



# PROGRESS REPORT ON PROSPERING IN A GLOBAL COMMUNITY

## NEW BRUNSWICK'S INTERNATIONAL STRATEGY

全球社会中的繁荣

PROSPERANDO EN LA  
COMMUNIDAD GLOBAL

WACHSTUM IN  
EINER GLOBALEN  
GEMEINSCHAFT

MAENDELEO KATIKA  
JAMA MUZIMA

विश्व समाज में समृद्धि

JANUARY 2006

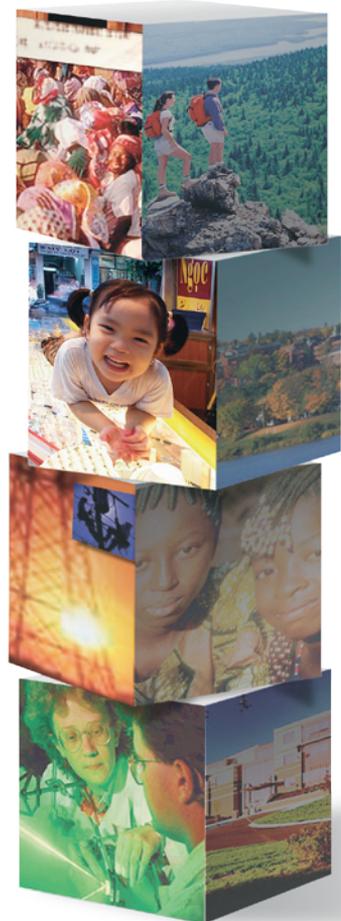




# PROGRESS REPORT ON PROSPERING IN A GLOBAL COMMUNITY

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JANUARY 2006





**Progress Report on Prospering  
in a Global Community:  
New Brunswick's  
International Strategy**

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## MESSAGE FROM THE PREMIER

**Prospering in a Global Community: New Brunswick's International Strategy** outlines our government's approach to achieving greater social and economic prosperity for New Brunswick on the international stage. This strategy is based on and works with *Greater Opportunity: New Brunswick's Prosperity Plan*, our 10-year economic growth agenda for our province.

The aim of the International Strategy is to position New Brunswick as an effective player on the international scene through specific actions and priorities. Since we launched our strategy in April 2003, we have made significant progress towards this goal by focusing and acting on clear priorities in strategic sectors.



Our initiatives have contributed to the steady growth of New Brunswick's international exports and the creation of 2,900 new jobs, attracted more foreign investment in the province, enhanced intergovernmental cooperation, expanded services for immigrants, and boosted foreign student enrolment at our schools and post-secondary institutions.

We have achieved a great deal in just three years by working with our provincial partners and the federal government, but we still have more work to do. We must and will continue to implement the action priorities of our International Strategy because it is vital to New Brunswick's future prosperity. In today's global, knowledge-based economy, we must carve out a greater international role for our province so that all New Brunswickers can take advantage of the opportunities that globalization presents.

I believe New Brunswick can prosper in the new global economy by working together. I invite all New Brunswickers to read this progress report and to work with us to pursue our international objectives for the benefit of the people, communities and businesses of our province.

Sincerely,

Bernard Lord



## MESSAGE FROM THE MINISTER OF INTERGOVERNMENTAL AND INTERNATIONAL RELATIONS

We are pleased to provide New Brunswickers with this progress report on the implementation of New Brunswick's International Strategy. Since 2003, we have worked on the action priorities contained in the International Strategy, and have pursued levels of cooperation in international relations that reflect our commitment to working collaboratively.



We will build a New Brunswick for tomorrow by continuing to make progress in pursuing our international affairs, but we cannot stop there.

If the recent past is reflective of our future, I am certain that by working together in a corporate, strategic fashion, we can ensure success in this international age. In this respect, the Department of Intergovernmental and International Relations has encouraged greater communication and cooperation between government, business, and the community at large.

