



PATHWAY TO ECONOMIC GROWTH:
NEW AMBITIONS
FOR QUÉBEC

Indo-Pacific Strategy

Produced by the Ministère des Relations internationales et de la Francophonie

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Indo-Pacific Strategy

A message from the Minister



On November 29, 2019, we unveiled Québec's International Vision (QIV) entitled "Québec: Proud and doing business around the world!" This Vision moves the 2017 International Policy forward by explicitly emphasizing the economic dimension of our action on the international stage. It was unveiled under favourable economic conditions and intended to refocus the action of the Department and our network of government offices abroad on more decisive economic priorities and more ambitious trade and investment objectives without overshadowing the promotion and defence of Québec's political, institutional and cultural interests.

The COVID-19 crisis and its effects on the economy and public finances made it necessary to rethink the International Vision and its directions. The Vision must now unfold in a context of economic recovery and become a major catalyst of that recovery. In this regard, the economic shift proposed in the International Vision becomes all the more relevant. After the pandemic, Québec will remain a diversified economy in a tight domestic market. The recovery will therefore largely concentrate on exports and establishing foreign

partnerships, which are focal points of the Action Plan for Export Recovery, unveiled in March 2021.

The imperatives of economic recovery corroborate the relevance of strengthening our action in the Indo-Pacific region, which is increasingly asserting itself as the global economy's new centre of gravity. It is also a region whose sustained growth prospects offer great potential for Québec exports.

This document proposes a strategy to strengthen and renew Québec's action in the Indo-Pacific. It is based on consultations with Québec's departments, agencies and partners concerned, and takes into account their respective observations, needs and visions with regard to Québec's action in this vast territory. Three cross-cutting issues lay the foundation for the strategy's deployment:

- What are Québec's current and future interests in the Indo-Pacific?
- How can the Indo-Pacific contribute to Québec's development?
- What steps should be taken to increase the benefits of relations with the Indo-Pacific region?

Through this approach, we are putting forward concrete and innovative actions that factor in the diversity of the territories covered as well as the progress of Québec's relations with those territories. Québec must participate fully in the political and economic development of the Indo-Pacific in the 21st century and do so with a view to reviving its economy.

Geneviève Guilbault

Deputy Premier, Minister of Public Security,
Minister Responsible for the Capitale-Nationale Region and
Acting Minister of International Relations and La Francophonie

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Introduction and Strategic Framework

For Québec, the Indo-Pacific is a geographic and geopolitical reality, as well an economic one. Indeed, ever since Québec opened its first government office in Northeast Asia in 1973, it has been following the continent's expansion and increased interconnectivity, as evidenced by the new ground transportation routes extending over Central Asia, the new maritime routes over Southeast Asia and the Indian Ocean, as well as those crossing Oceania and the Pacific to the American continents. As a result the Indo-Pacific now stands out as the epicentre of global political and economic issues. This reality is manifested in four geopolitical phenomena:

1. The shift of the global economic and geopolitical centre of gravity towards the Indo-Pacific: Since the 2008 financial crisis, this area has become the global economy's main engine of growth. Six members of the G20 are located in the region: China, Japan, India, Indonesia, South Korea and Australia. With an average annual gross domestic product (GDP) growth rate in the order of 5% over the past decade, the Indo-Pacific is an economic power whose GDP totals nearly US\$35 trillion or 37.5% of global wealth (2019). Despite the fact that the region has suffered from the COVID-19 pandemic, the International Monetary Fund (IMF) notes that two regions (China and Vietnam) maintained positive growth in 2020 and the Indo-Pacific overall is expected to experience a strong rebound in growth in 2021 of about 7.6%. It should also maintain an average growth level of 5% over the next five years.
2. Demographics: The Indo-Pacific's economic vitality relies on its manufacturing power and innovation, but is also influenced by demographics. The region has a population of more than 4.3 billion. According to a study by the Brookings Institution and the World Economic Forum, it is already home to about 54% of the world's middle class (just under 2 billion consumers). By 2030, this middle class is expected to rise to 3.5 billion consumers, or 65% of the world's middle class, compared to 13% in the Americas.
3. The emergence of tensions between the United States and China: Sino-American rivalry is visible on the economic, military, diplomatic and geopolitical fronts. Moreover, unlike what occurred during the Cold War, the current rivalry is unfolding against a backdrop of strong financial and economic interdependence. Since the United States and China are Québec's and Canada's largest and second largest trading partners, these tensions could make us vulnerable to collateral damage.
4. The growing antagonism between the demographic and economic giants India and China: This geopolitical phenomenon is more long-term and is the result of tensions arising from a global restructuring of trade routes, the development and control of new technologies, and a fight to gain access to critical and strategic minerals.

Although these phenomena may unfold in different ways, they will define the next global economic and political order. Each nation must position itself in relation to this reality, and Québec is no exception, especially since it wants to increase its exports to a level equal to at least 50% of its GDP.

The Indo-Pacific: An Essential Strategic Hub

Since 2007, India and Japan have advocated the strategy of a “free and open Indo-Pacific,” a strategy that they formalized in 2016. It focuses primarily on security through the Quadrilateral Security Dialogue (QSD) which, in addition to India and Japan, includes the United States and Australia. The strategy also comprises an economic aspect, notably through investment in Southeast Asia—a global trade crossroads via the Strait of Malacca—and East Africa. The concept of a free and open Indo-Pacific has since been adopted by Western powers. First and foremost among them is the United States, which announced its “Asian pivot” strategy in 2011. France, by virtue of its ultramarine territories, espoused a similar strategy “for a free, open and inclusive Indo-Pacific space” in 2018,¹ while Germany published its “Guidelines for the Indo-Pacific Region”² in 2020, followed by the Netherlands, and more recently the European Union as a whole in 2021 with a strategy for cooperation in the Indo-Pacific region.³ In addition, on September 15, 2021, the United States, United Kingdom and Australia announced the formation of a new military partnership, dubbed AUKUS, to expand the maritime footprint of these powers within this key region.

In launching its new silk roads (Belt and Road Initiative—BRI), China wants to reconfigure global trade routes through massive investments in Asia, Africa, Europe and the Arctic. This economic project involves coordinating public policies, technological development (through “digital silk roads”) and cultural promotion. With more than one hundred bilateral agreements, the BRI actively participates in the Asian continent’s interconnectivity—and value chains—with the rest of the world, although, at the same time, there is growing maritime and territorial expansion on the part of China at both the regional and international levels.

Furthermore, the Indo-Pacific region has a trans-Pacific dimension that stretches to the entire American continent owing to the Comprehensive and Progressive Trans-Pacific Partnership (CPTPP), which is composed of several Indo-Pacific economies,⁴ Canada, Mexico, Chile and Peru.

