

# INTERNATIONAL TRADE STRATEGY FOR MANITOBA



Prepared by

**The Council on International Trade**

**June 2011**

# Message from the Co-Chairs

---

**We are pleased to present this International Trade Strategy for Manitoba, prepared by the Council on International Trade. The strategy aims to build upon the ongoing co-operation and collaboration that supports Manitoba's international activities.**

The need to look beyond our borders for new business opportunities is well understood both in government and the private sector. This document outlines ways that Manitoba organizations will work together in the future to assist our businesses to identify and pursue new market opportunities.

The implementation of this strategy will involve what Manitobans do so well – working together.

Each organization will make its unique contribution to building our international trade, bringing together their diverse strengths and capabilities to support our companies and our province.

Working together, growing businesses by accessing new opportunities internationally, we will make Manitoba the best place to live, grow a business and raise a family.



**Peter Bjornson**

Minister of Entrepreneurship,  
Training and Trade

Co-Chair, Council on International Trade



**Dave Angus**

President, Winnipeg Chamber  
of Commerce

Co-Chair, Council on International Trade

# Table of Contents

---

- Highlights ..... 2
- Section I. Introduction..... 3
- Section II. Current State of Trade and Exports in Manitoba ..... 4
- Section III. Global Trends ..... 11
- Section IV. Strategic Objectives..... 14
- Section V. Strategic Initiatives ..... 15
- Section VI. Roles, Responsibilities and Accountability Framework..... 17
- Appendices ..... 18
  - Council on International Trade Terms of Reference ..... 18
  - Committee Membership..... 19
  - Table 5. Manitoba’s Top 25 Exports by Industry ..... 20
  - Table 6. Manitoba’s Top 25 Exports by Product..... 21

# Highlights

In today's increasingly global business world the need for economic regions to be strategic in their approach to international trade is critical. This trade strategy for Manitoba lays the foundation for a series of measurable trade objectives and initiatives that will lead to greater awareness of the province internationally, to stronger partnerships in strategic markets and most importantly, increased trade opportunities for Manitoba companies.

## The strategic plan:

- > establishes the basis for a significantly private-sector-driven strategy that requires the collaborative efforts of government and other partners
- > creates a vision for trade that focuses the efforts of all stakeholders
- > builds upon Manitoba's unique strengths and characteristics to build a collaborative and focused trade strategy
- > focuses on increasing inter-provincial trade as well as international trade
- > highlights the importance of developing the trade capabilities of small and medium-sized enterprises
- > recommends greater market diversification in international trade
- > develops five strategic objectives for the future
- > recommends 11 strategic initiatives to support the strategic objectives
- > Develops a collaborative model for roles, responsibilities and accountability framework

# Section I Introduction

## 1 Background and Purpose of the Report

The Council on International Trade was established in early 2011 to develop a co-ordinated strategy between government and the private sector to increase international trade in Manitoba.<sup>1</sup> Within this general mandate, the Council was given the task of developing an initial strategic plan that would focus the efforts of the collaborating organizations going forward.

The Council created a Steering Committee to develop the initial concept and analysis, and prepare drafts of the plan for Council's approval. An external facilitator was engaged to assist the Steering Committee and Council in working through the process. Manitoba Trade and Investment provided staff support.

This report is focused on trade – which includes domestic and international exports, imports and investment. Developing trade capability is not only directed at selling Manitoba products and services to others, but also finding foreign trade suppliers that can provide their products and services in Manitoba.

By world standards Manitoba's economy is small, although it is not without several distinct competitive advantages. The question, therefore, to be addressed in this strategic plan is, "What can be done that will have an impact on Manitoba's trade?"

## 2 The Planning Premises

In the initial discussions of the nature and scope of the international trade strategic plan, several planning premises (or guiding principles) were proposed. These planning premises set broad guidelines for the plan and added direction and focus to the discussions. The planning premises were:

### > Collaborative

The international trade strategy must be significantly private-sector-driven and require the collaborative efforts of government and other partners. There is also an important role for the provincial government, such as dealing with other governments, both national and sub-national, and their trade development agencies.

### > Focus

The strategy must be focused – not necessarily on specific markets or products, but on activities and actions that have the support of all stakeholders.

### > Research based

The plan must be based on data rather than anecdotal evidence.

### > Aggressive

The Council agrees that the international trade strategy be both aggressive and bold.

### > Unique to Manitoba

Although Manitoba can learn from other jurisdictions, emphasis should be on developing an international trade strategy based on Manitoba's unique characteristics and trading advantages.

### > Long-term

The focus should be on developing Manitoba's long-term international trade capacity rather than trying to pick

"winners" in the near term. Indeed, it is the Council's belief that Manitoba is advantaged in the long-term by developing processes, activities and strategies that enable all Manitoba organizations to increase their trade capability.

### > The Role of Small and Medium-sized Enterprises (SMEs)

Many Manitoba organizations, especially the larger ones, are very successful exporters. Although these organizations will no doubt always welcome assistance, the greatest potential for increasing our exports is likely with SMEs. Therefore, some of the analysis and strategic actions for export are focused specifically on this segment of Manitoba's economy.

## 3 The Vision

The Council has a five-year vision. The vision itself describes the destination that the strategic plan is designed to achieve. The Council's vision is:

- > an international trade culture/mindset in Manitoba
- > an effective network of collaborative public and private relationships that enhances exports and trade
- > a focused Manitoba trade strategy
- > SMEs are the fastest growing segment of Manitoba's export activity
- > a diversified approach to international trade

The Council will develop benchmarks and measures of achievement for each of the vision statements.

<sup>1</sup> Terms of Reference and Membership of the Council are in the Appendix

# Section II Current State of Trade and Exports in Manitoba

## 1 Trade and the Manitoba economy

Manitoba's economy has a long and deep association with trade. Indeed, for almost 200 years, Winnipeg and the Hudson's Bay Company were the centre of the fur trade for all of North America as well as the major distribution centre for many other products and services. Manitoba's location in the middle of the continent has always made it ideal as a centre for international trade. The recent development of CentrePort Canada, an inland port destined to be Canada's centre for global trade is, in many ways, a reaffirmation of the importance of Manitoba as a key player in international trade.

