



KAP serves as the voice for Manitoba farmers, addressing issues that span economic, environmental, and social aspects of agriculture. KAP's central role in agriculture policy stems from its commitment to ensuring that the interests and concerns of producers are heard at all levels of government. KAP has a clear role to play in advocating for a trade environment that reflects the needs and priorities of Manitoba's agriculture sector.

#### **Key Asks to the Manitoba Government**

I Enhanced DomesticCollaboration

Manitoba should collaborate with other provinces and the federal government to ensure its agricultural interests are effectively represented in national trade policies.

Agricultural Export Growth Strategy

Manitoba's Agricultural Export Growth Strategy aims to boost agri-food trade and exports through collaboration, value-added processing, development opportunities, and enhanced market linkages.

2 Strengthened International Engagement

The provincial government should advance Manitoba's agriculture trade interests globally by coordinating with federal entities, other provinces, and industry stakeholders.

Balance Manitoba's Diverse Trade Interests

Manitoba's active participation in international trade initiatives enhances economic growth, competitiveness, and local consumption by supporting diverse farming models and safeguarding valued supply-managed sectors.

#### Introduction

Alongside the contributions of our robust domestic-focused agricultural sectors, Manitoba's history as an agricultural exporter is deeply rooted in the province's development and economic growth, reflecting a long-standing tradition of agricultural production and trade. From its early days as a grain exporter to its current status as a diverse supplier of agricultural products, Manitoba has continually evolved as a global leader in agriculture.

Today, Manitoba is a key player in Canada's grain trade and hosts some of the world's leading processors and exporters. It's home to globally renowned pork suppliers, the largest plant protein fractionation plant in North America, major French fry processing operations, and much more.

Across a range of sectors from grains and oilseed commodities to livestock and value-added products, Manitoba stands as a global leader and innovator in agriculture.

Trade brings many benefits, including wider access to markets and more chances to increase their earnings and resiliency through diversification. While Manitoba's global agricultural presence continues to expand, the importance of domestic producers operating under supply management remains equally vital. This system provides stability for commodities such as dairy, poultry, and eggs, ensuring that producers can consistently meet domestic demand without being subjected to the fluctuations of international markets.

This balance is essential to maintaining the province's agricultural diversity, economic stability, and food security. These advantages help not only the producers themselves but also strengthen Manitoba's global standing, boosting the province's economy and improving the well-being of its communities.

Manitoba has continually evolved as a global leader in agriculture."

Did you know?

IN 2024,
Manitoba's global agrifood

exports surpassed \$9.28 Billion



#### Winnipeg



At the heart of Canada's grain export industry, the city hosts leading companies such as Richardson International, G3, Paterson Global Foods, and Cargill Canada. It is also the base for major food processors like Maple Leaf Foods, earning it reputation of "bacon capital of Canada" due to its central role in the pork industry.

#### Neepawa



The region around this community has experienced important growth with the presence of globally minded companies like Hylife and Topigs Norsvin, contributing significantly to its economic vitality and employment landscape — and supporting a stronger tax base for improved health care and educational services.

#### Portage la Prairie



This city has positioned itself as a hub for value-added processing, drawing major international investments from firms like Roquette and McCain. These developments leverage Manitoba's strategic advantages and export strengths, while generating sustained local demand for Manitoba products and services.

#### Trade Playing a Lead Role in Manitoba

Trade plays a pivotal role in fueling the economic growth of Manitoba's export-focused agricultural sectors, serving as a catalyst for prosperity in both urban and rural communities. By facilitating global market access for local businesses, trade enhances competitiveness, spurs innovation, attracts investments, and creates employment opportunities. When combined with the contributions of our domestic-focused sectors, this economic impact, in turn, lays the foundation for broader social progress across Manitoba.