This new world is full of opportunities and challenges. I am convinced that by working together, we can forge a brighter future for all New Brunswickers.

Percy Mockler

Minister



# PROGRESS REPORT ON PROSPERING IN A GLOBAL COMMUNITY: NEW BRUNSWICK'S INTERNATIONAL STRATEGY

The goals of the International Strategy are to:

- Coordinate the Province's international activities with **Greater Opportunity: New Brunswick's Prosperity Plan**;
- Strengthen cooperation in international activities within the provincial government; and
- Encourage cooperation in international activities with our communities, businesses, academic community and federal government.

To accomplish these goals, 58 action priorities are identified, encompassing the following 7 strategic sectors:

- Investment and Trade
- Immigration
- Innovation and Education
- International Development
- International Environmental Stewardship
- Image and Reputation
- International Competencies

This report highlights our progress in implementing action priorities contained in the International Strategy.



## INVESTMENT AND TRADE

New Brunswick's international investment and trade interests comprise of two activities: attraction of investment opportunities into the province, and provision of assistance to New Brunswick companies seeking to do business outside of Atlantic Canada. The private sector leads in the pursuit of business-related investment and export related opportunities. The government plays a supporting role through the cultivation of effective government-to-government and government-to-business relations.

Since the International Strategy was implemented, the Province of New Brunswick has continued to pursue investment and trade objectives on a global stage.

In general, the Province has sought to: 1) strengthen its economic base through diversification; and 2) build competitive advantage by focusing on key industry clusters. By attracting international investment, the province has:

- Helped attract foreign investment to create 2,900 new jobs since 2003;
- Held on-going multi-sector trade promotion activities in the United States, United Kingdom, Belgium, France, Germany, China and the Caribbean; and
- Pursued investment activities in sectors such as knowledge industries, value-added natural resources, advanced manufacturing, life sciences and biosciences.

### PROGRESS MADE TO DATE

- Increased partnership with the federal government in pursuing investment and trade opportunities. Example: The Canadian Embassy in Paris provided valuable input and logistical support for the Premier's mission to France in November 2004, with the Ambassador participating in the program.



- Increased cooperation with the federal government to leverage the province's bilateral relationships in the Francophonie and other designated markets. Example: Partnership with the Canadian International Development Agency (CIDA) to promote the "*Communauté Ingénieuse de la Péninsule Acadienne*" and private sector partners to do work in Burkina Faso in preparation for the 2004 Francophonie Summit.
- Increased interfacing with the NB business community to develop new networks and business development opportunities. Examples:
  - Partnership arrangement with the *Conseil Économique du Nouveau-Brunswick, Inc.*, to include New Brunswick in the Futurallia International Business to Business Network;
  - Service New-Brunswick knowledge and technological solutions have been leveraged to secure e-government markets in Europe;
  - E-learning training and education solutions developed for the Department of Education and Department of Training and Employment Development have been successfully marketed in jurisdictions ranging from United Kingdom, to the Caribbean and to the African Francophonie.
- In 2004, the Department of Transportation finalized a \$95 million federal/provincial agreement on Maine/New Brunswick border infrastructure improvements through a 50/50 cost-sharing agreement.
- Increased provincial/regional cooperation such as Trade Team New Brunswick and Team Canada Atlantic. Example: Since 2003, seven successful missions have been undertaken to New England, New York, Atlanta, Washington, D.C., and Chicago. In addition, two missions were undertaken with Manitoba to Chicago, Atlanta and Texas.
- Positioned New Brunswick cultural performers at major international events. Examples: "*Ode à l'Acadie*" musical group performing at the 2004 *Sommet de la Francophonie* in Burkina Faso; New Brunswick promoted at "*les Nuits Acadiennes*" in Paris and the "*Festival interceltique de Lorient*" in France.