It has often been said that Manitoba's economy is "one mile wide and one inch deep." Although an exaggeration, the statement nevertheless makes the point that the economy of Manitoba is highly diversified and, although a notable number of large businesses are major players in the international marketplace, the bulk of the businesses in Manitoba are SMEs. There is a lack of data on the international trade activity of Manitoba SMEs, but national data indicates that there is considerable potential for growth. For example:

- > **Exporters entering new markets** make important contributions to Canada's export performance. Between 2000 and 2006, new entrants accounted for all of the growth in exports.
- > **Not only is the diversification of** Canada's export markets shown to be driven by new entrants, but it is the small and medium-sized enterprises (SMEs) that are at the forefront of this diversification.
- > **The number of Canadian exporters** peaked in 2004 and has trended down since then. This decline in the number of exporters since 2004 is largely due to SME exporters departing the U.S. market.
- > **The share of SMEs in the Canadian** exporter population remained stable at 95 per cent over the period, but their contribution to total Canadian exports increased to 35 per cent in 2006 from slightly more than 25 per cent in 1999.
- > **Between 1999 and 2006, many** Canadian SME single-market exporters expanded into non-U.S. markets to become multi-market exporters. The share of multi-market exporters in the total SME exporter group rose from 16 per cent in 1999 to 25 per cent in 2006, an increase of nine percentage points. By comparison, the share of multi-market exporters among larger-sized firms only increased by five percentage points over the same period, from 54 per cent to 59 per cent.<sup>2</sup>

Therefore, for Manitoba to increase its success in international trade, a major focus must be on improving the international trade capability of its dominant business group – SMEs.

New exporters often go through a learning exercise of building exports to other provinces and the United States. In addition to learning some of the skills required to access new markets, developing larger markets in North America also provides cash flow for companies to support their offshore market development efforts.

<sup>2</sup> Canada's State of Trade 2010, Foreign Affairs and International Trade Canada  
[www.international.gc.ca/economist-economiste/performance/state-point/state\\_2010\\_point/2010\\_7.aspx?lang=eng](http://www.international.gc.ca/economist-economiste/performance/state-point/state_2010_point/2010_7.aspx?lang=eng)



## 2 Key Trade Data <sup>3</sup>

Several key statistics are useful in formulating Manitoba's international trade strategy for the future. Table 1 shows the top 10 export countries for all Manitoba products in 2006 and 2010.

**Table 1: Manitoba Domestic Exports to Top Ten Countries 2006 and 2010 (000s)**

	2006 to 2010			
	2006	2010	Dollar Growth	Per cent Growth
United States (U.S.)	7,670,835	6,602,158	-1,068,678	-13.9%
China	430,968	670,375	239,407	55.6%
Japan	386,644	579,754	193,110	49.9%
Mexico	152,949	340,522	187,573	122.6%
Hong Kong	217,390	203,105	-14,285	-6.6%
South Korea	81,376	115,605	34,229	42.1%
Taiwan	101,612	98,548	-3,064	-3.0%
United Arab Emirates	26,827	97,929	71,102	265.0%
United Kingdom (U.K.)	71,731	87,537	15,806	22.0%
Bangladesh	12,302	81,899	69,598	565.8%
<b>SUBTOTAL</b>	<b>\$ 9,152,634</b>	<b>\$ 8,877,432</b>	<b>-275,202</b>	<b>-3.0%</b>
<b>TOTAL (All Countries)</b>	<b>\$ 10,195,188</b>	<b>\$ 10,294,879</b>	<b>99,691</b>	<b>1.0%</b>

Source: [www.ic.gc.ca/sc\\_mrkti/tdst/tdo/tdo.php#tag](http://www.ic.gc.ca/sc_mrkti/tdst/tdo/tdo.php#tag)

Although no doubt affected by the world recession of 2008/09, Manitoba's domestic exports to the world grew by only one per cent between 2006 and 2010, from \$10.2 billion to \$10.3 billion. However, this was higher than the *decrease* of 9.1 per cent in domestic exports for Canada for the same period and Manitoba ranked third of 10 provinces in export growth over this time.<sup>4</sup> It is likely that Manitoba's diverse economy was a major reason for its relative success.

The U.S. has historically been Manitoba's largest trading partner. While this is still the case, exports to the U.S. have been declining and were down \$1.1 billion from \$7.7 billion to \$6.6 billion (-13.9 per cent) from 2006 to 2010.

In 2006, Manitoba domestic exports to the United States accounted for 75.2 per cent of total exports; in 2010 it accounted for 64.1 per cent.<sup>5</sup> Despite this decline, Table 2 indicates that the U.S. remains Manitoba's dominant trading partner. On the import side, 80 per cent of Manitoba's imports come from the U.S., followed by China at five per cent.<sup>6</sup>

**Table 2: Top 10 Countries – Domestic Exports (\$000s) Per Cent of Total Exports**

	2010	%
United States (U.S.)	6,602,158	64.1%
China	670,375	6.5%
Japan	579,754	5.6%
Mexico	340,522	3.3%
Hong Kong	203,105	2.0%
Korea, South	115,605	1.1%
Taiwan	98,548	1.0%
United Arab Emirates	97,929	1.0%
United Kingdom (U.K.)	87,537	0.9%
Bangladesh	81,899	0.8%
<b>SUBTOTAL</b>	<b>8,877,432</b>	<b>86.2%</b>
<b>TOTAL (All Countries)</b>	<b>10,294,879</b>	<b>100.0%</b>

Source: [www.ic.gc.ca/sc\\_mrkti/tdst/tdo/tdo.php#tag](http://www.ic.gc.ca/sc_mrkti/tdst/tdo/tdo.php#tag)

<sup>3</sup> The data presented in this report is only for imported and exported goods

<sup>4</sup> Industry Canada Trade Data Online

<sup>5</sup> Industry Canada Trade Data Online

<sup>6</sup> Industry Canada Trade Data Online

## Section II Current State of Trade and Exports in Manitoba

Offsetting the decline in exports to the United States has been an increase in exports to non-U.S. markets of \$1.1 billion. Table 1 also shows some of the markets where those increases occurred. In addition to the changes in domestic exports shown in Table 1, between 2006 and 2010 Manitoba's exports to BRIC<sup>7</sup> markets grew by \$235.1 million or 42 per cent. In 2010, exports to BRIC were 7.7 per cent of Manitoba's exports.<sup>8</sup>

Tables 5 and 6 (see pages 20-21) show Manitoba's top 25 export industries and top 25 export products.