A major investment power

In addition to the export potential represented by its middle class, the region attracts foreign direct investment (FDI) that contributes to its growth. According to the Asian Development Bank (ADB), the Indo-Pacific will need nearly US\$26 trillion in investments by 2030, mainly in the energy (56%), transportation (32%) and telecommunications (9%) sectors. The Indo-Pacific is also a source of investment, both regionally and internationally, thanks to an increasingly high-value-added manufacturing sector. As a result, in 2018, the region accounted for nearly 40% of global FDI outflows.⁵ Countries or states with developed economies such as Japan and South Korea are among the world’s leading international investors, with Japanese companies holding nearly US\$5 trillion in liquidity.⁶

1 diplomatie.gouv.fr/fr/dossiers-pays/asia-oceanie/l-espace-indopacifique-une-priorite-pour-la-france

2 auswaertiges-amt.de/en/aussenpolitik/regionaleschwerpunkte/asien/german-government-policy-guidelines-indo-pacific/2380510

3 eeas.europa.eu/sites/default/files/join_2021_24_f1_communication_from_commission_to_inst_fr_v2_p1_1421169.pdf

4 Japan, Brunei, Vietnam, Singapore, Malaysia, Australia and New Zealand.

5 2019. United Nations Conference on Trade and Development (UNCTAD). *World Investment Report 2019*. p. 10.

Online: unctad.org/fr/PublicationsLibrary/wir2019_overview_en.pdf

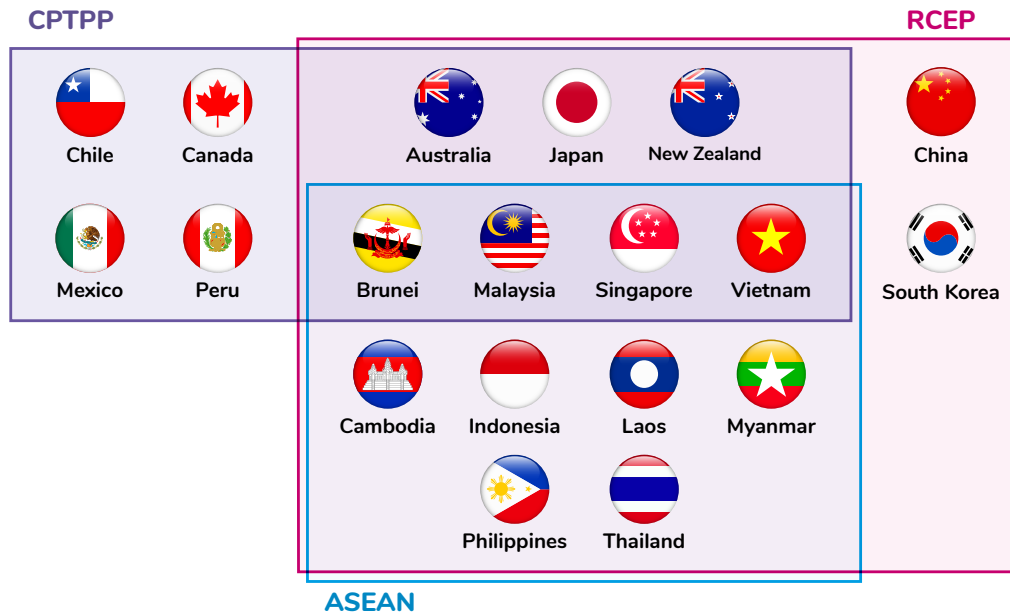
6 2019. Bloomberg. “Japan Companies Are Sitting on Record \$4.8 Trillion in Cash.”

Online: bloomberg.com/news/articles/2019-09-02/japan-s-companies-are-sitting-on-record-4-8-trillion-cash-pile

At the junction of global trade agreements

The growth of the Indo-Pacific is due in part to the region's increasing integration into global value chains, whether through the "new silk roads" or the conclusion of comprehensive trade agreements such as the CPTPP, but also through greater regional incorporation. For example, the recent conclusion of the Regional Comprehensive Economic Partnership (RCEP) between the countries of the Association of Southeast Asian Nations (ASEAN), China, Japan, Australia, New Zealand and South Korea, makes it the world's leading economic grouping, with a combined GDP of more than US\$25 trillion, ahead of the Canada-United States-Mexico Agreement (CUSMA) and the European Union (EU).

Principal Trade Agreements in the Indo-Pacific



A Large Global Talent Pool

The growth of the Indo-Pacific is also due to the education of its population. Despite significant disparities, there is massive investment in education, particularly in science, technology, engineering and mathematics (STEM) programs. India and China produce the world's largest number of graduates in this sector (7.3 million in 2016),⁷ a pool that is highly courted by international recruiters. Moreover, the region has become a leader in research and development (R&D). The GDP percentage of spending on R&D now ranks second in the world, while South Korea, Singapore and Japan are among the countries with the world's highest number of researchers per million inhabitants.⁸

In sum, the Indo-Pacific nations are key partners in the current context. Québec cannot evade this reality and must take advantage of the enormous opportunities the region has to offer without minimizing the challenges it represents.

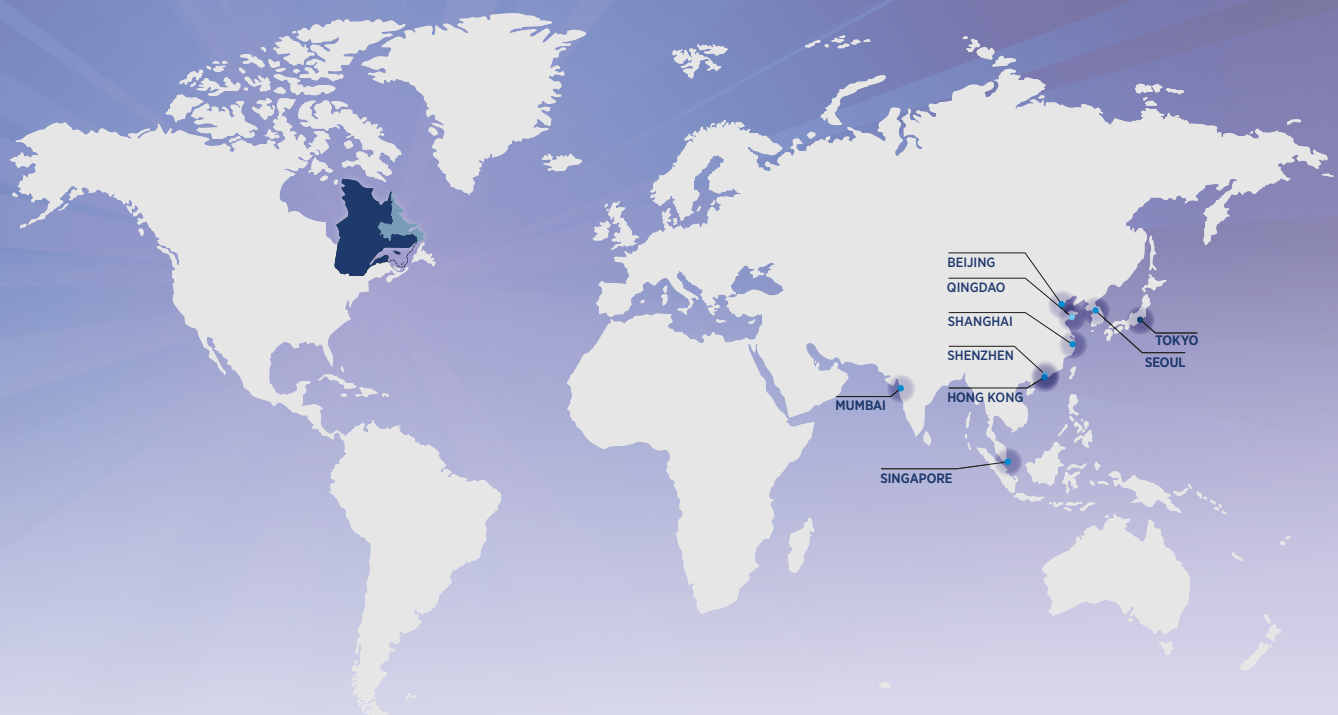
7 2016. World Economic Forum (WEF). [statista.com/chart/7913/the-countries-with-the-most-stem-graduates](https://www.statista.com/chart/7913/the-countries-with-the-most-stem-graduates) : 2.6M for India and 4.7M for China. However, the latter figure is disputed because of China's expanded definition of STEM.