#### Trade Challenges

While the importance of agricultural trade to Manitoba's economic and social well-being is clear, we are also facing mounting challenges. Trade issues range from protectionist "America First" policies to the intricacies of Country-of-Origin Labeling (COOL) regulations, the underperformance of the Comprehensive Economic and Trade Agreement (CETA) due to non-tariff barriers (NTBs), tariffs and threats from the United States and China, repeated market access concessions impacting the long-term viability of our supply-managed sectors, and the looming review of the Canada-United States-Mexico Agreement (CUSMA) in 2026. These examples highlight the complex and ever-changing landscape of trade issues confronting Manitoba's producers.

#### Proactive Strategies

In response, Manitoba's agricultural sector alongside the Manitoba Government, must adopt a forward-looking and proactive stance. This entails closely monitoring and responding to emerging issues, effectively communicating about opportunities, and advocating for provincial and national policies that support the sector's export-led growth while safeguarding the interests of our supply managed producers. By doing so, Manitoba will be better positioned to maneuver through the intricacies of the global landscape and ensure its continued long-term success.  $Did\ you\ know?$ 

# CONTRIBUTION TO GDP

7.2%

In 2023, agriculture production and agrifood processing contributed 7.2% of the provincial GDP.[1]

#### Manitoba's Trade At-A-Glance

#### The Connection of Exports and Farm Cash Receipts in Manitoba

Manitoba's farm cash receipts, including domestic and export focused commodities, totaled \$9.79 billion in 2024. For many Manitoba producers, exports and farm cash receipts are closely connected in a way that directly impacts the income of farmers and the overall health of the agriculture sector. Essentially, for producers in export-focused sectors open up access to significantly larger markets, leading to positive outcomes such as increased demand and revenue opportunities, and greater stability or reduced risk through diversification.

The diversification of Manitoba's agriculture and agrifood exports by destination is highlighted in Figure 1. We can see the significant role played by the United States within the province's export portfolio, alongside other key markets such as China, Japan and Mexico. Manitoba's agriculture commodity and agri-food exports consistently reach more than 100 countries each year, highlighting the scope of demand for Manitoba products globally as well as our provincial contributions to global food supply.

Figure 1: Manitoba's top agriculture and

agrifood export destinations in 2024 United States China Japan Mexico Korea, South Indonesia Peru Iran Bangladesh United Kingdom Other 11.8% Bangladesh 1.5% Iran 2% Korea, South United States Mexico 5.1% Japan 10.3% China

#### Manitoba's Key Export Destinations

The United States (US) is Manitoba's largest export destination, accounting for 46% of provincial agriculture and agri-food exports on average and 86% of Manitoba's agrifood imports are from the US. This trading relationship is facilitated by many positive factors such as geographic proximity, strong market-pull, relatively harmonized regulatory systems, ease of doing business, cultural familiarity, and longstanding business ties. Manitoba's most prominent agriculture and agri-food exports to the US include canola oil, potato products and live swine. Manitoba's significant export concentration into the US market means that monitoring and managing market access into the US should be a top priority for business and government, especially given trade realities under the current Trump administration.

China has emerged as a significant importer of soybeans, canola, wheat, and pork products and accounts for 17% of Manitoba agriculture and food exports on average. But recent examples such as the Chinese restrictions on Canadian canola in 2019 and 2025 underscore the significant risk associated with this market. China's weaponization of trade for political leverage on other issues means that market access is continually at risk. The challenges and risks associated with the Chinese market underscore the need for diversification through the development of access to new markets.

Japan is a longstanding customer of high-quality Manitoba agrifood commodities and products including wheat, canola, and pork. Japan's demographic profile means there are limited growth prospects due to an aging and shrinking population. Nevertheless, it will continue to stand as a stable and predictable trading partner.

Other markets across Latin America and the Indo-Pacific region are of rising importance to Manitoba exporters and represent opportunities for diversification. Building on these opportunities will required concerted efforts by industry and government to develop and maintain market access while strengthening Manitoba's global trade potential through effective policy and support.

#### **Manitoba's Trade Advantage**

#### Manitoba's Competitive Edge

Manitoba's agriculture trade advantage is multifaceted, stemming from its diverse production capabilities, strategic location, commitment to research and innovation, and focus on sustainability and quality. These strengths position Manitoba favourably in the international marketplace, enabling the province to access and compete in global markets effectively. As global trade dynamics continue to evolve, Manitoba's ability to leverage these advantages will be critical in maintaining and enhancing its trade competitiveness.