<sup>7</sup> Brazil, Russia, India, China

<sup>8</sup> Industry Canada Trade Data Online



### 3 Trade with Other Provinces

Manitoba's exports to other provinces are important for several reasons. First, approximately \$7.0 billion or 36.5 per cent of Manitoba's \$19.2 billion (in 2007) in exported goods went to other provinces.<sup>9</sup> This means that markets relatively close and structurally similar to Manitoba are as important as international markets. Second, SMEs often begin their export activity by developing interprovincial markets first to gain expertise and cash flow to finance international exports. Third, interprovincial trade is another dimension of market diversification for businesses and may account for Manitoba's relatively positive economic results during the last recession. Table 3 contains data regarding Manitoba's trade with other provinces.

**Table 3: Manitoba Interprovincial Trade Flows, Total Goods, 2007**

PROVINCE	EXPORTS		IMPORTS		NET (1)	TOTAL TRADE (2)	
	(000,000)	% SHARE	(000,000)	% SHARE		(000,000)	% SHARE
East	3,908.0	56.0	4,828.1	49.1	-920.1	8,736.1	52.0
Newfoundland and Labrador	106.2	1.5	594.3	6.0	-488.1	700.5	4.2
Prince Edward Island	18.0	0.3	9.7	0.1	8.3	27.7	0.2
Nova Scotia	119.8	1.7	113.6	1.2	6.2	233.4	1.4
New Brunswick	100.4	1.4	78.5	0.8	21.9	178.9	1.1
Quebec	955.5	13.7	1,170.5	11.9	-215.0	2,126.0	12.7
Ontario	2,608.1	37.4	2,861.5	29.1	-253.4	5,469.6	32.6
West	2,999.8	43.0	4,993.9	50.8	-1,994.1	7,993.7	47.6
Saskatchewan	664.9	9.5	1,252.6	12.7	-587.7	1,917.5	11.4
Alberta	1,643.9	23.6	3,212.1	32.7	-1,568.2	4,856.0	28.9
British Columbia	691.0	9.9	529.2	5.4	161.8	1,220.2	7.3
<b>TOTAL (3)</b>	<b>6,974.2</b>	<b>100.0</b>	<b>9,825.2</b>	<b>100.0</b>	<b>-2,851.0</b>	<b>16,799.4</b>	<b>100.0</b>

Source: Prepared by the Manitoba Bureau of Statistics, Adapted from Statistics Canada, Cansim Table 386-0002. November 8, 2010

**Notes:**

- (1) Net represents the difference of exports and imports
- (2) Total trade represents the sum of exports and imports
- (3) Detail may not add properly due to rounding and suppression of confidential commodities.

<sup>9</sup> Comparison is with \$12.9 billion in international trade in 2007, the most recent year that interprovincial trade data is available

# Section II Current State of Trade and Exports in Manitoba

## 4 Manitoba's Unique Trade Strengths

Competitive advantages come from identifying unique strengths, characteristics or competencies, and using these as the basis for a strategic plan. The competitive advantages that offer the greatest potential are those that are difficult or impossible for others to imitate. For example, the junction of the Red and Assiniboine rivers close to the geographical centre of North America was a unique attribute that led to Manitoba's trade dominance for over a century. Even in modern times, location, geography, climate, cultural and language diversity are unique attributes and therefore, potential strategic advantages. The list below is not meant to be exhaustive, but only indicative of Manitoba's major strengths that relate to trade.

### *a. Our geographical location in the centre of the continent:*

Winnipeg's geographic position at the centre of North America provides the city with a natural competitive advantage. Manitoba historically has related to the north, south, east and west equally effectively. Our relatively stable weather patterns, CentrePort Canada and a major airport with the maximum flight days per year and 24/7 access is unique among major airports in Canada.

### *b. Our transportation network and global supply chain capability:*

Manitoba's physical capacity and a critical mass of logistics expertise are key competitiveness factors. We are uniquely situated to be an integral part of the mid-continent trade corridor and the northern trade corridor. The existence of integrated capabilities for truckload carriers, private truck fleets, package express, local trucks, as well as commercial rail, water (access through the Port of Churchill), the "arctic bridge," linkages to east and west coast ports and air freight capacity have historically served to reinforce Winnipeg as a hub for incoming and outgoing goods. Winnipeg has the largest concentration of employment in the transportation and warehousing industry in Canada.

### *c. Our significant immigrant population and the relationships they bring:*

Manitoba has a long history of welcoming immigrants. The diverse ethnic communities now have second and third-generation populations that add to the province's cultural richness. Cultural diversity is celebrated in Manitoba. Folklorama, an annual multicultural celebration, is the largest and longest-running multicultural festival in the world. Immigrants to Manitoba bring a diversity of languages and relationships with other parts of the world. The Provincial Nominee Program has been very successful in targeting potential immigrants who possess the skills and knowledge needed by Manitoba organizations while the Provincial Nominee Program for Business attracts international entrepreneurs and investors.

### *d. Our strong agricultural base with established trade corridors:*

Agricultural products have always been a significant part of Manitoba's exports and over the years, we have established an excellent reputation as an agricultural exporter. Agricultural products are shipped to more than 130 countries around the world and account for 37 per cent of Manitoba's total exports. With predicted food shortages in various places around the globe, the opportunity to expand existing markets can be significant. Moreover, existing trade corridors can be used to facilitate trade for non-agricultural organizations, as well as for increasing the exports of more value-added agricultural products.

### *e. Our tradition of collaborating for the benefit of all:*

Small market economies survive and grow by developing the capability of co-operating at levels that benefit all, and competing at higher levels where competitive skills, knowledge and products are the determinants of success. Manitoba's cultural heritage is deeply rooted in co-operative relationships and is still a significant aspect of our modern culture. Individual firms and organizations in Manitoba face many obstacles in competing in the trade arena as they compete with those with more experience and greater resources. A key part of our trade strategy has to be developing collaborative relationships among all players.



#### **f. Our diversity of products and sectors:**

Manitoba has one of the most stable economies in Canada. The primary reason is because of the wide diversity of both products and sectors. This stability fosters a unique image for Manitoba internationally and builds on Canada's international reputation as it relates to the country's economic performance during the recent recession. The breadth of our economic base is also attractive for importers and investors.

#### **g. A wealth of green, natural resources:**

Manitoba has an abundance of green, natural resources that can be integrated into a trade strategy. As the world becomes increasingly conscious of ecological and environmental issues, Manitoba's unique characteristics and capabilities can develop into a major competitive advantage. Our hydro electric capability ("Manitoba oil") has already proven to be the energy source of choice for other jurisdictions in Canada and the U.S.

## **5 Opportunities for Leverage**

An effective international trade strategy will build upon the existing capabilities, previous successes and unique characteristics of Manitoba. Although not exhaustive of all Manitoba's unique capabilities and characteristics, the following are several examples of how our existing activities and characteristics can be leveraged in an international trade strategy.