8 2018. World Bank. *Data Base*.
Online: data.worldbank.org/indicator/SP.POP.SCIE.RD.P6?locations=KR-SG-JP-1W

Québec's Assets in the Indo-Pacific

An agile network of government offices, shared between established and emerging powers

Asia is no stranger to Québec. The continent's international relations potential was recognized as early as the 1970s. Québec opened a government office in Japan in 1973, which has since become the General Delegation of Québec in Tokyo. Similarly, after more than 40 years of institutional relations with China, Québec's network of government offices in that country now includes the cities of Beijing, Shanghai, Qingdao and Shenzhen, in addition to an office in the Hong Kong Special Administrative Region whose mandate is to promote emigration to Québec from Indo-Pacific countries. Québec has also maintained a presence in South Korea since 1991.



Furthermore, Québec has recognized this continent's progress and transformation into an increasingly broader Indo-Pacific area that is integrated into world trade, especially through the emergence of India and the ASEAN countries. This recognition was evidenced by the opening in 2008 of an office in Mumbai that covers the entire Indian territory as well as an office in Singapore in 2018 whose mandate extends to most of the ASEAN economies.

Implementing the principle of subsidiarity for greater efficiency

Québec is aware of its relative size in comparison to the region's economic giants. It is also conscious of the importance of interpersonal relationships and the need to build bridges at the political and cultural levels before addressing business opportunities.

Québec has therefore gradually established several cooperations that have been formalized by international agreements, in addition to maintaining informal cooperations with other partners in the Indo-Pacific. Consequently, it has seven multisectoral cooperations with key regions for their development: Vietnam, Maharashtra (India), Shanghai (China), Shandong (China), Singapore, Kyoto (Japan) and South Korea. Sectoral agreements on culture, education, economic development and social security have also been signed with several countries in the region. Tourism is likewise an effective lever for increasing Québec's visibility and developing its government relations. Québec has signed three declarations in this sector (with Shandong, Shanghai and Beijing).

Highlighting free trade agreements, Québec's internationally renowned institutions and network of government offices on a global scale

Québec's economic diplomacy is based on the benefits and advantages of the free trade agreements concluded between Canada and various Asian powers. The CPTPP is therefore a preferred tool for facilitating trade with Southeast Asia, Oceania and Japan, thereby enabling Québec companies to now reach RCEP signatory members. Furthermore, the CPTPP is complemented by the Canada-Korea Free Trade Agreement (CKFTA) and may also be complemented by a free trade agreement currently under negotiation between Canada and the ASEAN countries (more specifically Indonesia).

Québec benefits from the recognition provided by certain Québec institutions present in the Indo-Pacific. This is the case for the Caisse de dépôt et placement du Québec (CDPQ), which has been increasing its investments in emerging economies in the region since 2014 and has opened business offices in Delhi (India), Shanghai (China), Sydney (Australia) and Singapore, its "gateway to Asia."

Moreover, given the interconnectivity of Indo-Pacific economies worldwide, Québec can stand to gain from certain trans-Pacific triangulations by utilizing its government offices on the US west coast and in Latin America to maximize its visibility with Asian players present in these territories.

Québec's Structural Challenges in the Indo-Pacific

A lack of mutual recognition

Québec is little known in Indo-Pacific countries, where Canada, as a federal entity, holds a dominant position. Québec is competing in this vast area with other Canadian provinces that can count on representatives from a large diaspora that is less present in Québec. Although the Indo-Pacific is being increasingly studied and receiving ever more attention in the media and in Québec society, there still remains a clear lack of knowledge about it, not to mention the fact that the cultural and linguistic differences are very real. This fact influences the perception of the region in Québec. It is often considered too "complicated." Yet, as a result of the CPTPP and CKFTA, the Indo-Pacific has become a market that is no less accessible than any other.

Modulating the interaction between soft diplomacy and economic diplomacy

Indo-Pacific markets require a high degree of preparation. Business practices and regulatory systems differ from country to country and may even vary at the regional level, as is the case for Québec within Canada. Québec's government offices in the Indo-Pacific have a key role to play in this regard. It is essential to recognize that the state remains an important player in the region's national economic life. Accordingly, and unlike in other areas, soft diplomacy is not simply a prerequisite for implementing economic diplomacy but rather a necessary corollary to it. Soft diplomacy justifies a continuous and sustainable presence on the ground in order to forge political, administrative and industrial ties.

Persisting blind spots

Despite the expansion of Québec's network in the Indo-Pacific in recent years, the number of our personnel focusing on this region, both in Québec and in our government offices, has not been able to follow its exponential growth and the opportunities it is associated with. Moreover, while it is not Québec's goal to be present throughout this vast area, some key regions such as Vietnam and Australia are still not served by a Québec government office.

Indeed, Vietnam is one of the most dynamic economies in the Indo-Pacific. It is positioning itself as a new crossroads for global value chains and a potential leader in certain cutting-edge sectors, including renewable energy. Our total exports of goods, all products combined, are experiencing strong growth there (more than 440% over the past 10 years). This has been bolstered by the emergence of a large middle class (the GDP per capita grew by 160% between 2010 and 2020) and the facilitation resulting from the adoption of the CPTPP. Vietnam is also the bridgehead of the Francophonie in Asia. Along with Laos, Cambodia and Thailand in the Indochinese Peninsula, it forms a pool of nearly 1.9 million French speakers.⁹ Since the 1970s, Québec has been able to rely on ongoing and friendly relations with Vietnam that have led to several agreements.

Together with New Zealand, Australia (\$500 million in exports in 2020) constitutes a base that is culturally close to Québec and from which the Indo-Pacific market can be accessed. Australia also has great investment attraction potential, particularly in the mining sector.

