenous peoples are often among the poorest of the poor and have lower life expectancies and poorer health than non-Indigenous populations of their respective countries. Their cultures and traditional ways are often threatened by modern economies and they can face discrimination in their day-to-day lives.

Over the past two decades, Indigenous peoples from around the world have been working together to bring the issues they face to the international arena. Their efforts prompted the United Nations' General Assembly to declare the United Nations' International Decade of the World's Indigenous Peoples, (1995 to 2004) and to create a UN Permanent Forum on Indigenous Issues to strengthen international cooperation for the solution of problems faced by Indigenous peoples. In December 2004, the 59th Session of the United Nations General Assembly adopted a resolution proclaiming the Second International Decade of the World's Indigenous People, beginning on January 1, 2005.

Several of the world's International Financial Institutions are supporting international partnership activities between Indigenous peoples. For example, the World Bank provides financial support to the UN Permanent Forum on Indigenous Issues, funds a Grants Facility for Indigenous Peoples, and supports Capacity Building for Indigenous Leaders in the Andean region of South America. Similarly, the Inter-American Development Bank's Canadian Technical Assistance Program (CANTAP) provides up to \$1 million for projects or programs which promote the development of linkages between Indigenous groups in Canada and Latin America.

The Government of Canada has been actively working with Canada's Aboriginal peoples on initiatives that support the goals of the International Decade. For example, an international business strategy for Canada's indigenous

peoples has been developed, and \$10 million has been set aside for an Indigenous Peoples Partnership Program (IPPP) within the Canadian International Development Agency.

The Province has also been active in encouraging international recognition of Manitoba's Aboriginal communities. In 2004, the communities of St. Laurent and Hollow Water were selected by the internationally acclaimed Smithsonian Institution in Washington D.C. to present exhibits of Canadian Métis' and First Nations' culture and heritage within the newly developed National Museum of the American Indian. The Province participated in the procession launching the display that will share the vibrant culture of Manitoba's Métis and First Nations with over 6 million of the museum's visitors each year.

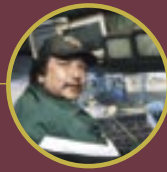
The Province, through the Premier's Economic Advisory Council, also hosted a special Aboriginal Economic Summit in 2004 to examine strategies for increasing the numbers of Aboriginal people working in Manitoba businesses and increasing business development opportunities for Manitoba's Aboriginal peoples, including international business development and Aboriginal tourism opportunities. Aboriginal tourism has been identified in the Province's **Adventure Travel and Eco-tourism Sector Analysis** as having one of the greatest growth potential in Manitoba's tourism sector.

This Summit also resulted in Canada's first Aboriginal Chamber of Commerce that is planning an Indigenous Trade Summit in the future to develop an international trade network of Indigenous peoples.

In addition, in November 2004, the Province signed a partnership agreement with IBM Canada that is designed to further Aboriginal economic and human resource development in the province. The global connections that this partnership could provide will further strengthen the ability of Aboriginal entrepreneurs to connect internationally.

Developing these kinds of international networks of Indigenous peoples will not only help address the issues they face in common, it can provide the opportunity to open more doors to Manitobans internationally and develop the relationships we need on the global stage.

These activities support the Province's **Northern Development Strategy** that recognizes that northern people must be full partners in creating a strong and sustainable economy.



Strategic Actions

The Government of Manitoba will:

- Develop and implement an Aboriginal tourism strategy that will encourage the development of ecotourism and Aboriginal tourism. It is anticipated that the nomination of a boreal forest region on the east side of Lake Winnipeg as a UNESCO World Heritage Site may provide additional opportunities for ecotourism and Aboriginal tourism development.
- Explore opportunities to share internationally our recognized expertise in areas such as:
 - > working in unique public-private and Aboriginal community partnerships in the development of natural resources, such as hydroelectric power, that provide Indigenous peoples with opportunities to participate in projects as partners, collaborate in the design to minimize environmental impacts, and share revenues;
 - > Aboriginal professional education programs (e.g., education, nursing, and law) based on Manitoba's widely acclaimed ACCESS model; and
 - > proactive skills development of Aboriginal peoples in economic development projects. For instance, Manitoba Hydro, the Government of Canada and the Province are working together on a \$60 million pre-construction venture to prepare Aboriginal workers for construction and maintenance of hydroelectric dams in the province. This unique model can be shared with others involved in projects of this nature.
- Enhance opportunities for Aboriginal participation in international development projects and activities.

Advance Francophone Opportunities

Our social, cultural and historical ties and our multilingual and intercultural strengths and values can open doors to opportunities around the world. The involvement of Manitoba's cultural communities is essential to a fully integrated and coordinated approach to international activities.