#### **a. Education <sup>10</sup>**

Manitoba has had an international presence in education for many years. The trade contacts and networks that have developed through international students over the years have – and will continue to have – an important role in the development of the province's international trade. International students contribute to trade capability in several ways. Not only do they assist in developing an international perspective in their educational programs, but they also enhance Manitoba's profile internationally and help open doors for future trade and investment. International students also can support Manitoba's immigration strategy either through encouraging immigration from their home country or by immigrating themselves.

The number of international students in Manitoba has more than doubled in the last 10 years, from 2,694 in 2000 to 5,383 in 2010. China is the largest source of international students with 33 per cent in 2010. China, Korea and India accounted for 48 per cent of international students in Manitoba in 2010. It is reported that the total expenditures of international students in Manitoba in 2008 was \$115.8 million.<sup>11</sup>

Demand for international education in Canada is projected to grow from 1.9 million students in 2008 to 7.2 million by 2025.<sup>12</sup> If Canada and Manitoba maintained their current share of the world market, the projected total expenditures in Manitoba by international students in 2025 could be \$500 million, up from the current level of \$115 million. The same data projected over the next five years suggests that international student expenditures in Manitoba could be an additional \$75 to \$100 million by 2016.

The potential to grow Manitoba's education exports is clear when viewed as a percentage of all international students in Canada. In 2008, Manitoba's international student population was only 2.7 per cent of Canada's total.<sup>13</sup>

#### **b. Immigration**

Manitoba's effective immigration policies and practices have been instrumental in not only increasing the province's population base, but also the strategic nature of these policies has supported foreign investment, increased the skilled labour force, and significantly enhanced economic development and language diversity. One example is the Provincial Nominee Program for Business, through which Manitoba has been attracting international entrepreneurs and investors to the province. These business immigrants are both building the international nature of Manitoba's economy and contributing to the province's economic development.

As indicated in Table 4, Manitoba's net immigration increased by 340 per cent from 1996 to 2010, one of the highest rates of increase in Canada. The effectiveness of Manitoba's immigration strategy can be attributed to the many stakeholders who worked collaboratively to integrate the newcomers into their new culture. This "best practice" methodology has clear implications for the Council as it develops its collaborative approach to international trade.

<sup>10</sup> Although the service is offered in Manitoba, education is considered an export

<sup>11</sup> *Economic Impact of International Education in Canada*, report to Foreign Affairs and International Trade Canada, RKA, Inc., July 2009.

<sup>12</sup> RKA report

<sup>13</sup> RKA report

# Section II Current State of Trade and Exports in Manitoba

**Table 4: Manitoba's International Immigration and Migration 1996-2010**

	IN	OUT	NET
1996	3,928	1,556	2,372
1997	3,715	1,871	1,844
1998	3,004	1,757	1,247
1999	3,725	1,651	2,074
2000	4,647	1,648	2,999
2001	4,592	1,428	3,164
2002	4,615	1,329	3,286
2003	6,503	1,237	5,266
2004	7,426	1,527	5,899
2005	8,097	1,704	6,393
2006	10,047	1,839	8,208
2007	10,955	2,002	8,953
2008	11,219	1,989	9,230
2009	13,520	2,031	11,489
2010	15,805	2,045	13,760
<b>2001-2010</b>	<b>11,158</b>	<b>397</b>	<b>10,761</b>
<b>%CHANGE</b>	<b>243.0%</b>	<b>27.8%</b>	<b>340.1%</b>

Source: Manitoba Bureau of Statistics

Further support for the proposition that immigration can be a stimulus to Manitoba trade is the finding nationally that among established exporters, immigrants who have resided in Canada for less than five years are disproportionately likely to be the owners of exporting firms.<sup>14</sup> Given that these firms would also be SMEs, it follows that targeted immigration policies could be a factor in increasing the number of Manitoba SMEs engaging in international trade.

### c. Tourism

Like education, tourism in Manitoba already has a presence internationally. In 2009, Manitoba's tourism export revenue was \$466.7 million.<sup>15</sup> Revenue from international tourism in 2009 was \$187 million, with \$47.3 million coming

from overseas visitors. Visitors from the United States are the largest source of international tourism with spending of \$140 million in 2009, or almost 75 per cent of the total international tourism expenditures.<sup>16</sup> The majority of tourism revenues from countries outside North America in 2009 were divided between the United Kingdom (16.6 per cent), Europe (50.3 per cent), Australia (8.8 per cent) and Asia (11.8 per cent).<sup>17</sup>

Manitoba's international tourism is a growing export as a stand-alone product. The challenge for the Council is to develop ways of leveraging this growing international market to increase other types of international trade.

### d. Investment

Investment is an integral part of Manitoba's trade strategy. Increased foreign direct investment by international companies will make a tremendous impact on job creation and income growth. This strategy will leverage the increasing focus on investment attraction through co-ordinating activities to ensure all opportunities are pursued.

CentrePort Canada represents a unique opportunity to attract investment interest among global companies that can benefit from the transportation advantage CentrePort represents. Local companies that import significant quantities from specific international organizations represent a potential investment opportunity. Our very successful Provincial Nominee Program (PNP) is one example of how an effective immigration strategy might be used to attract foreign capital or venture capital pools. Manitoba has attractive investment opportunities today that will increase with an expanding economy. Recent external investments in real estate, retailing and manufacturing are evidence of this trend. We have to position ourselves to take advantage of the foreign capital that is currently "on the sidelines" looking for investment opportunities. Through *Yes! Winnipeg* and the integrated and collaborative strategies of other Council member organizations, the potential for increasing investment in Manitoba will be greatly enhanced. This trade strategy will be a platform for developing methods for creating synergies involving all these factors.

<sup>14</sup> SME Financing Data Initiative, *Canadian SME Exporters*, Government of Canada, January 2008, [www.sme-fdi.gc.ca/eic/site/sme\\_fdi-prf\\_pme.nsf/eng/02116.html](http://www.sme-fdi.gc.ca/eic/site/sme_fdi-prf_pme.nsf/eng/02116.html)

<sup>15</sup> Source: Travel Manitoba. The total includes spending by visitors from other Provinces.

<sup>16</sup> Source: Travel Manitoba.

<sup>17</sup> Statistics Canada – International Travel Survey, 2009.