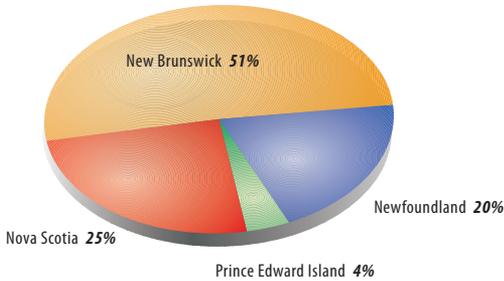


- Increased federal/provincial collaboration in identification and facilitation of export opportunities, market qualification, intelligence and export training seminars. Example: Trade Team New Brunswick bringing together organizations like Export Development Canada, Atlantic Canada Opportunities Agency, Industry Canada, Community Economic Development Agencies, Business New Brunswick and a number of other provincial and federal agencies. Trade Team New Brunswick's events and web site ([www.ttnb.ca](http://www.ttnb.ca)) help coordinate trade activities and promote trade knowledge and training in New Brunswick.
- The Province was hosted as an international guest of honor at the "*Salon Confort Nord Expo*" in Lille, France. This trade and promotional event was the first major joint venture with the "*Conseil Général du Nord*" under the Nord/New Brunswick bilateral agreement signed in June 2004.
- Actively cooperated with the World Bank, Canadian Commercial Corporation (provincial liaison partner), Export Development Canada and CIDA on development projects. Cooperation with the World Bank has, for example, expanded to the extent that in 2004, the organization held an information forum in Fredericton to familiarize provincial businesses with World Bank opportunities.
- SourceNB (<http://www.sourcenb.ca>) is Canada's first provincial version of the SourceCAN web site. SourceNB is an e-trade website that is free to businesses searching for global trade opportunities through the Internet. SourceNB features procurement feeds from the World Bank, as well as other Canadian and US feeds. It also offers a feature whereby firms can receive automatic opportunity alerts by e-mail.
- Signed Memorandum of Understanding with Departments of "*La Vienne*" and "*Le Nord*" and ongoing participation in the Futurallia international business matchmaking forum.
- The Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP) continues to meet on a regular basis to discuss historic relationships, economic partnership and opportunities to continue collaboration, which includes our participation on the Northeast International Committee on Energy and the Committee on Trade and Globalization.



- Special attention has been paid to the bilateral relationship between the State of Maine and the Province through various mechanisms, including the Maine-New Brunswick Border Summit held in Maine and New Brunswick in 2004.

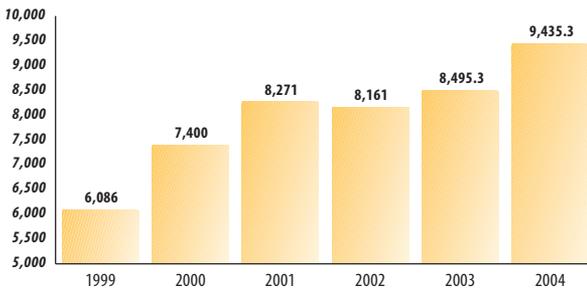
### Distribution of Atlantic Canada's Exports 2005



Source: Statistics Canada

### New Brunswick Exports 1999-2004

Millions of Can \$



Source: Statistics Canada



## IMMIGRATION

To succeed in a global community, we must position New Brunswick as a place where immigrants want to live, work and raise their families. This requires a holistic approach to addressing New Brunswick's demographic challenges in dealing with a broad range of issues such as promotion, attraction, integration, retention, health, education and accreditation.