9 2018. Beck, Baptiste *et al.* *Estimation des populations francophones dans le monde en 2018*. Francophone Demographic and Statistical Observatory. Online: odsef.fss.ulaval.ca/sites/odsef.fss.ulaval.ca/files/odsef-lfdm-2018.pdf

Strengthen and Renew Québec's Action in the Indo-Pacific: Priority Sectors and Actions to Implement

Area of Intervention 1: Foreign Trade and Investment

Québec's interests in the Indo-Pacific are primarily economic. The region is critical to achieving the government's foreign trade and investment attraction objectives. Diversifying Québec's international export markets—which are still highly concentrated towards the United States—entails creating stronger and more sustained trade relations with longstanding Asian partners such as Japan, China and South Korea, while at the same time enhancing our relations with countries with emerging economies, such as India, Indonesia and Vietnam, or that have not been fully explored by Québec companies, such as Australia and Singapore.

The Indo-Pacific's importance as a global source of FDI also leads us to consider the region as a vital economic partner. Over the past five years (2016-2020), Québec has attracted \$2.1 billion in foreign direct investment from the region. This represents nearly 9% of the value of FDI attracted to Québec during that period.

To date, Québec's economy has benefited from the economic growth of the region. Goods exports to the Indo-Pacific totalled \$10.4 billion in 2020, accounting for nearly 12% of the total value of Québec's international export of goods. Between 2011 and 2020, the value of our goods exports increased by 73.9%, while the value of Québec's total exports of goods increased by 35.32%. The Indo-Pacific is also Québec's second largest destination for biofood exports after the United States.

The disruption of global value chains caused by the COVID-19 pandemic and the uncertainty created by Canada-China diplomatic tensions have demonstrated the importance for Québec companies to diversify their export markets in order to be more resilient in the face of turmoil.

The IMF estimates that China, India, and Japan should grow by 8.0%, 9.5%, and 2.4% respectively in 2021,¹⁰ with all three countries continuing to be the driving forces of the Indo-Pacific Corridor.

Technology, ground transportation (chiefly in connection with its electrification), aerospace, biofood, metallurgy, mining and forestry, construction and infrastructure, energy and the environment, retail trade and creative industries are particularly promising sectors for Québec in this region. Special attention will also be paid to tourism, particularly agrotourism and food tourism, which are important vectors for economic development and attractive features for deploying a positioning strategy.

Priority Sectors



Orientation 1: Support Exporting Companies and Boost the Attraction of Foreign Direct Investment

The Government of Québec recognizes that Asian markets require more time, investment and follow-up on the ground before companies can succeed there. To increase Québec's exports to the region, the Ministère de l'Économie et de l'Innovation (MEI), Investissement Québec International (IQI), the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ), the Ministère de la Culture et des Communications (MCC), the Ministère des Relations internationales et de la Francophonie (MRIF) and its network of Québec government offices in Asia are working together to prepare exporting companies for the complexity of these markets, while showing them the great potential of the various sectors and supporting them in their business initiatives.

Strategic information on business opportunities is essential if Québec is to be in a position to make informed decisions and target its priorities. This knowledge will enable Québec to better guide, advise and support Québec companies in high potential Asian markets and will help Québec's network abroad position itself to scout out new investment opportunities.

Prepare companies prior to their initiatives in the Indo-Pacific region

- Increase training and promotion activities, mainly through sectoral webinars and seminars on business opportunities, measures to take to protect intellectual property, financing programs for Québec businesses, cultural particularities, and the characteristics of the business environment based on the countries concerned.
- Maximize the CPTPP's and CKFTA's benefits by providing tailored support for businesses enabling them to analyze the business strategies to adopt based on the tariff and non-tariff treatments that apply to their sectors of activity.

¹⁰ 2021. International Monetary Fund (IMF). *World Economic Outlook Database: October 2021*.
Online: imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021

Launch entrepreneur cohorts in key sectors

- Foster the development of high-potential companies by launching two new accelerated business growth cohorts in the Indo-Pacific. This service, under the responsibility of IQI, will include training on the business environment, mentoring activities and a program of meetings with potential clients and partners.

Strengthen business intelligence with respect to Indo-Pacific markets

- Form sectoral committees that bring together network stakeholders and departments involved in relations with the region to ensure the pooling of expertise and effective economic monitoring, target business opportunities and implement promising projects. In addition, a sub-group on trade relations with Asia was created under Action 10 of the Action Plan for Export Recovery, i.e., establishing a strategic group to promote Québec's commercial interests.
- Carry out market studies to update and increase detailed knowledge about particular sectors in specific markets for the purposes of export diversification and attracting foreign investment.
- Work closely with Canada's network of trade commissioners in the targeted territories to collect strategic information in certain fields for Québec companies.
- Monitor innovative tourism practices to identify windows of opportunity that could lead to knowledge sharing or business partnerships and thereby drive innovation within Québec's tourism companies.

Consolidate and expand Québec's network of government offices in the Indo-Pacific region

- In order to achieve Québec's economic objectives, as well as to strengthen the operational capacity of the network of Québec representations in the Indo-Pacific within anchor markets such as Japan and South Korea, and to diversify the export markets where Québec has little or no presence, such as Southeast Asia (Singapore, Vietnam and Indonesia), India and Australia, locally recruited economic resources will be added and awarding service contracts considered. Increased financial support to the representations will allow to carry out more structuring activities and support new initiatives.
- Diversify the actions of the Québec Government Office in Hong Kong, which currently deals exclusively with immigration and recruiting foreign workers, in order to carry out economic diplomacy activities and export support, particularly in relation to the development of the Greater Bay Area (Guangdong-Hong Kong-Macao).
- Add a component on Asian political and economic issues to the curriculum of the Institute of Diplomacy, initiated by the MRIF in the fall of 2020. The Institute's goal is to promote the modernization of Québec's diplomacy. It emphasizes language learning and offers courses in Mandarin, Japanese, Korean, Hindi and Indonesian.

Orientation 2: Position Québec Through Its Economic Diplomacy

Government support in conducting business in the Indo-Pacific is paramount to building and maintaining the trust of partners. Québec must therefore strengthen its position in the short and medium term by consolidating and developing its networks of influence in the political, administrative and economic spheres of the territory's priority markets.

Increase Québec's notoriety and ensure its high-level participation in the Indo-Pacific

- Conduct a minimum of two Québec ministerial missions per year in the Indo-Pacific to ensure increased visibility during major economic activities and meetings. Support Québec businesses and institutions in their initiatives. Build partnerships and increase the level of mutual knowledge.
- Promote key sectors in priority territories through promotional campaigns and a more active presence on social networks by using the tools of Québec's official brand strategy to ensure its international visibility.

Strengthen Québec's ties with contractors, major companies and investment funds in the Indo-Pacific region

- Forge and strengthen ties with major contractors in the region to facilitate the access of Québec companies to global supply chains and large-scale infrastructure projects, particularly in conjunction with post-pandemic recovery plans. This will ensure that information on the projects and announcements by contractors, i.e., large companies in key industrial sectors, the ADB and the Asian Infrastructure Investment Bank (AIIB), will be relayed to relevant economic players in Québec.
- Together with the departments concerned and in collaboration with IQI, Montréal International and Québec International, highlight Québec's assets and strategic positioning as a gateway to North America, as well as its status as a member of CUSMA, the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and the CPTPP, to attract more FDI to Québec in key sectors such as critical and strategic minerals, green hydrogen and bioenergy, transportation electrification and creative industries.

