

New Brunswick's International Strategy

Department of
Intergovernmental Affairs

Message from the Premier



As Premier and Minister of Intergovernmental Affairs, I am pleased to present to you New Brunswick's International Strategy.

This strategy lays the foundations of a collaborative, coordinated approach and will guide the province in channelling its activities on the international stage with a view to achieving its self-sufficiency objectives by 2026.

New Brunswick is a province that is active internationally. We export as much as the other three Atlantic provinces combined, and we have some exceptional networks. In order to continue that success in the face of increasingly fierce competition, we need to focus on our strengths and capitalize on our networks. We have to equip our population and our companies to take on the new challenges associated with globalization and seize the opportunities that it creates. In today's global environment,

a population that is open to the world and has the necessary capacities to take advantage of the countless existing and emerging openings is an essential factor for success.

A handwritten signature in black ink that reads "Shawn Graham". The signature is written in a cursive style with a horizontal line under the name "Graham".

Honourable Shawn Graham
Premier

Summary

In order to achieve its goal of self-sufficiency, New Brunswick needs to strengthen its presence on the international stage. The province has the objective of strengthening its economic relations, its human capital, its partnerships and networks.

Strengthen our economic relations

Despite significant trade with the United States, we have to recognize that overdependence and a lack of market diversification limit the province's businesses. It is therefore to New Brunswick's advantage to identify new partners and expand sectors of activity making it possible to stimulate international trade and attract foreign investment. At the same time, the province can focus more on its cultural and heritage attractions as levers of economic growth, in particular to increase international tourism.

Strengthen our human capital

New Brunswick is not immune from the demographic challenges that characterize many countries. Its population growth strategy forms part of the province's response to these challenges, focusing on immigration. This strategy takes into account the province's needs in terms of population and economic diversification while expanding New Brunswick's cultural mosaic. In addition to immigration, we need to equip the population to be more receptive to cultural diversity, recognize its advantages, and benefit fully from them. Accordingly, the province will invest in developing New Brunswickers' international skills, with a special emphasis on youth.

Strengthen our partnerships and networks

The province's international action depends largely on the networks of influence with which it is associated. Its size requires it to give priority to a collaborative, coordinated approach while ensuring complementary, collaborative action with its main partners. New Brunswick will continue to strengthen its existing networks, and it will build new ones. It will align itself more strategically with the services of the federal government, with diplomatic missions in Canada and abroad, with international organizations, and with other foreign governments to optimize these combined assets.

Table of Contents

Introduction	1
Guiding Principles	2
Objectives	3
<i>Strengthen our economic relations</i>	3
<i>Strengthen our human capital</i>	5
<i>Strengthen and develop partnerships and networks</i>	6
Designated target markets	7
Conclusion	8

Introduction

New Brunswick has set an objective of achieving self-sufficiency by 2026 and has entered a period of transformation to ensure that fundamental changes are made to the way it carries out its various programs.

These changes are taking place in the context of a globalized economy where local and national issues are closely associated with world issues. Over the past few years, the interdependence of countries has become increasingly evident, particularly with the investment bank crisis in the United States which has had economic repercussions on every continent and has destabilized regional economies.

Nevertheless, the global economic context is conducive to new ways of doing business and building relationships with the world. The past two decades have been marked by the rise of new economic powers, and this openness in the markets allows for new business opportunities. And with new partners come new business practices.

Even though trade with the United States will always be important, New Brunswick businesses must explore other opportunities. By developing new products and services, New Brunswick can carve out a place in new markets.

New Brunswick's labour force must therefore meet new international market requirements and integrate into a very dynamic economy. As New Brunswick's population is called upon to be more open to the world, it has many assets to contribute, including its bilingual capacity.

Access to new markets depends on good international relations. The province would therefore benefit from strengthening its partnership agreements and developing and cultivating its networks. The Government of Canada is an indispensable strategic partner on the international stage. By leveraging its strategy with the federal government, New Brunswick will benefit from a larger scale of expertise and resources.

A self-sufficient New Brunswick will rely on solid international relationships to help achieve its full economic and social potential. The world is changing, and New Brunswick must change with it. It must regularly re-evaluate and validate its activities and current practices, and it is with this in mind that New Brunswick's International Strategy has been updated.

Guiding Principles

The strategy is intended to be inclusive and multidisciplinary. It is designed to integrate the international efforts of government departments, private sector companies, postsecondary institutions, civil society organizations and individuals with a view to establishing solid, sustainable partnerships between them and with others. This will bolster New Brunswick's dynamic presence on the international scene.

It promotes market diversification and identifies actions to facilitate new market development as well as strengthening existing markets.

The strategy calls for a population equipped to meet the challenges of an ever changing world economy and encourages new mechanisms to promote cultural partnerships, research and development, student mobility and heightened intercultural awareness.

Lastly, it seeks to improve New Brunswick's international relations and favor the development of new strategic and innovative partnerships.