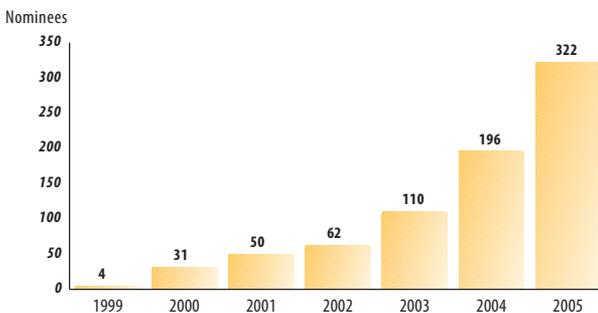
### PROGRESS MADE TO DATE

- Renewal of the Provincial Nominee Program Agreement between the Province of New Brunswick and the Government of Canada.
- Increased cooperation in identifying immigration-related issues through a Federal Provincial New Brunswick Immigration Settlement Working Group.
- Recognition of credentials and qualifications for health professionals. Example: A pilot program with the Pharmacists Association to ensure education and experience-related equivalency and accreditation.
- Provincial immigration conference in June 2004 that identified measures to be taken to promote increased inbound migration to New Brunswick.
- Increased community involvement in addressing the challenges of immigration. Examples:
  - The Société des Acadiens et Acadiennes du Nouveau-Brunswick (SAANB) led a provincial roundtable on immigration to francophone and rural communities.
  - The Atlantic Chamber of Commerce and the Conseil Économique du Nouveau-Brunswick are both planning immigration related initiatives as part of their action plans.
- Partnership with the Rural Secretariat of Agriculture Canada and Agri-Food Canada for a 3-year project to develop a model to increase immigration to rural and francophone communities. The project, "*Carrefour d'Immigration Rurale*" was launched in St. Leonard in April 2005, with satellite sites in Manitoba and PEI.



- Participation of New Brunswick in a pilot program to allow foreign students the opportunity to extend post-graduation stay in Canada from one year to two years, with the right to work off-campus during and after study terms.
- Increased cross-jurisdictional dialogue over issuance of visitors' visas for foreign nationals and students wishing to pursue their education in New Brunswick. Due to increasing security concerns and in order to clarify the rules for obtaining visitors' visas, the Province has engaged immigration officials in bilateral discussions to facilitate greater ease in this process.
- Government works with immigrant settlement organizations and municipalities to acquire resources at grass roots level to deliver settlement services. The Province has lobbied for increased funding for language training given New Brunswick's status as Canada's only officially bilingual jurisdiction. The bilingual status of the Province was also the rationale for additional contributions from the federal government for immigration support services under the Province's Official Languages Program.
- Increased effort to promote immigration from francophonie countries. Example: Targeting of France, Belgium, Romania and North Africa by Provincial Nominee Program promotion officials.

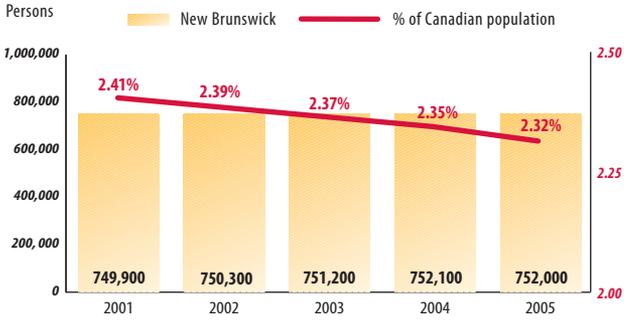
### *New Brunswick Provincial Nominee Program*



Source: *Business New Brunswick*



### Population Change in New Brunswick (2001-2005)



Source: Statistics Canada



# INNOVATION AND EDUCATION

New Brunswick recognizes the power of innovation, the emergence of the knowledge-based economy and the need to work with post-secondary institutions.

Benefits of cooperation include: increased foreign student enrolment, promotion of greater innovation which benefits the province's economy, increased attraction of federal funding for research and development, and the general benefits of transitioning from a resource-dominated economy to one where innovation and knowledge industries are promoted.