A good example is the Province's work with the Government of Canada and the local Francophone community. As a member of **La Francophonie**, Canada is part of a network of 56 states and governments around the world that use French as a common language. The Province supports the Government of Canada's activities with La Francophonie by attending the biannual Summits as a member of the Canadian delegation.

This international activity supports the Province's work back home in partnership with the Economic Development Council for Manitoba Bilingual Municipalities (CDEM), bilingual municipalities, and the Government of Canada, to encourage, stimulate and organize economic development by leveraging the French language opportunities in Manitoba's economy. CDEM provides an array of services and support to those looking to do business in the French language and with our Francophone community. CDEM's international activities include business investment, immigration promotion and tourism opportunities in the Alsace region of France.



Strategic Actions

The Government of Manitoba will:

- Advance the **Action Strategy for Economic Growth's** approach to increase immigration of skilled Francophone workers and entrepreneurs in collaboration with the Government of Canada and community partners.
- Continue to implement agreements in Conseil Général du Bas-Rhin; and
- Continue to support **La Francophonie** to ensure that strategic partnerships within the Francophone community thrive.



Facilitate International Development

Manitobans enjoy a quality of life that is the envy of many. We have an obligation as caring members of our global community to share our experience and good fortune with the world.

The Province is committed to the principles of democratic governance and social development and has a responsibility to foster these principles around the globe. It is important that development efforts balance economic progress with the equally important social objectives of poverty alleviation, strengthened labour standards and enhanced environmental protections.

An example of international leadership is the support the Province provides through an annual grant to the **Manitoba Council for International Cooperation (MCIC)**, that promotes international development through overseas projects and development education in Manitoba. In addition to the annual grant, the Province selected the MCIC to distribute provincial funding for relief and reconstruction efforts in response to the tsunami disaster in southern Asia. The Province's 30-year partnership with the MCIC supports the perspective that international development work needs a long-term commitment to ensure sustainable assistance to developing nations.

The Province also fosters democratic governance and social development by working with the Government of Canada to strengthen international approaches to sustainable development, environmental protection, and social progress.

The mandate of the Government of Canada's Canadian International Development Agency (CIDA) is to support sustainable development in developing countries, to reduce poverty and contribute to a more secure, equitable, and prosperous world.



The Province participates in CIDA-funded international development projects by contributing the expertise of its public servants to help governments in developing countries increase their own capacity to ensure that their:

- people and communities have access to health care, clean water and safe food;
- children have opportunities to learn; and
- communities can prosper through sustainable economic development and overcome the challenges of diseases like HIV/AIDS.

The Province is twinned with the North West Province of South Africa in a relationship that focuses on good governance, public sector capacity building and economic development. As a result of this twinning arrangement, North West is adopting significant aspects of Manitoba's sustainable economic development plan, the Healthy Child Manitoba program, and sustainable agriculture initiatives. The Province also is working to support good governance and capacity development in the Philippines, and has been assisting Trinidad & Tobago to develop its capacity for social and government programs.

Over the years, provincial government staff have participated in many international development projects. This has earned the Province an international reputation for excellence in a wide range of areas, such as public service human resource management, environmental impact assessment, forest and water stewardship and management, emergency management response systems, sustainable agriculture techniques, social programming, and effective and efficient government financial systems. These contributions demonstrate our commitment to helping other countries build the public services they want and need. Our efforts are intended to help improve quality of life, build economies, strengthen democracies, and break the cycle of poverty.

These projects not only help developing countries strengthen governance and delivery capacities, they also benefit provincial government employees, who gain valuable international experience to relate to their work at home.

Furthermore, we cannot underestimate the value of participation in international development projects in contributing to Manitoba's international profile. Participating in international development projects allows us to sustain and increase our presence in emerging markets and develops relationships that may lead to future exports as the economies of these developing countries grow.

The World Bank estimates that, if future trends continue, by 2020, the Chinese economy alone could be 40% larger than that of the United States, and the economy of India will be larger than Germany's. For international business, the implications of this changing economic landscape are clear; many of tomorrow's economic and trade opportunities may be found in the developing world today.

Annually, the six International Financial Institutions (IFIs) loan about (US) \$38 billion to developing countries for social and economic development projects. Canadian companies have historically won over \$1 billion in project contracts. Through CIDA projects alone, some 2,000 Canadian businesses have made connections in some of the world's fastest growing markets, and more than 35,000 jobs have been generated in Canada.