Orientation 3: Implement a Trans-Pacific Approach

The internationalization of Asian economies over the past two decades is an opportunity for Québec to develop its business ties in the Indo-Pacific region. Indeed, the growing globalization of value chains has resulted in an increase in the number of Asian companies that have established subsidiaries, particularly in Silicon Valley in the US. As an example, subsidiaries of major Korean and Singaporean groups have sprung up alongside the 1,035 Japanese companies operating in the Bay Area. These companies regularly establish their North American decision centres in California. It is from that initial business base that they oversee their growth and investments across the continent. Moreover, given the physical and cultural distance, it is not unusual for these groups to delegate a major part of the regional structuring power to their North American subsidiaries, while retaining a right of veto and a right of investment from their territory of origin. Analogously, many American companies are active in the Indo-Pacific and can prove to be potential partners for Québec companies wishing to break into these markets.

Take advantage of the presence of major Asian groups in Silicon Valley

- Promote increased trans-Pacific action via a triangulation approach through this pilot project by strengthening Québec's presence in the strategic Silicon Valley area and by carrying out an economic diplomacy focused on the Indo-Pacific, giving priority to Singapore, Japan and South Korea. To this end, Québec will strengthen its personnel in Singapore, which is one of the leading financial, logistics and commercial platforms for Asia and Oceania. North American and Asian territories could be added to the process in a second phase of the project.
- Establish regular contacts with the subsidiaries of Asian companies to promote Québec's attractiveness for their investments in North America, provide preliminary guidance in the United States for the initial business approaches of Québec companies interested in the Indo-Pacific market and monitor the investments of Asian groups in North America.

The Trans-Pacific Approach



Area of Intervention 2: Research, Innovation and Education

The Government of Québec has developed initiatives aimed at increasing the participation of Québec academic and industrial researchers within global research networks. The Québec Research and Innovation Strategy (QRIS) supports young researchers, mobility, international research collaboration and the development of new markets for innovative companies. Québec already has well-established partnerships in the Indo-Pacific, notably through multisectoral cooperation agreements. The Agreement for Science, Technology and Innovation Cooperation between the Government of Canada and the Republic of Korea is also an important lever to maximize.

Québec can thus benefit from partnerships with world leaders in research and development. The Republic of Korea and Japan spend 4.81% and 3.26% of their GDP respectively on R&D (2018), Singapore is home to one of the largest numbers of researchers per million inhabitants¹¹ and, according to the World Intellectual Property Organization, China has exceeded the United States in international patent applications.¹² Furthermore, India is now recognized as one of the ten global leaders in the information and communications technology (ICT) sector and is the world's third largest pharmaceutical producer.

11 2018. World Bank. *Data Base*.

Online: data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS?locations=JP-KR and data.worldbank.org/indicator/SP.POP.SCIE.RD.P6?locations=SG

12 2019. WIPO. "China Becomes Top Filer of International Patents in 2019 Amid Robust Growth for WIPO's IP Services, Treaties and Finances."

Online: wipo.int/pressroom/fr/articles/2020/article_0005.html

It is therefore important for Québec to intensify its efforts with partners in the Indo-Pacific region to benefit from that expertise and support Québec stakeholders in their development activities. Ongoing support for Québec clients aimed at raising their awareness about intellectual property protection issues will be provided and partnerships in sectors deemed sensitive will be implemented, in concert with the directives set out by the Government of Canada. Québec will work with the parties concerned to ensure that the support will take national security issues into account. Exploring ways to attract the best researchers and talents to Québec and retain them by promoting stimulating career opportunities in academic or business research will also be encouraged. In this regard, South Korea and Australia offer interesting models from which Québec could draw inspiration.

Orientation 4: Promote Québec's Excellence

Through its departments, research funds (Fonds de recherche du Québec), higher education institutions and organizations, the Government of Québec will promote Québec's excellence in research and innovation to Asian leaders. Particular attention will be paid to priority sectors, including artificial intelligence, life sciences, aeronautics, transportation electrification, advanced materials and the fight against climate change. The strategy will be adapted according to the targeted countries.

From 2013 to 2017, Québec researchers produced over 7,000 scientific publications with Asian researchers.¹³ As such, the Government of Québec intends to continue to support university research groups that focus primarily on Asian studies. The objective is for Québec to acquire its own expertise on this region so as to inform institutional and economic stakeholders about the opportunities and challenges it represents.

Position Québec within research networks and among major research players in the Indo-Pacific

- Mobilize our soft diplomacy and science diplomacy by holding high-level meetings that showcase Québec's expertise to Asian decision-makers.
- Promote research through targeted actions. Support the participation of Québec researchers, experts, companies, and research centres in major innovation events in the Indo-Pacific; organize networking activities; carry out promotional activities via social networks; as well as welcome researchers from Asian countries to Québec.
- Support Québec institutions in their development and strategic planning initiatives regarding the internationalization of research and innovation by offering tailored advice depending on the countries and sectors targeted.

Support start-ups in their initiatives within the Indo-Pacific markets

- Provide support and advice services to start-ups with respect to their business initiatives to create international partnerships with companies, research centres or contractors, and thereby facilitate their integration to major global innovation networks.

Extend the scientist-in-residence program to Asia

- Create a scientist-in-residence position at each of our government offices in Tokyo and Seoul. Their role will be to strengthen the ties between researchers and support the development of partnerships by promoting Québec's scientific expertise and developing a network of privileged contacts in the region.

¹³ 2020. Université du Québec, Direction de la recherche institutionnelle.

Create an Asian studies chair in Québec

- Support the creation of an Asian studies chair in Québec to foster the development of Québec's expertise on the Indo-Pacific region, broaden the main research areas and territories covered, and contribute to Québec's soft diplomacy with Asian countries and educational institutions.

Develop business intelligence in education and higher education

- Conduct market research on countries of interest in the Indo-Pacific to identify those with the highest potential. The studies will provide input to the Ministère de l'Enseignement supérieur (MES) and Ministère de l'Éducation (MEQ) to enrich deliberations and, when applicable, target priorities for action.
- Conduct a review of the actions already deployed with the aim of expanding these studies. Priority will be given to Francophile and Francophone populations.
- In collaboration with the MEQ and MES, strengthen the role of Québec culture relays in the Indo-Pacific region, including French departments, Québec studies centres and associations, the regional and local offices of the Francophone University Agency (AUF), associations and organizations partnering with the Association internationale des études québécoises (AIEQ), the Alliances françaises and Québec alumni associations.

Promote vocational and technical training programs

- In close collaboration with the MEQ and MES, focus on vocational and technical training in market studies as well as in promotion and recruitment strategies.