#### Leadership in Agriculture: Diverse Products, Strategic Location, and Commitment to Quality

Manitoba's leadership in agriculture, driven by its strong export performance and a dynamic domestic sector, reflects the province's broad approach to farming and trade. With a wide range of high-quality products, from grains and oilseeds to livestock and innovative agri-food items. Manitoba successfully meets the diverse needs of global markets, while ensuring Manitobans get the food they need here at home. This diversity not only opens more doors internationally but also spreads out economic risks, making Manitoba's agricultural sector more robust. Additionally, Manitoba's strategic location serves as a bridge to key markets in North America, and boasting strategic access tidewater. even Furthermore, Manitoba's focus on sustainability and quality makes its agricultural products stand out worldwide, leading to higher demand and building lasting trade partnerships.

When Manitoba embraces trade and innovation in agriculture, the results are remarkable. The growth of canola and soybeans are examples where agricultural advancements and on-farm adoption have enabled greater diversification, competitiveness and profitability. Through research and innovation, these crops were developed and adapted to perform in Manitoba's agronomic conditions and meet market demands.

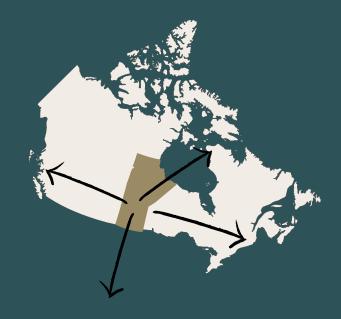
Similarly, wheat and barley have benefited from continuous improvements gained through variety development, and have also benefited from marketing freedom in 2012. Resulting growth is illustrated in Figure 2 on page 6, highlighting farm cash receipts for selected crops in Manitoba between 1980 to 2024.

The substantial growth for canola, soy and wheat demonstrates what can be achieved when open markets, a focus on innovation, and the foresight of farmers are aligned.

Manitoba's agriculture sector can continue to build and mobilize opportunities for growth by ensuring that the policy landscape and business environment is focused on strengthening export-led growth.

#### Geographic Advantage

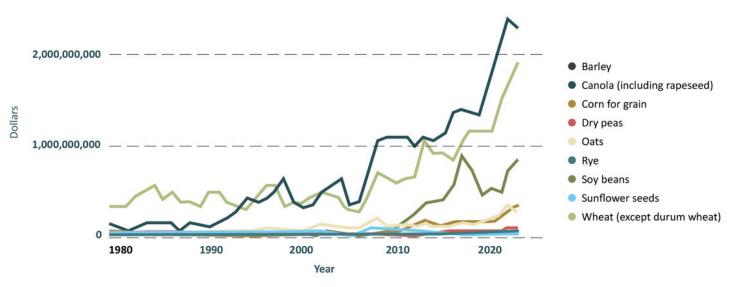
Manitoba's location at the heart of North America is a strategic advantage, enhancing access to markets across Canada, the U.S., and beyond. This geographic advantage reduces transportation costs and logistics complexity for businesses serving a broad domestic or US customer base.



Another unique advantage is that Manitoba is home to the Port of Churchill, North America's only deep-water Arctic seaport. This port provides Manitoba with direct access to tidewater, enabling routes to international markets for a modest quantity of bulk grain cargo (<400K tonnes/year). Addressing operational and infrastructure challenges could help strengthen the Port of Churchill's long-term strategic potential for Manitoba exporters.

Figure 2: Manitoba Farm Cash Receipts 1980-2024

Farm cash receipts (dollars) of selected crops in Manitoba from 1980 to 2024



#### Value Added Advantage



Roquette pea processing facility in Portage la Prairie



The hog sector has created over 22,000 jobs in Manitoba



Diageo Crown Royal facility in Gimli



Viterra canola processing facility in Ste. Agathe Manitoba's leadership in value added processing is derived from its productive farm base that provides essential ingredients, its central location that supports distribution, a business-friendly environment with helpful policies and incentives, a skilled workforce, and a focus on being environmentally friendly, underpinned by clean hydro.