## PROGRESS MADE TO DATE

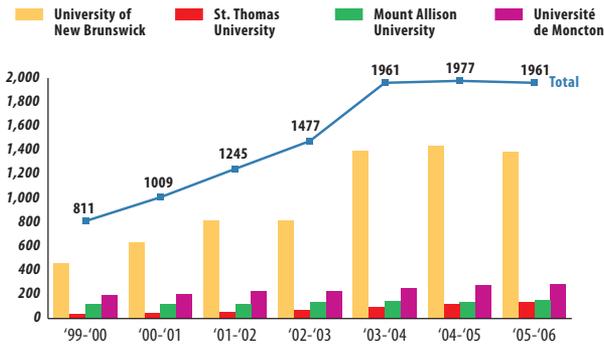
- Supported the efforts of the New Brunswick Community College/ Collège communautaire du Nouveau-Brunswick (NBCC/CCNB) and the New Brunswick Training Group, Inc. (NBTGI) to provide and deliver specialized training programs in Designated Target Markets around the world. Examples: in Senegal, the NBCC/CCNB has delivered courses relating to professional development, electrical and automotive mechanics. NBTGI and the NBCC/CCNB jointly manage an international development project in Cameroon relating to vocational training modules.
- Signed a number of deals for the sale of provincial educational curriculum in China and India. The Province's partnership with AKD International regarding the Beijing Concorde College and Shenzhen School projects has realized solid returns on investment. In 2005 the Province also entered into a partnership with the Modern School in Nagpur, India. These projects involve the Department of Education and New Brunswick post-secondary institutions in curriculum development, second language training, foreign student recruitment and joint accreditation.
- Continued to support international recruitment activities of New Brunswick universities and community colleges, and participated in exchange programs and the placement of NB youth in work term assignments abroad. Example: The Department of Intergovernmental and International Relations (DIIR) contributes to student exchange programs with the University of New Brunswick



and Université de Moncton to send students to work in Washington, D.C., and contributes to New Brunswick student international work term assignments that support the Province's international bilateral agreements.

- The NBCC/CCNB is a member of the Consortium for North American Higher Education Collaboration. This partnership enables student and faculty exchange within the NAFTA region. Partnerships between academic institutions in the border towns of New Brunswick, the State of Maine and Mexico facilitate the exchange of ideas concerning border issues. NBCC/CCNB is also a member of the International Consortium for Educational and Economic Development that facilitates colleges from the United States, Mexico and Canada working together to develop educational projects that promote trade and economic development.

### International Student Enrolment





# INTERNATIONAL DEVELOPMENT

Since the implementation of the International Strategy, the Province has worked to relate its international development activities with its humanitarian and economic interests.

## PROGRESS MADE TO DATE

- Increased international development activities, notably from the NBCC/CCNB, and steps taken to orient activities in line with existing federal government international development priorities focused on economic well-being, social development, environmental sustainability and governance.
- Strengthened relationship with CIDA through the CIDA Moncton regional office. This includes:
  - Consulting sessions at the beginning of project planning processes;
  - Arranging visits from CIDA's head office responsible for specific regions of the world of interest to the province;
  - Information sessions for the Atlantic Canada region; and
  - Workshops on better proposal writing.
- Strengthened relations with international financial institutions involved in financing international development. Example: Business New Brunswick provides private sector liaison services for the World Bank in Atlantic Canada.
- NBCC/CCNB participates in governance and gender equality activities in India through the Canada-India Industry Institution Linkage Project involving 6 consulting contracts and 5 faculty members.
- NBCC/CCNB staff members have participated in environment related activities in Russia and agriculture development in St. Lucia.
- Two NBCC/CCNB campuses continue working in Cuba addressing the country's technical expertise requirements as part of a project sponsored by the Association of Canadian Community Colleges (ACCC).
- NBCC/CCNB is working in Burkina Faso on a literacy project designed to help the government better deliver social programs, implement effective decentralization, and reinforce civil society engagement in sustainable development.