The Province established the **International Projects Initiative** to help Manitoba-based companies and organizations pursue international development projects. A key approach is to create consortia and partnerships (which include private and public sector organizations) to provide the breadth of expertise and resources to tackle complex international projects. An example of this kind of private-public partnership is the Energy Services Alliance of Manitoba (ESAM), that is dedicated to the development and use of sustainable sources of energy around the world. By pooling their expertise and capabilities, the members of ESAM can be more successful in bidding on international projects than they could individually. Consortia are being developed and growing in other sectors such as environmental industries and general management consulting.

The International Projects Initiative is also active in nurturing relationships with the six International Financial Institutions and with CIDA. In fact, the World Bank has invited the International Projects Initiative to be part of its **Private Sector Liaison Officer** (PSLO) network, that gives the Province priority access to World Bank information and enhances the Province's ability to help our companies and organizations pursue projects funded by the World Bank.



Strategic Actions

The Government of Manitoba will:

- As a responsible global citizen, continue to support Canada's international obligations by contributing the considerable expertise that exists within provincial departments to our partners in the developing world.
- Enhance the potential of the **International Projects Initiative** based on the following principles:
 - > activities will be consistent with the **Action Strategy for Economic Growth**, the **Community Economic Development** framework, the **Innovation Strategy**, the **Northern Development Strategy** and will reflect the goals and objectives of the Government of Canada's international development programs and services;
 - > activities will build upon and support, wherever possible, efforts to enhance trade and investment, immigration and international education and, will be developed in close consultation with relevant government, business and educational interests;
 - > where appropriate, private-public partnerships will be considered, if necessary, to increase Manitoba-based companies' abilities to be successful in bidding on international projects, building upon their respective expertise and the relationships they each have built in the international arena; and
 - > the Province's involvement in the International Projects Initiative will, over time, become self-financing.
- Work with Manitoba businesses, consultants, service providers, educational institutions and departments to:
 - > enhance their awareness of the opportunities that international projects present;
 - > advise them of specific project opportunities and the strategies for pursuing those projects successfully; and
 - > define niche capabilities and develop alliances/consortia and public/private partnerships around these capabilities to maximize success rates in bidding for international projects.
- Continue to ensure trade and investment rules promote environmental, health, safety, and labour standards.
- Work with International Financial Institutions, including the World Bank, and federal agencies, such as CIDA, to increase awareness of Manitoba's capabilities and to maintain a current understanding of existing funding sources and processes for accessing funds.
- Develop public sector and private sector partnerships in recipient countries.
- Develop an international project management capacity and consolidate existing project management functions in the Government of Manitoba.





Strengthen Safety and Security

The 8,000 kilometre (5,000 mile) Canada-U.S. border is the longest undefended border in the world. Across this border, Canada and the United States have built the world's largest trading relationship. Defending the security of North America includes protecting the most productive and beneficial two-way economic relationship in the world by building a more secure, efficient, and better-managed border.

After September 11, 2001, governments on both sides of the Canada-U.S. border were thrust into action, not only to re-look at their security measures, but to look for ways to make the border more efficient and better-managed. The federal governments in Canada and the United States worked together to produce the **Smart Border Accord**.

In addition, the Province strengthened its own security measures. The Province established a Special All-Party Task Force on Security, to receive input on relevant security issues from provincial entities such as the Manitoba Emergency Measures Organization, the departments of Justice, Transportation and Government Services, Water Stewardship, and Labour and Immigration. The work of the Task Force resulted in the passage of **The Security Management Act** in 2001, an omnibus bill that strengthened security provisions to nine provincial Acts. As part of these amendments, the Province updated and strengthened emergency preparedness and response capabilities throughout the province, particularly at the local level.

Individual provinces and states have also improved cooperative efforts related to the border themselves. After all, even though our federal governments have primary responsibility for border security, emergency responses take place at the local level.

A Manitoba-focused **Threat Assessment Group**, comprised of provincial and federal government representatives, has been created to review and evaluate high-level threat information and to direct appropriate provincial response to international events.

Within Canada, the Province has taken a lead role in working with other provinces to identify emergency management priorities such as emergency management training, Disaster Financial Assistance, emergency public alerting systems, and inter-jurisdictional cooperation during emergencies.

The Province has also taken a lead role in border security discussions between Western Premiers and Western Governors and has reported on activities occurring on both sides of the border to enhance border security, safety and efficiency.

Western Premiers and Western Governors have also had discussions on the proliferation of the use of crystal methamphetamines (meth) and continue to explore opportunities for sharing best practices and for strengthening education, prevention, treatment and enforcement strategies for crystal meth. Cross-border cooperation on meth and other justice issues was also discussed by Manitoba, Minnesota, North Dakota and South Dakota legislators at the 5th Annual Legislators' Forum, hosted by Manitoba in June 2005.