# Section III Global trends

**Manitoba operates in a global environment. Importers and exporters must understand the changes currently occurring as well as those that are predicted to occur. Understanding the major trends in the global environment can help prepare Manitoba trade organizations to adapt to changing conditions. The focus in this strategic document is on those trends that are most likely to affect Manitoba's trade capability.**

## 1 Global Supply Chains

In recent years, the need to reduce costs and penetrate new markets has caused a major focus on supply chain management. With distribution costs often a major component of the cost to the purchaser, increasing the value-added of supply chains has developed into a major competitive tool. With increased globalization and offshore sourcing, global supply chain management has become an important issue for many businesses.<sup>18</sup> With global supply chain management, an organization's focus is on worldwide interests and suppliers rather than just a local or national orientation. Geographic barriers have been eliminated for many products and services. Every organization is literally a potential supplier to any other organization in the world. The trend toward increasing energy costs places even greater weight on high value-added supply chains.

Globalization is accelerating and is resulting in large structural shifts for global supply chain organizations and new

challenges to successfully manage supply chain performance. By virtue of its geographical location and transportation infrastructure, Manitoba appears uniquely positioned to benefit from the worldwide trend toward increased use of global supply chains.

## 2 Fluctuating International Currency Markets

Currency volatility is the highest it has been in recent years. Companies operating in an international environment face increased risks when engaging in foreign currency transactions. In Canada and Manitoba, the lessons of currency fluctuations have been learned all too well. Manufacturers and exporters who competed very effectively when the Canadian dollar was comparatively low found that they had to make major changes in their processes to remain competitive when the dollar value increased. Predicting currency movements is a very high-risk business strategy; the primary risk minimization strategy is to become as efficient as possible and focus on offering customers the products and services they need. Some Manitoba businesses have adjusted well to the strong Canadian dollar by implementing lean processes and other cost reduction strategies into their operations. It follows that those organizations able to develop operational efficiencies and focus on satisfying customer needs will be better positioned to compete in an unsettled global financial environment.

## 3 The Demand for Fast Response Capability

One of the most dominant social and economic global trends in recent years has been the trend toward society's demand for fast response capability. Inefficient and slow processes increase costs, annoying impatient and cost-conscious consumers. The trend toward fast response capability can be seen in a diverse group of markets: MBA degrees that previously took up to three years can now be earned in less than a year; developing a new vehicle from concept to showroom used to take several years and now is regularly done in a year or less; mortgage applications used to take weeks or months and now are done in several days or less.

Fast response capability is the same concept that can allow a consumer in the U.S. to purchase a computer over the Internet that is assembled in Europe, air-freighted over the polar route through Winnipeg, loaded on a truck within one hour of being on the ground, and delivered to the customer along the mid-continent trade corridor within 24 to 36 hours of the order being placed.

For organizations requiring fast response capability as part of their competitive strategy, Manitoba's unique location and supporting infrastructure positions it to be a major player in global marketing, supply chain management and transportation logistics.

<sup>18</sup> One survey reported average cost reductions of 17% per globalization initiative. (*Global Supply Chain Trends 2008-10*, PRTM Management Consultants, 2011.)

## Section III Global trends

### 4 The Changing Growth of Markets

One of the most difficult aspects of international trade is predicting economic growth in specific countries or regions. Projective data are not hard to find, but they are always based on predictive models and assumptions. Normal business cycles combined with less predictable economic downturns create a situation in which inexperienced players can do themselves great harm. It is understandable that many businesses see international trade as substantially more risky than domestic trade. While it is generally agreed that China and India will likely have the highest growth rates over the next several decades, targeting primarily those areas as a trade strategy for Manitoba would be limiting. With Manitoba's diverse economy made up largely of SMEs, opportunities are more likely to be found in product/technology/service specific markets rather than geographical regions. Healthy and growing economies should always be a major consideration, but Manitoba businesses' ability to satisfy customer needs in any area of the world will make the most of the province's distinctive competencies. The challenge for Manitoba is to continue to service existing markets while exploring new opportunities.

### 5 Demand for Green Energy

The increasing demand for green energy is being driven by several global forces: climate change, increasing cost of fossil fuels, perceived risks associated with nuclear fuels, and the instability of countries with major oil and gas resources, to name but a few. The United Nations Intergovernmental Panel on Climate Change predicts that the proportion of the world's energy supplied from renewable sources will increase from 13 per cent today to 43 per cent by 2030 and 77 per cent by 2050.<sup>19</sup> With hydroelectric power as one of the primary sources of green energy, Manitoba has the potential to be a world leader.

### 6 Trade Agreements

As some nations apply tariffs on goods being imported or restrict the import of goods outright, from Canada or elsewhere, goods subject to tariffs are at a competitive disadvantage. Free Trade Agreements are one means to decrease or mitigate tariffs on goods entering markets. Canada has implemented a number of FTAs, including the North America Free Trade Agreement (NAFTA) and FTAs with Israel,

Chile, Costa Rica, Peru and the European Free Trade Association. Canada has also concluded negotiations with Columbia, Panama and Jordan and is in the process of implementing these agreements. Finally, Canada is in the process of negotiations with a number of other countries including the European Union, South Korea, India, Morocco, Turkey, Ukraine, Singapore, the Dominican Republic and Caribbean countries. Canada is also exploring the launch of negotiations with other countries, including Japan.

Manitoba's exporting community benefits from all these agreements by receiving enhanced market access with preferential tariffs compared to their non-Canadian competitors. Enhanced market access for Manitoba exporters in new markets may encourage them to expand their existing markets and penetrate new markets in nations where Canada has concluded free trade agreements

With hydroelectric power as one of the primary sources of green energy, Manitoba has the potential to be a world leader.



<sup>19</sup> [www.gogreenzine.com/77-percent-worlds-energy-demand-renewable-energy/](http://www.gogreenzine.com/77-percent-worlds-energy-demand-renewable-energy/)



## 7 Spiraling Innovation

Innovation has been a key factor in the rise of developing economies and it is rapidly crossing national borders. Countries such as China and India have increasingly applied technologies to build products for sophisticated customers who need innovative goods and services at the lowest prices. According to the Institute of Competitiveness and Prosperity, trade is an important stimulant to innovation.<sup>20</sup> It is driven by the pressure and support that result from international trade. Pressure comes from aggressive and capable competitors who are a threat to complacency. To remain successful, businesses have to be cognizant of the best allocation of research and development spending and resources, to ensure they remain at the forefront of critical technology advances. Innovation will change the way people live, work and organize their societies in fundamental ways. Examples include wearable computers that constantly monitor one's health, artificial intelligence-driven product innovation and online government elections fuelled by social media-based campaigns.