Area of Intervention 3: Green Economy and Sustainable Development

In 2006, Québec initiated a transition fostering economic prosperity, environmental protection and social progress. It has adopted structuring tools such as the 2030 Plan for a Green Economy (2030 PGE), which builds on other complementary policies and action plans, including the 2030 Energy Policy, the Sustainable Mobility Policy, the Québec strategy to develop the battery sector, the Québec Plan for the Development of Critical and Strategic Minerals, the 2021-2030 Québec Strategy for Green Hydrogen and Bioenergy, and the Québec Energy Transition, Innovation and Efficiency Master Plan. Québec also wishes to position itself internationally as a model for responsible and sustainable tourism, in accordance with the 2020-2025 Action Plan for Responsible and Sustainable Tourism. The most recent report by the Intergovernmental Panel on Climate Change (IPCC-August 2021) supports this positioning by Québec, reiterating the urgency to take action, not only to reduce our greenhouse gas (GHG) emissions, but also to adapt to climate change.

Several Indo-Pacific countries have followed suit in aiming for carbon neutrality. This is particularly true of Japan, South Korea and New Zealand, which have all set the goal of achieving carbon neutrality by 2050. China wants to achieve carbon neutrality by 2060. It is estimated that by 2030 the Asian market for access to electricity will represent US\$991.5 billion and the market for access to transportation infrastructure will represent US\$2,679.6 billion.¹⁴ In addition, Japan, China and South Korea account for 90% of global lithium battery production. Québec has succeeded in promoting its sustainable development expertise to Indo-Pacific countries, particularly through its support of cooperation projects in this sector and its technical cooperation on carbon markets with New Zealand and China. Québec now wishes to expand its partnerships, intensify the promotion of its know-how and attract foreign investment, especially in the battery sector.

¹⁴ 2020. Standard Chartered. *Opportunity 2030, the Standard Chartered SDG Investment Map*.
Online: [av.sc.com/corp-en/content/docs/Standard-Chartered-Opportunity-2030.pdf](https://www.sc.com/corp-en/content/docs/Standard-Chartered-Opportunity-2030.pdf)

In addition to its economic and environmental aspects, the concept of sustainable development acknowledges that the sustainability of a society is highly dependent on its social balance and ability to meet the essential needs of its citizens (food, housing, health, education, human rights, etc.). The quest for social equity will be part of the discussions between Québec and its partners in the Indo-Pacific region. This element is all the more important in light of the fact that the COVID-19 crisis has exacerbated inequalities that persist around the world.

Orientation 5: Emphasize Québec's Commitment to the Green Economy

Québec will continue to put its expertise and best practices forward to fight climate change, not only through its carbon pricing, but also via its initiatives to promote the development of green sectors; the deployment of electric vehicles, including the creation of an entire battery sector value chain; the growth of clean, renewable energy; biodiversity protection; the sustainable management of Arctic and northern regions; and the transition to eco-responsible tourism. Québec is an active member of several international forums and groups as well as a leader in recognizing the role of subnational governments in reducing GHGs and maintaining biodiversity. Québec is also home to a number of international sustainable development organizations, such as Future Earth and the Institut de la Francophonie pour le développement durable (IFDD).

Promote Québec's green economy and responsible tourism offer and know-how to actors in the Indo-Pacific region

- Participate in major international sustainable development events and forums in which Indo-Pacific countries also participate, and promote Québec's major projects there, including those focusing on transportation electrification and the fight against climate change. The World Sustainable Development Summit in India is a good example of this.
- Hold targeted meetings to raise awareness about Québec's offer in the areas of clean technologies, renewable energy and transport electrification, as well as position relevant industrial clusters, research centres and companies in order to consolidate or open new markets and attract investments.
- Establish expertise sharing with Indo-Pacific governments, tourism associations and businesses on issues related to the transition towards responsible and sustainable tourism; support the transition to a circular economy and strengthen the social responsibility of tourism companies; rethink tourism travel and foster sustainable transportation modes; develop nature and adventure tourism via an ecotourism approach and promote tourism that benefits individuals and respects communities. These are some of the priorities contained in the 2020-2025 Action Plan for Responsible and Sustainable Tourism.

Orientation 6: Foster the Sharing of Expertise on the Social Dimension of Sustainable Development

Progress on the primacy of the rule of law, human rights and freedoms, and democracy is essential to building a more sustainable, just, and secure world. These universal values are also the fundamental values that guide Québec's international actions. Québec intends to demonstrate its commitment to these principles in its relations with Indo-Pacific countries and to pursue its representations to foster the protection and promotion of human rights, especially with respect to gender equality, the rights of LGBTQ people and children's rights, notably through the prohibition of forced labour. This commitment also extends to improving living conditions conducive to successful population aging. In these endeavours, Québec will adapt its approach based on the priorities and strengths of its partners in the region.

Several societies in the Indo-Pacific region have developed expertise that can be beneficial to Québec. These include New Zealand and Australia, which have implemented concrete measures to promote the role of women in the labour market and seats of power. This is also true of Japan, a country at the summit of the world's aging societies, which has developed know-how in living conditions that foster the successful aging of its population. China and South Korea have also already shared this concern with Québec.

The COVID-19 pandemic has affected all population groups, some more than others, and has highlighted the importance of inclusive economic development. Québec will ensure that it develops mutually beneficial ties with its partners in the Indo-Pacific region with the objective of seeing progress emerge on these issues.

Showcase Québec's commitment to promoting and protecting human rights with its partners in the Indo-Pacific region

- Promote respect for human rights, particularly where political discussions, bilateral cooperation programs and expertise sharing are concerned, as well as during our participation in forums of interest on issues such as:
 - gender equality;
 - the fight against racism and racial discrimination;
 - population aging;
 - a fair economic recovery.

Area of Intervention 4: Talent and Labour Attraction

Labour mobility is a major aspect of the globalized economy. In light of an aging population and workforce-related changes in the labour market, Québec must attract workers who meet the needs of Québec's businesses and society. Attracting business people is also desirable for revitalizing entrepreneurship in Québec.¹⁵ However, competition is strong and the Indo-Pacific is drawing attention. The most important countries of origin of migrants are located in this region (China, India, Philippines, South Korea and Vietnam)¹⁶ and a large proportion of those migrants have a high level of education. This factor, combined with the sheer size of the populations, make the region one of the world's leading talent pools. It also bears noting that there are more than 2.5 million Francophones in the Indo-Pacific region (including the French overseas territories).¹⁷ Furthermore, according to the 2016 census, Asia is the continent of birth of more than one fourth of Québec's immigrant population and the continent of origin of more than 20% of Québec's temporary foreign workers.

15 "Thus, after several experiences, an ecosystem for the development of a sector or even a region has been recognized to extend to: [...] institutions capable of hosting and onboarding immigrants who are adding to the student community, the labour force and local entrepreneurs": 2020. Rousseau, Henri-Paul. *COVID-19 – Economic Policy Options for Managing and Recovering from the Crisis in Québec and Canada*. CIRANO, Rapport Bourgogne 2020RB-01. p. 14.

16 2020. Organisation for Economic Co-operation and Development (OECD) *et al. Innovative Approaches for the Management of Labor Migration in Asia*. Online: oecd-ilibrary.org/deliver/be84707b-en.pdf?itemId=%2Fcontent%2Fpublication%2Fbe84707b-en&mimeType=pdf

17 2018. Beck, Baptiste *et al. Estimation des populations francophones dans le monde en 2018*. Francophone Demographic and Statistical Observatory (ODSEF).