- Collaborated with the Institute of Public Administration of Canada (IPAC) under the CIDA funded program for capacity building partnerships for governance and social development in Malawi and Mali. The Malawi-New Brunswick partnership project is to strengthen management skills within the Malawi Government and addresses issues such as gender equity. The Mali project focuses on decentralizing resources and client services in the health sector.
- Signed a bilateral agreement with Mali to build on existing relationships and successes. The NBCC/CCNB has expanded its work in Mali in transferring applied technology in school curriculum. This project involves collaboration with the Department of Education and a Bathurst-area consulting firm. The Bathurst NBCC/CCNB has been awarded the Order of Merit from the Mali Government in recognition of its contribution and excellence.
- In Senegal, the NBCC/CCNB has helped develop training programs relating to electrical and automotive mechanics.
- In Cameroon, the NBCC/CCNB is developing vocational training modules as part of a project lead by the New Brunswick Training Group Inc.
- Contributed \$100,000 to the Canadian Red Cross in response to the tsunami disaster of 2004 in southeast Asia. The Province also helped organize the NB Tidal Wave Relief Fund, a province-wide donor response program.
- New Brunswickers were also quick to respond to help Louisiana in the aftermath of Hurricane Katrina in 2005, given the historical and cultural relationships between New Brunswick and Louisiana. The Province donated \$50,000 and participated in a fund-raising Campaign inspired by Cajun artist Zachary Richard. The Department of Public Safety and the New Brunswick Emergency Measures Organization were also involved in coordinating emergency response from New Brunswick.



# INTERNATIONAL ENVIRONMENTAL STEWARDSHIP

As a province that has relied on its natural resources sector, New Brunswick has demonstrated leadership in addressing a wide range of environmental challenges. Given the trans-boundary nature of environmental issues, New Brunswick has pursued these concerns through various regional and international mechanisms, including the New England Governors and Eastern Canadian Premiers (NEG/ECP) Standing Committee on the Environment.

## PROGRESS MADE TO DATE

- The Province is a committed member of the NEG/ECP Committee on the Environment and co-chairs its subcommittees on Acid Rain and Mercury, which addresses issues of regional concern and has a strong role in the work of the Gulf of Maine Council on the Marine Environment.
- The Province is party to the *Commission Mixte France/Canada* regarding fisheries and Gulf of Saint Lawrence governance relating to Saint Pierre and Miquelon.
- The NBCC/CCNB works with provincial businesses, including those with environmental expertise, to explore global opportunities. Example: In early 2004 NBCC/CCNB was instrumental in linking a New Brunswick engineering firm with the Cuban government so that Cuban poultry farms would meet international environmental regulations.
- As part of its investment attraction efforts, the Province communicates its environmental regulations to international firms considering expanding their operations to New Brunswick, and promotes provincial businesses with expertise in environmental industries.



## IMAGE AND REPUTATION

To succeed in a global community, New Brunswick is positioning itself as a credible business partner, tourist destination, supplier of expertise and place to invest, live and study. This includes communicating to international audiences that New Brunswick has excellent financial management, low corporate tax rates, and is nationally and internationally competitive. Leveraging Canada's positive international reputation is an important element of communicating who and what we are as a province, and advancing New Brunswick's international interests.

### PROGRESS MADE TO DATE

- The Province initiated an interdepartmental committee of senior managers to develop a common approach designed to reinforce New Brunswick's international image.
- NBCC/CCNB has prepared an international student recruitment marketing plan for distribution outside of Canada, which highlights New Brunswick's key strengths and bilingual capacity.
- Business New Brunswick (BNB) has developed and utilizes an international communication strategy designed to showcase the province's economic sector specializations, work force and high standard of living. BNB is building on Canada's international reputation for the purpose of educating exporter clientele and attracting inbound investment. The brochures used for this communication are available in several languages corresponding with New Brunswick's Designated Target Markets, including English, French, German, Chinese and Korean.
- The Province has ensured greater linkage between protocol services offered for visiting international delegations and the Province's objectives as outlined in the International Strategy. The Office of Protocol working with provincial departments and external stakeholders in the organization of meetings for international visitors to New Brunswick.