These advantages position Manitoba as an attractive place for companies aiming to grow and innovate in adding value to agricultural products. Key examples of firms that have selected Manitoba as a location of choice include Roquette in plant proteins, Diageo's Crown Royal distilling, Viterra's canola crushing. McCain's French fry manufacturing and Maple Leaf Foods pork processing plants.

Value added processing plays a critical role in Manitoba's economy, supporting jobs and prosperity. For examples, a recent study by Serecon completed for the Manitoba Pork Council indicates that the pork sector accounts for over 22 thousand jobs in across province, most of which are related to downstream processing.



### Crop Diversification

Manitoba farmers have diversified their crops, moving beyond traditional staples like wheat and barley to include crops like canola, soybeans, and pulses. This diversification allows them to tap into diverse markets, both domestically and internationally, enhancing trade opportunities.

#### Adoption of Technology



Farmers in Manitoba have been early adopters of agricultural technology, from precision agriculture techniques to the use of drones and GPS systems. These technologies improve productivity, reduce costs, and enhance the quality of crops, making Manitoba products more competitive in global markets.



### Environmental Sustainability

Many Manitoba farmers have implemented sustainable farming practices to reduce their environmental footprint. These practices not only preserve the land for future generations but also appeal to environmentally-conscious consumers and markets, facilitating trade relationships built on sustainability.

#### The Role of KAP

Through its close collaboration with the provincial government and strong ties to farmers and the broader value chain, KAP stands in a unique position to shape trade policies and regulations for the benefit of Manitoba's agricultural community.

From KAP's perspective, Manitoba's focus on trade and its reliance on exports present considerable opportunities and obligations. While KAP already plays a crucial role in shaping agricultural policy, it could enhance its influence by strategically addressing the trade challenges and opportunities faced by Manitoba's producers and agri-food exporters, while ensuring that the perspective of our domestic-focused producers continues to be wellreflected. To realize this potential, KAP can take a leading role in trade advocacy and export strategy, particularly by facilitating dialogue and sharing information. Such leadership is essential for navigating international markets, advocating for policies that improve market access while safeguarding our domestic sectors, and ensuring the competitiveness of Manitoba's agricultural products globally.

One example of how KAP can contribute is by reviewing commitments and assessing outcomes outlined in relevant Provincial Ministerial mandate letters. This allows KAP to identify opportunities for improvement, advocate for continuous progress, and celebrate successes. Both the Minister of Minister Agriculture and the of **Economic** Development have mandates covering areas such value-added processing, iob infrastructure development, and economic growth, all of which hinge on the significant role of agriculture production and trade in Manitoba.

Did you know?



#### **Charting Manitoba's Path Forward**

Alongside significant opportunity, today's trade environment is characterized by unprecedented complexity. Producers and exporters face dynamic global market demands, geopolitical challenges, technological change, evolving regulatory frameworks, and other risks that can impact access. This complexity is amplified across multiple markets and commodities.

How Manitoba navigates this complex landscape has important implications for the agricultural sector's growth and resilience, given the sector's strong reliance.

The Government of Manitoba must be proactive and responsive to the range of trade issues that affect the sector's export potential potential, while balancing the needs of our domestic-focused sectors. The scope of these issues and their implications for Manitoba's agricultural value chain is best illustrated with real-world examples.

The examples discussed illustrate some of the key challenges and opportunities that Manitoba's producers and exporters face in today's dynamic global market. The provincial government can play a key role in charting a path forward through these complex issues.

Manitoba must be reactive and proactive in navigating and influencing the complex landscape of trade policies and market demands that shape Manitoba's agricultural sector. Reactively, we need to address and adapt to immediate challenges and changes in international trade agreements, market access barriers, and regulatory standards that affect Manitoba's farmers. This involves closely monitoring global market trends and regulatory changes, providing timely information and support to producers to ensure compliance and maintain competitiveness.