Orientation 7: Attract Talent and Labour to Québec

Several Asian countries welcome Québec's actions on labour mobility since such initiatives meet their objectives in terms of providing work for their populations. Signing agreements and commitments with the governments of the targeted territories is therefore strategic and facilitates recruitment and emigration procedures. These avenues allow Québec to consolidate its soft diplomacy and economic diplomacy in the region.

Social security agreements are bilateral instruments that can foster this mobility. They guarantee people residing in other territories the right to the social security benefits to which they would be entitled in their countries of origin. Driver's licence exchange agreements are additional tools that facilitate the integration of newcomers. Moreover, Québec has concluded over 30 agreements with partners in Asia, primarily with the *Alliances françaises*, to favor the francization of immigration candidates within their home countries.

Implement tools that facilitate attracting and supporting talent

- Explore opportunities for new agreements or commitments with governments in the Indo-Pacific to facilitate recruitment and emigration procedures.
- Increase the number of social security and driver's licence exchange agreements between Québec and countries in the Indo-Pacific region.
- Increase the number of francization partnerships in the Indo-Pacific region and implement a targeted francization approach for the workers recruited.

Organize prospecting and recruitment activities in the Indo-Pacific region

- Together with local employment partners, organize prospecting activities to identify potential candidate pools by sector of activity and establish partnerships with key players, while ensuring that governments are open to the mobility of their workers. Particular attention will be given to Francophile and Francophone populations.
- Implement "Québec Days" ("Journées Québec"), a model that has proven to be successful in other territories. These in-person or virtual activities enable businesses to fill positions that are not filled locally.

Area of Intervention 5: Culture

Québec's cultural enterprises and artists contribute to Québec's international influence. Culture is often the first point of contact between two societies and can serve as a prelude to relations in other export sectors. Companies and artists from Québec have been active in the Indo-Pacific for several years: in China, Japan, India and South Korea. Successful sectors are varied and include youth theatre, film, digital arts and circus arts. However, Québec's cultural enterprises and organizations face significant challenges in this region, including language and culture barriers, the geographical distance, high transportation costs and an often limited knowledge of these markets.

Orientation 8: Strengthen the Influence and Discoverability of Québec Culture

The Ministère de la Culture et des Communications (MCC) and the MRIF, in collaboration with the Conseil des arts et des lettres du Québec (CALQ) and the Société de développement des entreprises culturelles (SODEC), want to stimulate the export, influence and discoverability of cultural productions, particularly on online platforms. They therefore wish to place more emphasis on the Indo-Pacific region and adopt a proactive approach to encourage travel there. Québec will thus continue to support cultural cooperation projects with China, South Korea, Vietnam, Japan, India and Singapore, as well as the hosting Asian programmers.

Efforts will be deployed to make the Québec culture accessible to Francophones and Francophiles in the Indo-Pacific region. Québec intends to build on its close ties with the OIF and more specifically with operators such as TV5Monde and the AUF to increase the visibility of its cultural and educational content in the region.

Emerging artists are drivers of innovation and will therefore be given special attention. Drawing on the expertise of LOJIQ (Les Offices jeunesse internationaux du Québec), Québec will focus on including emerging artists in its economic missions and partnership development, particularly in the productions destined for young audiences. Increasing the presence and discoverability of the emerging cultural offer on digital platforms will also be a priority.

Gain in-depth knowledge of the Indo-Pacific's cultural markets

- Carry out market research on countries of interest in the Indo-Pacific region to better target those with high potential, identify promising sectors and the types of projects to support, and acquire more in-depth knowledge of key cultural events, digital infrastructure, business models, etc.
- Better equip cultural teams at Québec's government offices in Asia by establishing an interdepartmental sectoral committee on creative industries specific to the Indo-Pacific.

Take advantage of our ties within the international Francophone community, particularly the OIF and operators, to increase the visibility of Québec cultural content and develop a Francophile public

- Organize activities to highlight Québec audiovisual content programmed on TV5MONDE's channels and platforms in Asia. TV5MONDE reaches a weekly cumulative audience of over 60 million unique viewers and a monthly digital audience of 30 million.¹⁸
- Increase the dissemination and accessibility of Québec's French-language educational materials in the Indo-Pacific by involving the Francophone University Agency (AUF), as a global operator of French-speaking higher-education and research institutions.

Strengthen ties with distributors, producers and presenters

- In collaboration with CALQ and SODEC, strengthen Québec's linkages with Indo-Pacific distributors, producers, presenters and cultural aggregators, including those working in the digital environment.
- Highlight Québec as a true North American hub for welcoming Asian producers.

Maximize the benefits of Québec's participation in major Indo-Pacific cultural events

- Foster the participation of high-level Québec professionals and artists in major cultural events in the Indo-Pacific in order to develop partnerships. It is with this framework that delegations from Québec participate each year in the Yokohama Performing Arts Meeting, the Performing Arts Market in Seoul and the Australian Performing Arts Market, which are attended by numerous buyers and programmers from around the world.
- Increase the visibility of the success garnered by Québec productions in the region by working more closely with professional associations and cultural actors involved in both Québec and the Indo-Pacific.
- Capitalize on the participation of delegations from Québec in cultural events held in other territories (for example, the United States) to create ties with the Indo-Pacific delegations in attendance.

¹⁸ francophonie.org/tv5monde-96

Increase partnerships between Québec and Indo-Pacific cultural organizations

- Intensify the creation of partnerships between Québec and Indo-Pacific cultural organizations. CALQ's network of artist residencies in Japan, China, India and South Korea is a good example. Development potential is high, especially in Australia, New Zealand and Singapore.
- Take greater advantage of the 2018 cultural cooperation agreement between the Québec government and China's Ministry of Culture.

Cross-Sectional Area: Youth

The Government of Québec supports several initiatives that promote international experiences and mobility for young people. The Premier's missions abroad thus frequently include a youth component. The expertise of LOJIQ (Les Offices jeunesse internationaux du Québec) is a contributing factor in enabling students, young professionals, artists and entrepreneurs to benefit from an international experience. Since 2007, more than 3,750 young adults from Québec have been supported by LOJIQ for their mobility projects in Asia. Through these projects, young people become important ambassadors for Québec abroad.

Orientation 9: Foster Youth Exchanges

Youth is considered a cross-sectional priority of this strategy and is included in all of the strategy's areas of intervention. Québec and LOJIQ will continue their efforts to expand the international experience offer for young people in the Indo-Pacific region. In addition to maintaining internships in Québec's government offices in Asia, Québec intends to develop new opportunities with Asian economic organizations and international organizations present in the Indo-Pacific. Since civic engagement is a priority, developing volunteer projects that foster the social involvement of young people will also be encouraged. The magnitude of environmental and social issues highlights the importance of supporting youth actions in these areas. Several countries in the Indo-Pacific region are especially affected by climate change, rising sea levels or a decrease in drinking water reserves.