- The Province has stepped up its marketing and branding efforts in Europe through strong tourism promotion in partnership with “*Nouvelles Frontières*”, a growing French tour operator with extensive New Brunswick product. This partnership includes a promotional brochure, trade advertising/promotions, Web exposure, newsletters, media opportunities and profile at high-end consumer shows, and the initiation of a weekly direct flight from Paris to Moncton in 2003.
- The Province has incorporated the name “Canada” into the government logo to ensure international visitors to the provincial web page are aware of our status as a Canadian province. Departments’ websites and online government services for international visitors are also routinely reviewed and updated.



## INTERNATIONAL COMPETENCIES

Implementation of the International Strategy includes an emphasis on increasing New Brunswickers' knowledge on diplomacy, multicultural awareness and international business practices. We recognize that success depends on New Brunswickers being aware of the world around them, and possessing knowledge on how to pursue strategic interests in an effective, culturally-sensitive manner.

### PROGRESS MADE TO DATE

- To heighten the international skills of provincial employees, the Province has entered into an exchange agreement with the federal government in view of providing opportunities for willing provincial employees to participate in the *Federal-Provincial-Territorial Interchange Program*.
- The Province works with the federal government on international skills development for employees and non-governmental organizations through the Institute of Public Administration of Canada (IPAC).
- Provincial employees record their international experience/competencies on the corporate human resources information system (HRIS) as part of their learned skill set.
- NBCC/CCNB has created *Referex*, a database of New Brunswickers with international expertise.



## GENERAL

As the Province develops regional action plans for the Designated Target Markets identified in the International Strategy, it has demonstrated its commitment to working with stakeholders within and outside of the provincial government. This approach was adopted in order to introduce and reinforce a corporate approach to implementing the International Strategy and making collaboration and information sharing a basic principle of New Brunswick's international relations practices.

### PROGRESS MADE TO DATE

- As part of developing the China Action Plan, a stakeholders' roundtable was chaired on June 15, 2005. Invitees represented the Province, federal government, Chinese government, academia, private sector and cultural organizations.
- A similar process was employed to develop the Province's Francophonie Action Plan, which outlines New Brunswick's interests and potential for growth as a partner within this important multilateral organization.
- Within government, the Province has introduced an International Travel Advisory intended to facilitate greater cooperation between departments with converging interests in foreign markets.
- DIIR and Foreign Affairs Canada organized the New Brunswick International Day in Ottawa, March 2004. This event, designed to advance New Brunswick's international interests, involved federal and provincial Ministers and senior managers.

This Progress Report reflects the Province's active monitoring of the International Strategy's continued implementation.

ACTIVITY	DETAILS	
<b>International Exports</b>	\$8.27 billion (2002)	\$9.48 billion (2004)
<b>Foreign Direct Investment</b>	From 2000 to 2005, New Brunswick attracted 45 foreign investment projects, some with an estimated value of up to \$200 million.	
<b>Jobs Created</b>	1575 (fiscal 2001-2)	1690 (fiscal 2003-4)
<b>PNP Immigration Nominees</b>	62 (2002)	296 (2005- Jan-Oct)
<b>Total Population</b>	750,300 (2002)	752,000 (2005)



A corporate approach to implementing New Brunswick’s international affairs is demonstrated by the following table, which outlines key action priorities pursued through cooperative measures.

<b>CORPORATE ACTION UNDERTAKEN</b>	<b>PARTNERS</b>
<b>Regional Action Plans (Francophonie, China)</b>	PNB, academia, community groups, federal government, private sector
<b>International Agreements Database</b>	PNB (all departments)
<b>International Strategy Working Group</b>	PNB (departments with international activities)
<b>New Brunswick Immigration Conference</b>	PNB, academia, community groups, federal government, private sector
<b>New Brunswick International Day in Ottawa</b>	PNB, academia, federal government