Objectives

New Brunswick's International Strategy consists of three objectives:

- Strengthen our economic relations**
- Strengthen our human capital**
- Strengthen and develop partnerships and networks**

Strengthen our economic relations

To a large extent, New Brunswick's economy depends on its exports to the United States. These make up a major portion of the province's GDP and consist mainly of petroleum products. To counter this geographical and sector-based concentration of its economy, New Brunswick must identify new partners and sectors, and cultivate its research and development capacity to enable it to innovate new products and services.

New Brunswick will also benefit from seeking new investments that will help diversify its economy, workforce and production.

The province's cultural assets can help to strengthen international programs and partnerships. New Brunswick would therefore benefit from promoting its culture and heritage as a tourist attraction with strong economic potential.

In order to strengthen its economic relations, three priorities will direct New Brunswick's action:

- ***Stimulate international trade***
- ***Increase foreign investment***
- ***Enhance tourism based on culture and heritage***

Stimulate international trade

The global economic context requires new approaches that stimulate international trade. New Brunswick can take advantage of this context by diversifying its international trading partners and enabling small and medium-sized businesses to access international markets. To do so, New Brunswick will establish consultation mechanisms between the key stakeholders involved in international trade. Promising sectors, such as education and training, could be further promoted.

New Brunswick must continue to work with the federal and other provincial governments to reduce the obstacles to international trade.

Strategic actions :

- Adopt, along with federal and provincial partners, an integrated approach to organizing foreign trade missions and hosting international missions in New Brunswick;
- Provide tools and training to companies preparing for export to new markets ;
- Adapt the province's promotional materials to better target foreign markets;
- Explore new possibilities to export educational and training products and services;

- Reinforce trilateral cooperation with our existing partners to expand our sphere of trade and cultural cooperation;
- Raise Canadian trade commissioners' awareness of New Brunswick's priorities;
- Enter into Canadian cooperation agreements with respect to innovation, science and technologies in order to promote research and development;
- Encourage public sector employees and private sector experts to participate in speakers networks so as to increase New Brunswick's international presence ;
- Be actively involved in Canadian negotiating teams in the World Trade Organization and in strengthening trade and investment between Canada and Europe;

Increase foreign investment

To achieve its self-sufficiency objectives, new investments and approaches that encourage innovation, the development of a skilled and competitive labor force and market expansion are necessary. In addition, the province will need to strengthen its research and development capabilities as well as its ability to build partnerships to innovate new products and services. In some cases, this will mean supporting New Brunswick businesses that must invest abroad in order to develop their own export capacity.

Strategic actions:

- Support international joint ventures in priority sectors;
- Highlight the advantages New Brunswick has to offer, such as its linguistic capabilities and geographic location;
- Reinforce the Immigrant Entrepreneur Program;
- Identify new promotional and business development supports for foreign investments;
- Encourage innovation and strategic public investments to improve the province's image and competitiveness, including the improvement of our research and development capabilities;
- Take part in the national strategy to actively promote foreign direct investment (FDI) in Canada.

Enhance tourism based on culture and heritage

New Brunswick has natural and cultural attractions that could draw in more international tourists if they were more widely known and promoted. In addition, as cultural industries represent a growth sector in the Canadian economy, New Brunswick's lively cultural anglophone, francophone and First Nations cultural sectors could provide for new export opportunities.

Cultural cooperation often leads to future trade through greater networking and a better mutual understanding of each other's respective society and markets. The province's bilingualism is a definite asset that broadens the range of international opportunities.

Strategic actions:

- Explore new ways of promoting culture as an economic catalyst;
- Better exploit New Brunswick's cultural assets during trade missions abroad;
- Adopt a collaborative approach with the artistic and cultural sectors to promote our artists internationally;
- Make use of the province's partnerships and agreements with different areas of the world to promote New Brunswick as a tourist destination in those locations;

- Further promote the production capacities of New Brunswick's film industry;
- Raise New Brunswick's profile at international tourism and trade fairs;
- Optimize existing international networks;
- Strengthen relations with the media in order to ensure greater coverage of New Brunswick as a must-visit destination.

Strengthen our human capital

Human capital is the engine of a knowledge economy. The ageing population and the exodus of youth pose significant challenges for a province that wants to open up to the world. New Brunswick must have a sufficient number of residents with the skills required to participate fully in the global economy. To strengthen this human capital, two priorities will direct the province's action:

- **Support for immigration**
- **Build New Brunswickers' international skills**

Support for immigration

Immigration is required to meet New Brunswick's labour needs. Immigration also contributes to diversifying the province's cultural mosaic and enriching the daily life of the people who live here. The province has implemented a demographic growth strategy to increase its population by 100,000 by 2026. This strategy calls for a significant increase in immigration, notably in the number of skilled workers, while respecting the province's linguistic balance. More specifically, the strategy targets the recruitment of at least 5,000 immigrants by 2015.

Strategic actions:

- Ensure greater visibility for New Brunswick in countries or regions that have been successful in terms of immigration;
- Expand and enhance the Nominee Program;
- Enhance our capacity to welcome and retain immigrants;
- Support and improve recognition of foreign credentials in the province;
- Develop an international student recruitment strategy that takes the province's specialized labour needs into account;
- Enhance New Brunswick's capacity to welcome international trainees.