Including young people in building the societies of tomorrow is a goal that is shared by Québec and the Indo-Pacific region. Young people increasingly make up the majority of Québec's Indigenous Communities. In fact, nearly 50% of their population is under the age of thirty and about 60% is under 35 (compared respectively to 34% and 40% in the general population). These young people face considerable challenges, given that whole sections of their society will need to be rebuilt. Hence, overflowing with a formidable potential, and in line with the 2017-2022 Government Action Plan for the Social and Cultural Development of the First Nations and Inuit, Québec will pay special attention to Indigenous youth.

At the same time, young people aged 0 to 24 accounted for nearly 40% of the Asian population in 2020.¹⁹ As a result, these countries must develop and implement innovative public policies to address their concerns, such as education, employment, the environment, mental health and participation in decision making. Québec will be able to draw inspiration from these policies while putting forward its own know-how, notably through the Secrétariat à la jeunesse (SAJ).

19 2019. United Nations, Department of Economic and Social Affairs. *World population prospects 2019*. Online: population.un.org/wpp/DataQuery

Develop new opportunities for youth internships and volunteer projects in the Indo-Pacific

- Develop internship opportunities with Asian economic organizations and international organizations operating in the Indo-Pacific by tapping into the expertise of the internships at international government organizations program (Programme de stages en organisations internationales gouvernementales–PSOIG) administered by the MRIF, while simultaneously exploring opportunities for collaboration with chambers of commerce and business groups. The internships will help forge ties with these organizations and give young Quebecers a chance to hone their professional skills.
- Support solidarity and volunteer projects in the Indo-Pacific by taking advantage of the international solidarity programs of the MRIF, LOJIQ and organizations such as Chantiers jeunesse. Developing partnerships with OIF member countries or observers (South Korea and Thailand) will be considered.

Develop new initiatives between Québec's Inuit and First Nations youth and Indigenous youth in the Indo-Pacific region

- In collaboration with LOJIQ, the SAJ and the Secrétariat aux affaires autochtones (SAA), develop initiatives between Inuit or First Nations youth and Indigenous youth in the Indo-Pacific region. Projects could take several forms: language revitalization, identity reconstruction, participation in artistic or social activities, etc. Wapikoni is an excellent example of networking between Québec's Indigenous youth and young people abroad.

Foster the sharing of youth-related expertise

- Intensify the dialogue between Québec and Indo-Pacific governments on implementing public youth policies.
- Facilitate dialogue between Québec's youth and young people in the Indo-Pacific region. These exchanges will be supported by digital technology and will contribute to a feeling of mutual understanding between the two societies.
- Work in close collaboration with the MEQ to promote the development of actions fostering exchanges and student mobility between Québec and the Indo-Pacific region.

Conclusion

The pandemic has prompted a reflection on the way international trade functions and the need to consider the new realities that it has triggered, including an increased urgency to secure and diversify value chains. In light of the global economic recovery, which promises to continue despite the uncertainties arising from the emergence of variants and new epidemic waves, the economic shift in Québec's diplomacy is all the more justified and relevant, and is now being shaped territorially to take these transformations into account.

The Indo-Pacific is becoming the planet's new geopolitical and economic centre of gravity. It is also within this vast region, which exhibits significant growth prospects, that cooperation on sustainable development and the fight against climate change will be much needed.

Our strategy will increase the positive impacts of relations with the Indo-Pacific region. Its implementation will be adapted to each of the territories to factor in their specific characteristics, the challenges they represent in terms of access, the geopolitical uncertainties they sometimes encounter and the interface between the region's political and economic spheres. Sustained on-site presence will foster coordination between soft diplomacy and economic diplomacy.

In this regard, Québec benefits from a historic presence in Northeast Asian markets, which it intends to strengthen while increasing its actions with the emerging economies of South and Southeast Asia. It also plans to explore the high-potential markets of Oceania and the countries of the Indochinese Peninsula, which are the Francophonie's bridgeheads in the Indo-Pacific. Through its economic and sectoral components, this strategy puts forward concrete actions for promoting the access of Quebecers to the region and providing them with a better understanding of it. It thereby seeks to facilitate their entry into these markets through a trans-Pacific approach and to demystify the characteristics of the markets by providing a specific Québec expertise on the subject.

This strategy is consistent with Québec's International Vision. Accordingly, it proposes structuring and innovative actions that will strengthen the initiatives of the Ministère des Relations internationales et de la Francophonie and its Indo-Pacific network. These actions will enable them to play their full role in the recovery of Québec's economy and in advancing and defending our strategic interests in this extensive region—the next focal point of global international relations.

Appendix: Areas of Intervention, Directions and Measures

Area of Intervention 1: Foreign Trade and Investment

Orientation 1: Support Exporting Companies and Boost the Attraction of Foreign Direct Investment

- Prepare companies prior to their initiatives in the Indo-Pacific region.
- Launch entrepreneur cohorts in key sectors.
- Strengthen business intelligence with respect to Indo-Pacific markets.
- Consolidate and expand Québec's network of government offices in the Indo-Pacific region.

Orientation 2: Position Québec Through Its Economic Diplomacy

- Increase Québec's notoriety and ensure its high-level participation in the Indo-Pacific.
- Strengthen Québec's ties with contractors, major companies and investment funds in the Indo-Pacific region.

Orientation 3: Implement a Trans-Pacific Approach

- Take advantage of the presence of major Asian groups in Silicon Valley.

Area of Intervention 2: Research, Innovation and Education

Orientation 4: Promote Québec's Excellence

- Position Québec within research networks and among major research players in the Indo-Pacific.
- Support start-ups in their initiatives in this region's markets.
- Extend the scientist-in-residence program to Asia.
- Create an Asian studies chair in Québec.
- Develop business intelligence in education and higher education.
- Promote vocational and technical training programs.

Area of Intervention 3: Green Economy and Sustainable Development

Orientation 5: Emphasize Québec's Commitment to the Green Economy

- Promote Québec's green economy and responsible tourism offer and know-how to actors in the Indo-Pacific region.

Orientation 6: Foster the Sharing of Expertise on the Social Dimension of Sustainable Development

- Showcase Québec's commitment to promoting and protecting human rights with its partners in the Indo-Pacific region.

Area of Intervention 4: Talent and Labour Attraction

Orientation 7: Attract Talent and Labour to Québec

- Implement tools that facilitate attracting and supporting talent.
- Organize prospecting and recruitment activities in the Indo-Pacific region.

Area of Intervention 5: Culture

Orientation 8: Strengthen the Influence and Discoverability of Québec Culture

- Gain in-depth knowledge of the Indo-Pacific's cultural markets.
- Take advantage of our ties within the international Francophone community, particularly the OIF and operators, to increase the visibility of Québec cultural content and develop a Francophile public.
- Strengthen ties with distributors, producers and presenters.
- Maximize the benefits of Québec's participation in major Indo-Pacific cultural events.
- Increase partnerships between Québec and Indo-Pacific cultural organizations.

Cross-Sectional Area: Youth

Orientation 9: Foster Youth Exchanges

- Develop new opportunities for youth internships and volunteer projects in the Indo-Pacific.
- Develop new initiatives between Québec's Inuit and First Nations youth and Indigenous youth in the Indo-Pacific region.
- Foster the sharing of youth-related expertise.