For example, the Manitoba government can support local industries by continuing to advocate for science-based decision-making in international trade policies. This approach supports transparency and predictability in trade regulations, helping to mitigate risks associated with non-tariff barriers, such as those seen with the EU's carcass wash regulations, misalignment of MRLs or California's Proposition 12.

Ensuring that trade decisions and regulations are grounded in scientific evidence, Manitoba can better defend its agricultural practices and products on the world stage.

Proactively, Manitoba should play a leadership role in shaping future trade policies and market opportunities by championing the interests of Manitoba's agricultural community at the federal level.

#### **Real-World Trade Issues**

Non-Tariff Trade Barriers: EU Carcass Wash

The EU's ban on certain chemical carcass washes, such as chlorine dioxide solutions, is a significant non-tariff barrier that undermines the gains expected under the Comprehensive Economic and Trade Agreement (CETA). These washes are used by Canadian processors and approved by Canadian regulators to meet domestic food safety standards. The EU's stance is inconsistent with science-based regulatory practices, as these washes are internationally recognized as effective and safe for reducing microbial contamination. This regulatory disconnect imposes undue barriers on Canadian exporters, effectively negating the advantages of expanded quotas and contradicting the spirit of CETA's trade liberalization objectives.

Political Risks: China Canola

The Canada-China canola trade dispute, which intensified in March 2019 after Canada detained Huawei's CFO, is an example of trade being used for political leverage. China's sudden ban on Canadian canola, citing pest concerns, coincided with the arrest, suggesting the move was retaliatory. This harmed Canada's canola industry, which relies on China for a large part of its exports. The situation, along with the current Chinese tariffs on Canadian canola, peas, pork, and other agricultural products, reflects a broader pattern of China weaponizing trade to influence foreign policy decisions of smaller nations, and highlights the acute importance of diversification for Canadian producers and exporters.

#### Real-World Trade Issues, continued

### Regulatory Misalignment: Maximum Residue Limits

Maximum Residue Limits (MRLs) are the highest levels of pesticide residues legally allowed on food or feed, established by regulatory bodies to ensure consumer safety. Misalignment of MRL regulations between trading partners can result in market access disruptions. A pertinent case involves Chlormeguat Chloride, marketed as "Manipulator," which is used to control growth and prevent lodging in cereals. While Canada has approved MRLs for this product, the United States has not, compelling Canadian producers to decide between using "Manipulator" and accessing the U.S. market. This misalignment complicates operational decisions and leads to significant market access risks. The situation highlights the need for international harmonization of MRLs to enhance trade, maximize the benefits of agricultural innovations, and bring greater stability to farmers and exporters.

#### Market Access Gaps: China Oats

Manitoba is among the top Canadian producers and exporters of oats. Demand for oats is growing globally thanks to rising consumer interest in oat-based foods and awareness of the grain's nutritional benefits. While Canada has access to China for feed grade oats and processed oat products (e.g. rolled oats), we are currently lacking access for food grade oats. This is an example of a market access gap that could be addressed to improve prospects for Canadian oat producers and exporters.

#### Public Trust: Proposition 12

California's Proposition 12 mandates specific housing standards for breeding pigs, requiring Canadian hog producers to make expensive modifications to their barns or risk losing access to US import markets. This law is driven by increasing consumer demands for ethically produced meat and reflects the importance of maintaining public trust in agricultural practices. However, Proposition 12 also creates a patchwork of regulatory standards across different jurisdictions. Notably, Canadian producers must comply with these standards even if they initially supply other states that might export to California later. Proposition 12 illustrates the spillover effects of local regulations and public trust issues.

### Nationalism and Protectionism: Country of Origin Labelling (COOL)

The US is a major export destination for Manitoba livestock, including over 3 million pigs per year. The US has previously imposed mandatory COOL legislation which was successfully challenged by Canada at the World Trade Organization. However, the US has now advancing new voluntary COOL measures, undermining the highly integrated North American supply chain. The adoption of voluntary COOL by US retailers would impose greater segregation costs for downstream suppliers, weakening Manitoba's export competitiveness relative to domestic US producers.