Build New Brunswickers' international skills

If we are to adapt to a changing world and seize the opportunity to play a role in a global economy, New Brunswickers will need to acquire new knowledge and skills. Clearly, the education system is at the forefront on responding to these needs, from kindergarten through to postsecondary education. Elementary and high schools as well as postsecondary technical and vocational training and education institutions will play a leading role in this regard.

A hallmark of globalization is the speed of change and the competitiveness of international markets. A new set of attitudes need to emerge in order to complement the international skills required to meet these challenges. A spirit of innovation and openness to the world will enable New Brunswickers to fully participate in a highly dynamic and competitive economy.

Strategic actions:

- Support activities that enable the province's elementary and high school students to acquire new international knowledge and skills;
- Make the public more aware of the advantages of a greater cultural diversity and of the current economic challenges;
- Stress the role of our postsecondary institutions in international cooperation and research;
- Encourage a coordinated approach to better provide international mobility for the student population;
- Better coordinate international promotion of New Brunswick curricula and training;
- Help set up schools, delocalized campuses and distance training.

Strengthen and develop partnerships and networks

The province's success on the international scene rests on its ability to develop solid partnerships here in New Brunswick and in Canada, as well as internationally. Being a full member of the International Organization of the Francophonie provides valuable access to the international community. Other networks and partnerships could also provide different opportunities available in other areas of the world. Like all other governments that are active on the world stage, New Brunswick should contribute to international solidarity efforts in keeping with its areas of expertise and available resources.

To expand cooperation, two priorities will direct New Brunswick's action:

- ***Strengthen and develop partnerships and networks***
- ***Consultation and coordination***

Strengthen and develop partnerships and networks

New Brunswick has been able to build relationships and networks within the federal government, a number of diplomatic missions, national and international organizations, as well as with other governments abroad. These partnerships could be enhanced and diversified. Other networks and partnerships could also be established to increase the province's access to new international opportunities. New Brunswick will work more closely with the Government of Canada to benefit from its expertise and networks, as well as collaborate more with the municipalities, research institutions and economic leaders on the international stage.

Strategic actions:

- Strengthen New Brunswick's strategic action within the international Francophonie;
- Develop a corporate approach to promote New Brunswick's interests to Canadian missions abroad and foreign missions to Canada;
- Ensure that New Brunswick interests are taken into account in Canada's international priorities and identify business opportunities under current bilateral and multilateral agreements of the Government of Canada;
- Position New Brunswick expertise in positions of strategic influence abroad;
- Encourage the participation of New Brunswick experts in specialized professional networks;
- Establish new public/private strategic partnerships to improve international activities that promote New Brunswick;
- Consolidate the network of New Brunswick ambassadors.

Consultation and coordination

Because of its size, New Brunswick would do well to optimize its partnerships to ensure complementary and collaborative action. It must identify the main players within its population and encourage partnerships between them and with partners outside its boundaries. New Brunswick must focus on consultation, information sharing and a constant search for synergy.

Strategic actions:

- Hold regular consultations between provincial departments, institutions, and agencies working internationally in order to identify complementary action or potential partnerships;
- Put work tools in place promoting information sharing;
- Ensure greater cooperation with the business environment, municipalities, research institutions and commercial organizations such as the network of businesses and chambers of commerce.

Designated target markets

A province of New Brunswick's size must choose its target markets strategically and focus on countries, regions or sectors that will enable it to develop sustainable alliances. It must ensure that these markets complement the Government of Canada's priorities, while factoring in the partnerships already established by the province. These markets must represent significant business opportunities for New Brunswick and be part of the priorities set out in the strategy.

By identifying a series of target markets as part of this strategy, the province will be able to better organize its activities in a strategic, well-planned and collaborative way, in markets with a wide range of opportunities.

To help identify the most strategic countries, an analytical grid was developed to filter the list of potential candidates according to the funnel principle. The grid was developed in consideration of the provincial priorities, the target markets of the Government of Canada, New Brunswick's current partnerships, emerging economies and Canada's participation in the Commonwealth and the Francophonie. A series of statistics and indicators, as well as the province's linguistic status, were taken into account for the selection.

Over the next few years, New Brunswick will particularly target the following countries:

- United Kingdom and Ireland
- Japan
- South Korea
- Germany
- France
- China
- India

Of course, the identification of target markets does not rule out activities elsewhere as they may arise.

Conclusion

Implementing an international strategy represents a special challenge for a government in terms of cooperation and consultation. This requires ongoing attention, considering the number and extent of international activities carried out by the province and the variety of partners participating in them.

The Government of New Brunswick has defined objectives to energize its economy, further strengthen its human capital, internationalize its population and take advantage of its international networks and partnerships. The way it achieves these objectives with respect to departmental practices and policies, particularly in relation to the degree of cooperation and consultation desired, is a fundamental component of its future success. The efficiency and effectiveness of government action and the synergy it wants to create with its partners will help to optimize the resources dedicated to this activity.

The role of the Department of Intergovernmental Affairs will be to coordinate the activity of government to create synergy between the different government departments and institutions and to make sure that the efforts converge toward the objectives identified herein. The department will monitor the implementation of the strategy.