## 8 The Availability of a Skilled Workforce

The world's population is growing, aging, and becoming more urban and mobile. Predictions are the majority of the growth will be in Asia, while populations will decline in the most developed economies. Businesses have to be concerned with these trends and what they mean for the markets that they intend to target in future. Additionally, they need to know the knowledge requirement to create, acquire or leverage to ensure the future success of their organization. The shift to knowledge-intensive industries highlights the importance and scarcity of well-trained talent. The increasing integration of global labor markets, however, is opening up vast new talent sources. The 33 million university-educated young professionals in developing countries is more than double the number in developed ones. For many companies and governments, global labour and talent strategies are likely to become as important as global sourcing and manufacturing strategies.<sup>21</sup>

## 9 Demand for Natural Resources

Corporations must be cognizant of increasing environmental concerns resulting from the need for economic growth and the implications for their businesses. As economic growth accelerates, natural resources are being used at unprecedented rates. Oil demand is projected to grow without significant discoveries or innovations in supply. There is a surge in demand for commodities, which could place the world's resources under increasing strain. Researchers contend that the world will require drastic changes in human behaviour to keep the atmosphere from further depletion and water shortages will be the key constraint to growth in many countries.



<sup>20</sup> Institute of Trade and Competitiveness, 2010.

<sup>21</sup> [www.investopedia.com/articles/07/global\\_trends.asp](http://www.investopedia.com/articles/07/global_trends.asp)

# Section IV Strategic Objectives

Manitoba has both strengths and weaknesses in international trade, but it also has differences that set it apart from others. The probability of success is greater if the differences are used as the basis for strategy rather than attempting to imitate the actions of others. The formulation of the strategic objectives was based on this premise.

Our strategic objectives describe the specific areas of Manitoba's trade strategy going forward. The development of these strategic objectives gives focus to Manitoba's extensive trade experience and capabilities. Suggested measures of achievement for each strategic objective are presented for future discussions.

## 1 Enhance the awareness of Manitoba in international markets

Manitoba needs to become better known in international markets. We have a lot to offer and with a more focused approach to promoting the "Manitoba story" we will open an increasing number of doors to targeted trade opportunities. Awareness must be created at a number of levels within our strategic markets. Political, governmental, business, targeted sectors and the general public must make up the targets. Awareness building through presentations, media, events, missions, business-to-business meetings, and marketing materials must be involved in an awareness-building strategy in our priority markets. Awareness activities will be targeted and tracked to measure success on this objective.

## 2 Increase the number of Manitoba SMEs engaged in international trade

The success of the trade strategy will be seen through its effectiveness in growing the number of small and medium-sized businesses across all sectors that engage in international business. Interprovincial, single market and multi-market activity will be increased. The number of SMEs undertaking a process and engaged in programs to become market ready will also grow. This objective will be enhanced through a greater understanding of our current and emerging exporters, and by educating SMEs on international trade.

## 3 Diversify and increase Manitoba's international trade through growth into new markets

Manitoba needs to reduce its reliance on the U.S. market by diversifying into new markets, while at the same time building and diversifying exports within the U.S..

We will also have to foster greater trade development diversity across our many sectors. Strategies to increase trade through greater awareness, more robust partnerships, and the identification and pursuit of targeted trade opportunities will be executed.

## 4 Create an international trade culture and mindset in Manitoba

We need more companies getting more aggressive internationally and making a long-term investment in the pursuit of new markets. The need for the public sector to make this a priority with increased support for Manitoba exporters is also important in driving the global culture. Profiling international successes, mentorship, international students, international events and leveraging our immigrant communities are activities that will enhance the international perspective of Manitoba.

## 5 Enhance the leadership of trade development through the formation of public/private partnerships that can leverage the current trade expertise in Manitoba

An important Manitoba strength is our ability to collaborate. The trade strategy will create a collaborative model that will leverage the strengths of partner organizations to accomplish the objectives of a single strategy for which each organization is accountable. Collaborative initiatives, trade collaboration agreements and multi-level agreements will be pursued through the trade strategy.

# Section V Strategic Initiatives

To pursue the achievement of the five strategic objectives, several strategic initiatives will be undertaken to take advantage of emerging opportunities and trade-oriented networks. Each initiative will have its own action plan and deliverables as determined by the Council in partnership with stakeholders. Major strategic initiatives will include:

## 1 Centrallia

With the launch of Centrallia 2010, an international brand was also launched representing small and medium-sized business across a number of sectors looking for opportunities in new markets. The conference was a vehicle to create awareness within Manitoba target markets that Manitoba is a center in Canada for international trade. It served to establish partnership agreements with trade organizations from around the world. It created targeted trade opportunities for more than 600 business people from over 40 world economic regions. The database has detailed profiles of each organization and a group of internationally-focused companies that want to continue to be a part of the Centrallia network.

This provides an additional platform to deliver trade services to serve our SME community. The brand will evolve into a comprehensive trade program for Manitoba companies that will offer training, mentorship, market awareness and, most importantly, targeted trade opportunities. The program will continue to invite companies from around the world so they can discover our province and pursue partnerships, alliances and business with other companies from around the world.

## 2 World Trade Centre

With no World Trade Centre (WTC) in the center of the country, we have a great opportunity to represent a wide region and also leverage the international brand and network of this growing organization. The WTC could act as the place where all partner organizations collaborate around trade initiatives. Training, market awareness sessions, missions both in-bound and out-bound, trade data and information, mentorship, and business-to-business meetings are just some of the services typically offered through a WTC.

## 3 Review and renew trade-related Memorandums of Understanding (MOUs)

Canadian provinces, U.S. States and other international partners often use MOUs as framework agreements to focus co-operative activity on trade and other important priorities. To generate results, trade-related agreements must be focused, measurable, multi-level and well known by all participants. The Manitoba Government sees the recent Manitoba-Illinois MOU<sup>22</sup> as a potential model for establishing a new, more proactive role for the private sector in MOU follow-up.

The Council will review Manitoba's trade-related MOUs to assess those that have the greatest potential for increasing trade and recommend the highest priorities. Since most of these MOUs are government-to-government

agreements, the Council will work with the provincial government to re-engage with the identified high-priority jurisdictions to develop revised agreements to maximize trade prospects.

The Council will also conduct a review of existing agreements currently in effect from different collaborating organizations (chambers of commerce, trade agencies, post-secondary institutions, etc.) to ensure we don't miss any opportunities to leverage existing relationships.