#### Real-World Trade Issues, continued

#### Tariffs: United States

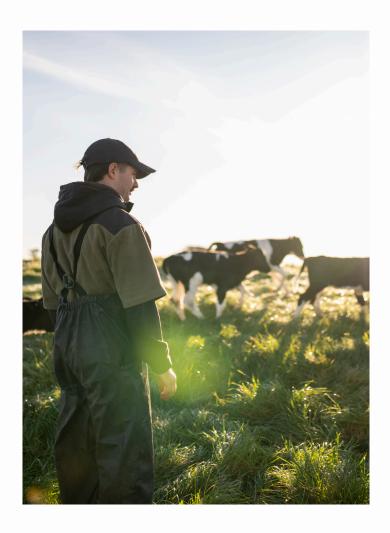
The second term of President Trump has created further uncertainty and risk for Manitoba producers. Manitoba's heavy reliance on the United States as a reliable export market has come into question with U.S. tariffs. And retaliatory tariffs from the Canadian government have made certain U.S. goods more expensive for Manitoba producers. Prevailing U.S. tariffs, sinking commodity prices, and rising input costs place additional strain on many throughout the agricultural value chain. Tariffs of this magnitude have fractured long-standing relations between Canada and the United States and the future of rules-based trade has come into question.

#### Inter-provincial Trade Barriers

Agricultural trade connotes both global and domestic trade. Exporters and producers can encounter significant challenges with moving their product across international boundaries via sea, air, or land. But inter-provincial trade can also create challenges that limit goods flowing across provincial borders. Inter-provincial trade barriers can increase costs to while producers hampering productivity investments. For example, the Government of Canada recently reported that eliminating interprovincial trade barriers would generate \$200 billion to the Canadian economy. Inter-provincial trade barriers vary in size and scope. But action from all levels government in removing inter-provincial trade barriers can help Manitoba farmers. Examples of changes that could be made include harmonizing the National Safety Code across Canada to ensure consistency, exempting farm buildings from the Manitoba Building Code to align with Saskatchewan and Alberta, allowing for provincially inspected meat sales in other provinces to expand market opportunities, and continuing efforts to streamline the process for licensed professionals (e.g., nurses, tradespeople, veterinarians) to work in Manitoba.

#### Technology Acceptance: Biotechnology

Manitoba stands out as a leading producer of soybeans and canola, crops that are highly valued for their superior yield and quality as sources of meal and vegetable oil. The region primarily cultivates genetically modified (GM) varieties of these crops, which offer beneficial traits such as enhanced resistance to pests and diseases, improved weather tolerance, and increased productivity. However, trade barriers arise from certain markets, notably the European Union, which bans imports of GM crops. This restriction limits market access for Canadian producers and constrains broader adoption and development of these important agricultural technologies.



#### **Implementation Plan**

How we will accomplish this

The provincial government can play a leading role on agriculture trade issues through the development of a Manitoba Agriculture Trade Action Plan that emphasizes dialogue, collaboration, and advocacy. This plan will address the complex needs and priorities of Manitoba's agricultural sector by implementing a strategy that focuses on proactive engagement, policy influence, and leadership to build opportunities and tackle challenges faced by producers and exporters.

The Trade Action Plan should be developed collaboratively by the Government of Manitoba, in consultation with industry stakeholders like KAP. It should also consider approaches undertaken by other provinces to identify potential opportunities for coordination. Ultimately, the development of a Trade Action Plan will set clear direction and expectations across provincial government and industry, while determine resources and approaches needed to strengthen Manitoba's export position in agriculture.

#### **Key Asks to the Manitoba Government**

#### **#1: Enhanced Domestic Collaboration**

Manitoba should strengthen its capacity for collaboration with other Canadian provinces and the federal government to ensure that provincial agricultural interests are effectively represented and integrated into comprehensive national trade policies and initiatives. By aligning with other jurisdictions, Manitoba can leverage collective strengths and perspectives to advocate for policies that support the diverse needs of its agricultural sector. This collaborative approach will enhance Manitoba's influence in shaping national trade strategies and strengthen the advancement of provincial agriculture sector priorities.