Integrated Border Enforcement Teams (IBETs) are working in 15 regions along the Canada-U.S. border to fight cross-border crime. Canada and U.S. law enforcement intelligence officers from these teams will now be co-located at two locations in Canada, one at the Red River IBET, to share intelligence on a daily basis. A **Border Drug Threat Assessment** report was released in 2004 that analyzed the two-way movement of illicit drugs across the border and established key facts about cross-border drug trafficking. It also established best practices and provided the foundation for future joint enforcement activities.

Strategic Actions

The Government of Manitoba will:

- Continuously ensure that emergency management organizational and statutory requirements facilitate an effective response to emergencies and security concerns in Manitoba.
- Make priority investments to address the rapidly evolving challenges of emergency management and public safety and organize these resources to allow for their mobilization outside Manitoba if necessary. Examples of continuing priorities include the development of Chemical, Biological, Radiological and Nuclear (CBRN) response capacity and specialized resources for Urban Search and Rescue.
- Provide a mechanism, through the development of domestic and international mutual aid agreements, for the Province to contribute to the management of emergencies outside our borders. The Province is currently pursuing the development of an emergency management mutual aid agreement with the States of North Dakota, South Dakota and Minnesota. This agreement will ensure that, if one of our neighbours ever needs help in dealing with an emergency, the procedures will be in place to enable us to provide or receive help as quickly and efficiently as possible.



Working Together

The constantly changing nature of today's world requires us to re-examine and modify the way in which we operate internationally. For this reason, the implementation of this Framework will be an evolving process and will be reviewed on an ongoing basis.

Furthermore, the implementation of the Framework will need the involvement of a variety of partners to create a fully integrated and coordinated approach to international development. The Province will work with its various advisory boards (such as the Premier's Economic Advisory Council, the Manitoba Immigration Council, Tourism Manitoba and others), Crown Corporations (such as Manitoba Hydro), Manitoba's business community, educational institutions, non-government agencies (such as the Manitoba Council for International Cooperation), as well as the Government of Canada and Manitoba's municipalities in the implementation of this Framework. Each participant will make a unique contribution to our efforts and have a unique role to play.



Strategic Actions

The Government of Manitoba will:

- Task the Federal-Provincial and International Relations and Trade Division to coordinate the implementation of this Framework with other provincial departments and agencies and in consultation with the Premier's Economic Advisory Council.
- Ensure that the direction outlined in this Framework is integrated into departmental operational plans and that appropriate benchmarks and reporting mechanisms are developed to assist in the monitoring of progress.
- Continue to work in close consultation with the Government of Canada to ensure that practical approaches to coordinating efforts are adopted in all international activities. The Province recognizes the Government of Canada's constitutional responsibility for foreign affairs and international trade and that the federal government can, and does, pursue international activities (e.g., trade negotiations and advocacy) that affect provincial jurisdiction. The Province also recognizes that provincial governments have a legitimate interest in those activities and have the authority to implement agreements. The Province will, therefore, continue to work with other provincial and territorial governments and the Government of Canada to achieve the optimum level of cooperation on international matters and to ensure Manitoba's interests are promoted and protected.
- Report on the implementation of this Framework's Strategic Actions to Manitobans through the Department of Intergovernmental Affairs and Trade's annual reports. In addition, the Province will report on specific international activities through other departmental annual reports and through other reporting documents, such as the Provincial Sustainability Report for Manitoba.



Conclusion

The World's economies are becoming increasingly interdependent, and countries around the globe are continuously looking outward to take advantage of new opportunities.

International partnerships and exchanges in the areas of social, educational and cultural development and democratic governance are also becoming more prominent as nations seek information and experiences from other jurisdictions.

In addition, global issues, such as trade, security, sustainable development, environmental stewardship, and human development are compelling us to look to each other for support and assistance.

Our province offers an enviable combination of strengths in our abundant resources and in our diverse and innovative economy. Our strengths are supported by well-developed

transportation and communication systems, our skilled and stable workforce, and our well-developed social, health, education and governance systems that create opportunities and an exceptional quality of life.

In the Canadian and world context, Manitoba is a friendly, affordable and safe environment in which to live and raise a family. We enjoy an involved citizenry, and our true strength lies in our people. We care about what happens in our communities, our country and our world.

It is this collage of strengths that positions us to thrive in the global community. We have much to offer, much to share with the world, and much to gain as an active player on the world stage. Ultimately, our place in the new economy will be dependent on our ability to work together to succeed in the global arena.

The course is set. We are reaching beyond our borders and engaging the world.



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