## 4 Develop and implement market strategies for our priority markets

Since each market is unique, it will be important for us to design customized strategies specific to the areas of opportunity that exist for Manitoba companies in each particular market. The strategies should incorporate the following attributes:

- > sector focused
- > leverage existing agreements
- > mission schedules
- > market awareness strategies
- > involvement of existing export champions
- > leverage collaboration with organizations involved in investment, tourism, immigration and international student recruitment

<sup>22</sup> Available upon request

# Section V Strategic Initiatives

## 5 Develop and implement an effective trade communications program

Develop a communications tool kit that will be a good resource for different organizations, including the private sector, to ensure consistency and quality of messages. Trade communications strategy must also include orientation of our trade representatives in strategic markets.

## 6 Develop a comprehensive trade data system

This initiative is designed to track the Manitoba trade data required to measure progress toward strategic goals and to accumulate more detailed information from our trading companies. Particular emphasis will be on data regarding SMEs, and the investment and service sectors.

## 7 Develop an “export champions” program

Manitoba has many experienced exporting companies. These companies provide an opportunity to educate and facilitate export mentorship by creating a vehicle for export champions to mentor and provide advice to new exporters. They will also be used to identify targeted trade opportunities that may exist for other Manitoba organizations in their active markets.

## 8 Leveraging Major Projects

The many world-class developments happening in Winnipeg all provide additional opportunities for Manitoba.

The return of the NHL, the Canadian Museum for Human Rights, CentrePort Canada and many other bold initiatives are not only great for Manitoba but they also provide unique opportunities to identify prospects for new trade development.

## 9 Cultural Trade Strategies

The diversity of Manitoba provides a unique opportunity to learn from resident Manitobans about their international homes. Market and cultural awareness can sometimes be more accurately represented by a local resident. Also, existing networks that can be used to pursue opportunities will be targeted.

## 10 Export Consortia

Local companies that share a complementary product/service or interest will pursue opportunities to partner to pursue a market. This consortium model can be a platform for companies to pursue export markets in an effective and efficient way. Consortia can be built for the pursuit of large contracts, joint market representation or joint investment.

## 11 Utilize existing trade-enabling entities

There are number of existing entities that provide trade-enabling support. Examples include Manitoba Trade and Investment, Foreign Affairs and International Trade Canada, the Canada/Manitoba Business Service Centre (a joint federal/provincial entity), business associations and other sector-oriented business matchmaking groups. Where possible, the Council will endeavour to access these services as a means to maximize cost efficiency/reduce redundancy of efforts



The many world-class developments happening in Winnipeg all provide additional opportunities for Manitoba.

# Section VI Roles, Responsibilities and Accountability Framework

The Council on International Trade is committed to working with all the partners and stakeholders in our province to achieve the vision for the benefit of all Manitobans.

## 1 The Collaborative Model

The most effective way to accomplish the objectives of this plan is through collaboration of major stakeholders. The key elements that will define an effective collaborative model are:

- a. **An overall governing body responsible** for the co-ordination and monitoring of the trade strategy and the accomplishment of its objectives.
- b. **A collaborative body that provides** a vehicle for communication, co-ordination and specific collaboration around initiatives. Trade Collaboration Agreements may be a mechanism for supporting the collaborative framework.
- c. **A clear definition of the roles and responsibilities** of each organization as it relates to the strategy. These roles and responsibilities must align with the strengths that the organization brings to the table.
- d. **The strategy must be endorsed and communicated** to the governing bodies of each organization.
- e. **The collaboration must be used** to identify existing efforts in trade development, existing resources and programs, existing networks and agreements, and existing expertise or knowledge, and existing trade data or exporter information that can be leveraged to accomplish our strategic objectives.
- f. **The collaboration must be a vehicle** to co-ordinate communications among the different stakeholder groups at the political, government, business and sector levels.

## 2 Metrics, Priorities and Operational Plans

The implementation of this strategic plan consists of deciding metrics, establishing priorities and developing specific operational plans. Developing metrics is critical to measuring progress toward the strategic objectives. Multiple measures for each objective will be developed since the complex nature of the strategic objectives do not lend themselves to a single measure.

Setting priorities will assist in developing effective operational plans. The Council will collaborate on deciding priorities and these will then be translated into specific actions with associated metrics, accountability and target completion times.

Effective collaboration is a key theme in this strategic plan and mechanisms will be developed to facilitate collaborative relationships. These relationships will define roles and responsibilities of stakeholders as the plan is implemented.

**The Council on International Trade is committed to working with all the partners and stakeholders in our province to achieve the vision for the benefit of all Manitobans. The successful execution of this strategic plan is the first step toward achieving that vision.**

# Appendices

## Council on International Trade

### Terms of Reference

#### Mandate/Purpose

- > The Council will be a venue to table activities that members are planning. The objective is to increase awareness of mutually beneficial activities and to reduce duplication of efforts.
- > The purpose of the Council is to provide input that will increase the number of exporters, the market diversification of existing exporters and attract inward investment which, in turn, will grow the economy and employment in Manitoba.
- > The purpose of the Council is to identify opportunities for members to work together where appropriate and avoid duplication of efforts.
- > The purpose of the Council on International Trade will be to provide input to the Manitoba government's approach to trade promotion and new trade initiatives.
- > The Council will provide comments on the strategic plans of the Manitoba government as they relate to trade and export development, tourism development and the marketing of Manitoba's educational institutions overseas.

#### Outcomes/ Deliverables

##### The Council will:

- > Develop an export strategy for the province of Manitoba
- > Identify the roles that each Council member organization will fill in the execution of the export strategy
- > Explore opportunities for members to work together on initiatives
- > Identify barriers to increasing the number of active exporters in Manitoba, with a focus on the small to medium-sized enterprises and suggest specific initiatives and/or remedies to overcome identified barriers
- > Identify opportunities where members may collaborate to improve Manitoba's image internationally with the objectives of increasing Manitoba's exports, increasing the number of tourists and foreign students, and attracting new investment
- > Liaise with their members to receive input regarding inward investment and international trade - in particular, markets of opportunity and challenges they face in exporting
- > Provide input regarding new opportunities for Manitoba and Manitoba companies internationally including Manitoba's traditional export markets, the BRIC nations and emerging markets
- > Co-ordinate efforts in the dissemination of information on international education/investment/trade/tourism opportunities

- > Assist in the recruitment of companies and institutions to participate in activities that will provide benefit to their constituents and Manitoba
- > Work toward the development of a performance measurement and evaluation framework for joint initiatives
- > Work toward the development of common branding images and materials, and the incorporation of the brand in members' marketing activities
- > Develop a collaborative working relationship with open communication among member organizations, including knowledge and skills transfers

#### Frequency of Meetings

The Council will meet monthly in the initial set-up phase.