#### Implementation Examples:

Strengthen Capacity and Expertise

Build on the Provincial Government's capacity to lead and engage with partners across industry and with other governments by establishing a well-resourced cadre of agriculture trade expertise.

Drive Cross-Jurisdictional Engagement

Enhance engagement across provinces to coordinate advocacy and elevate the profile of critical agricultural issues impacting Manitoba's agriculture sector. Prairie provinces in particular share unique interests and sectoral needs and priorities where a common voice among provinces would strengthen national influence.

Lead in Consultative Processes

Ensure that provincial officials are adequately resourced and empowered to actively participate in both provincial and federal consultative processes and to influence policy development directly.

#### Key Asks to the Manitoba Government, continued

#### #2: Strengthened International Engagement

Ensuring that Manitoba's agriculture trade interests are advanced globally is a key role for the provincial government and should be actively pursued in close coordination with the federal government, other provinces and industry stakeholders. By enhancing Manitoba's presence in international forums and policy discussions, Manitoba can ensure that provincial trade interest are effectively promoted and advanced. Proactive international engagement and the development or partnerships or strategic alliances can also amplify Manitoba's voice around priority issues for the provincial agricultural sector.

#### Implementation Examples:

Lead Missions and Incoming Trade Delegations

Actively lead trade missions and host incoming delegations targeting strategic markets, to foster relationships, strengthen advocacy, and open new doors for Manitoba's agricultural products. Support participation and representation by Manitoba stakeholders.

Amplify Manitoba's voice on cross-border trade dialogue and advocacy:

Ensure that Manitoba issues and priorities are represented through active participation and leadership by provincial government officials in agriculture trade policy venues. Key examples include the Midwestern Legislative Conference, State Ag & Rural Leaders (SARL), Pacific NorthWest Economic Region (PNWER), and the Tri-National Agricultural Accord.

Extend limited resources by leveraging opportunities for synergy and collaboration with other provinces and partners

Join forces with other provinces and partners to develop shared resources for trade engagement and promotion. This can be pursued through collaborative engagement with thought leaders or advocacy groups like the Canada West Foundation, Canada-ASEAN Business Council, etc., or through the development of strategic relationships across provincial teams and initiatives, where feasible.

#### Key Asks to the Manitoba Government, continued

#### #3: Agricultural Export Growth Strategy

Manitoba's competitive advantage in agri-food production, value addition and trade can be bolstered through an agricultural export growth strategy. The strategy should bring government and industry together to identify the needs and priorities of the provincial agriculture sector in areas that will facilitate trade and encourage export-led growth, benefiting producers to value added processors and exporters.

An Agricultural Export Growth Strategy would drive the development and implementation of opportunities in areas ranging from education and training, research and innovation capacity, to infrastructure development, regulatory effectiveness and more. The strategy can also support linkages to market demand by identifying and responding to the needs of Manitoba agri-food producers and value-added businesses for market intelligence, market development, and diversification or investment needs.

#### Implementation Examples:

The strategy development process should be driven by consultation to identify the needs and priorities of Manitoba's diverse stakeholders (including, but not limited to, producers, value added processors, and exporters).

This effort will create a focal point for government and industry to mobilize responsive initiatives in key areas needed to strengthen provincial trade competitiveness.

Examples include training and education, infrastructure development, research and innovation, regulatory effectiveness, etc.

#### **#4: Balance Manitoba's Diverse Trade Interests**

Manitoba's active participation in international trade initiatives can strengthen farmers who rely on diverse production models and systems, from supply-managed to export-oriented sectors. By balancing diverse trade interests Manitoba can facilitate economic growth and competitiveness through the advancement of global opportunities, ideas and relationships, while defending established supply-managed sectors that are valued by Manitobans. It is also recognized that by strengthening Manitoba's social and economic prosperity through trade, we can ultimately strengthen opportunities for greater domestic consumption of Manitoba-made agri-food products.