The Council will meet quarterly following agreement on the Terms of Reference

#### Reporting Mechanism

Meeting minutes will be taken and distributed to members following each meeting.

The Council will develop an annual report on its activities.

# Council on International Trade Membership

---

## Co-Chairs

Honourable Peter Bjornson, Minister of Entrepreneurship, Training and Trade

Dave Angus, President and CEO, Winnipeg Chamber of Commerce

> Marina R. James, President and CEO, Economic Development Winnipeg

> Graham Starmer, President, Manitoba Chambers of Commerce

> Don Wilson, President, Aboriginal Chamber of Commerce

> Richard Wansbutter, Board Member, Canadian Agri-Food Trade Alliance

> Shelly Morris, Association Manager, Economic Developers Association of Manitoba

> Colin Ferguson, President and CEO, Travel Manitoba

> John Alho, Associate Vice President (External), University of Manitoba

## Members

> Mariette Mulaire, Executive Director, Agence nationale et internationale du Manitoba (ANIM)

> Bidhu Jha, Special Envoy for International Trade

> Diane Gray, President and CEO, CentrePort Canada Inc.

> Ron Koslowsky, Vice-President, CME Manitoba, Canadian Manufacturers and Exporters Association

> Bill Morrissey, Leader, Yes! Winnipeg

> Ron Typliski, President, Consulting Engineers of Manitoba

> Christina Semaniuk, Vice-Chair, Manitoba Immigration Council

### Ex-Officio Member

> Marilyn Kapitany, Assistant Deputy Minister, Western Economic Diversification

# Selected Export Data

Table 5. Manitoba's Top 25 Exports by Industry (000s)

	2010	%
Non-Ferrous Metal (except Aluminum) Smelting and Refining	\$ 1,104,173	10.7%
Wheat Farming	886,744	8.6%
Oilseed (except Soybean) Farming	852,736	8.3%
Oil and Gas Extraction	509,507	4.9%
Animal Slaughtering and Processing	496,648	4.8%
Agricultural Implement Manufacturing	404,902	3.9%
Aerospace Product and Parts Manufacturing	381,559	3.7%
Starch and Vegetable Fat and Oil Manufacturing	364,445	3.5%
Electric Power Generation	320,375	3.1%
Frozen Food Manufacturing	300,894	2.9%
Pharmaceutical and Medicine Manufacturing	254,426	2.5%
Hog and Pig Farming	225,031	2.2%
Motor Vehicle Body and Trailer Manufacturing	205,566	2.0%
Other Grain Farming	184,699	1.8%
Unsupported Plastic Film, Sheet and Bag Manufacturing	179,169	1.7%
Beef Cattle Ranching and Farming, including Feedlots	167,172	1.6%
Material Handling Equipment Manufacturing	159,278	1.5%
Other Basic Inorganic Chemical Manufacturing	155,756	1.5%
Heavy-Duty Truck Manufacturing	129,389	1.3%
Paper Mills	128,126	1.2%
Soybean Farming	126,315	1.2%
Dry Pea and Bean Farming	121,225	1.2%
Electrical Equipment Manufacturing	119,967	1.2%
Fertilizer Manufacturing	100,146	1.0%
Iron and Steel Mills and Ferro-Alloy Manufacturing	98,157	1.0%
<b>SUB-TOTAL</b>	<b>\$ 7,976,405</b>	<b>77.5%</b>
<b>TOTAL (All Industries)</b>	<b>\$ 10,294,880</b>	<b>100.0%</b>

\* based on NAICS codes

Source: [www.ic.gc.ca/sc\\_mrkti/tdst/tdo/tdo.php#tag](http://www.ic.gc.ca/sc_mrkti/tdst/tdo/tdo.php#tag)



**Table 6. Manitoba's Top 25 Exports by Product (000s)**

	<b>2010</b>	<b>%</b>
Cereals	\$ 1,086,618	10.6%
Oil Seeds, Oleaginous Fruits, Industrial or Medicinal Plants, Straw and Fodder	1,017,842	9.9%
Mineral Fuels, Mineral Oils, Bituminous Substances and Mineral Waxes	949,605	9.2%
Nickel and Articles Thereof	870,804	8.5%
Nuclear Reactors, Boilers, Machinery and Mechanical Appliances	865,742	8.4%
Motor Vehicles, Trailers, Bicycles, Motorcycles and Other Similar Vehicles	564,062	5.5%
Meat and Edible Meat Offal	474,852	4.6%
Live Animals	404,921	3.9%
Aircrafts and Spacecrafts	320,600	3.1%
Plastics and Articles Thereof	314,846	3.1%
Preparations of Vegetables, Fruit, Nuts or Other Parts of Plants	301,632	2.9%
Fats, Oils, Their Cleavage Products and Waxes	291,265	2.8%
Pharmaceutical Products	246,121	2.4%
Paper, Paperboard and Articles Made From These Materials	188,703	1.8%
Copper and Articles Thereof	175,731	1.7%
Electrical or Electronic Machinery and Equipment	172,697	1.7%
Inorganic Chemicals and Compounds of Precious Metals and Radioactive Elements	163,249	1.6%
Edible Vegetables and Certain Roots and Tubers	158,128	1.5%
Furniture, and Stuffed Furnishings; Lamps and Illuminated Signs; Prefabricated Buildings	119,168	1.2%
Iron and Steel	114,832	1.1%
Printed Books, Newspapers, Pictures, Manuscripts and The Like	108,730	1.1%
Articles of Iron or Steel	105,340	1.0%
Zinc and Articles Thereof	97,551	0.9%
Products of the Milling Industry; Malt, Starches, Inulin and Wheat Gluten	96,644	0.9%
Fertilizers	92,653	0.9%
<b>SUB-TOTAL</b>	<b>\$ 9,302,339</b>	<b>90.4%</b>
<b>TOTAL (All Products)</b>	<b>\$ 10,294,879</b>	<b>100.0%</b>

\* By HS2 Code

Source: [www.ic.gc.ca/sc\\_mrkti/tdst/tdo/tdo.php#tag](http://www.ic.gc.ca/sc_mrkti/tdst/tdo/tdo.php#tag)

