

COMMITTEE OF THE WHOLE - JUNE 3, 2008

CITY OF VAUGHAN MISSION TO CHINA 2008

Recommendation

Regional Councillor Joyce Frustaglio, Councillor Sandra Yeung Racco and the City Manager recommend:

1. THAT this report be received and
2. THAT Economic Development staff be directed to continue working with potential investors, with a view to securing investments in Vaughan and to facilitate connections between Vaughan and Chinese businesses.

Economic Impact

The costs associated with this trade mission are covered by the Economic & Technology Development Department's 2008 base budget and individual Council budgets.

Communications Plan

Any activity involving projects arising from this, or future, business missions shall be communicated to the public in accordance with the Corporation's communication policies.

Purpose

To report on the outcomes of the exploratory business mission to China.

Background - Analysis and Options

On January 21, 2008, Council approved an exploratory business mission to China for the purpose of exploring business investment and expansion opportunities in China related to the following sectors: auto industry; transportation industry; and environmental industries food and beverages and tourism and hospitality. The objective is to promote Vaughan as a preferred investment location and to facilitate business connections between Vaughan and Chinese businesses. It is also an opportunity for Vaughan to renew its international relationship with Yangzhou, China.

During the period of March 7th to 21st, 2008, Regional Councillor Joyce Frustaglio was appointed Deputy Mayor and Mission Lead for the 17-person delegation to China that included membership from the Vaughan Chinese Business Association, Federation of Chinese Canadians in York Region, the business community in York Region and two City Staff. The 14-day mission involved fourteen cities and districts: Shanghai and districts: Yangpu, Jia Zui Financial and Pudong; Yangzhou and the Economic Zone of Jiangsu Province; Nanjing and the Jiangning district; Beijing; Tianjin; Tangshan; Huadu and the Economic Zone of Guangzhou Province; and Hong Kong. The delegation met with Chinese political leaders (state officials, secretary general, mayor, etc.), Chambers of Commerce, Canadian Consulate Offices in China and local business investors seeking to learn about business investment and development opportunities in Vaughan.

Business Development Activities & Outcomes

Over the past 20 years, growth of world trade has been driven by two factors: reduction in trade barriers in many jurisdictions and technological developments. Developing countries that have opened their own economies to take full advantage of the opportunities for trade have enjoyed remarkable growth and have been able to attract the bulk of foreign direct investment. This is

true of China and India since they embraced trade liberalization and other market-oriented reforms.

These changes in global trading patterns directly or indirectly affect local industries, shrinking the globe and narrowing the gap between themselves and their competitors half a world away and impacting their ability to remain competitive. Local businesses will have to learn to do business in this new order, and that entails learning about new business relationship norms.

Building business relationships in China requires establishing trust and fostering communication by maintaining a continuity of contact and activity. Although the City has visited China in the past, the visits occurred in significantly different economic times and with different objectives. The last official visit took place in 2001 when the City visited Yangzhou, China and Sanjo, Japan, both partnership cities of Vaughan.

Working with Consul General of China, the Provincial Minister of Citizenship and Immigration, the Hong Kong Economic & Trade Office and key Chinese Canadian business organizations, the City of Vaughan was able to advance its nascent business development ventures into China. Chinese investors seek and rely on the acceptance of their government officials as a first step to developing a dialogue with foreign businesses. Through the networks and connections of these parties, the City of Vaughan was able to meet with the appropriate officials to facilitate the appropriate business introductions.

Business development-focused meetings were held in all cities visited. The themes for the business meetings included: official introductions for high-ranking political figures and business dignitaries; investment attraction presentations; video presentations on Vaughan's Chinese business services; discussions on investment opportunities; exchanging ideas and success stories; distribution of bilingual (English and Simplified Chinese) promotional materials and official gift exchanges.

The investment opportunities explored focused on sectors present in Vaughan: automotive; transportation and logistics; environmental technologies; food and beverages; tourism and hospitality. Additionally, the delegation met with a number of parties interested in making investments in the pharmaceuticals sector. The results of some of these meetings are highlighted below. In the instances where the prospect is an identifiable business entity, the Economic & Technology Development Department assigned a code name to maintain confidentiality.

Amongst the site visits and business meetings related to the automotive parts sector, the delegation visited Huadu Auto City. In under a decade, aided by the redevelopment of the Baiyun Airport, the provincial government established a special 50-square kilometer zone of activities ranging from research and development, education, skills training, manufacturing, as well as housing all relating back to the automotive or transportation technology sector. To date, thirteen automotive investments have been made in Huadu totaling C\$2 Billion, including Nissan...The Vaughan delegation was received by senior municipal officials, garnering media attention (see attachment 2). During this visit, the City was introduced to "DMC", a local automotive investor interested in expansion in North American markets. Officials from DMC have indicated that they will be making a follow-up visit to Vaughan within the year.

The delegation received requests for business meetings and site visits from two Chinese businesses in the pharmaceuticals field. The delegation met and toured the production plant of "TG", a manufacturer and distributor of traditional Chinese health products. TG is a NASDAQ-listed multinational corporation with a small presence in York Region. Canadian officials had indicated an interest in establishing a greater presence in Canada, including the potential for a production facility.

The second pharmaceutical prospect met by the delegation, was facilitated through the Canadian Trade Commissioner Service in Hong Kong. The Trade Commissioner had established contacts with "CSPG", the largest manufacturer of modern Chinese medicine injections, soft capsules and granules in China. The delegation met with the Director of Investor Relations with CSPG, who expressed an interest in potential sites to expand their manufacturing facility, sales office, research and development activities in the North American marketplace.

As communities around the globe address the issue of sustainability and environmental protection, the environmental technologies sector is expected to become a significant industrial growth sector. The delegation held meetings with environmental industries in Tangshan, Nanjing and the Jiangsu Province. To highlight one example, the delegation visited the Yangzhou Economic Zone (YEZ), a 72-square kilometer area which included a 10-square kilometer photovoltaic park for light-emitting diode (LED) manufacturers and solar panel industries. The YEZ was designed as an environmental technologies community including skills training institutions, science and technology education centres, energy-efficient facilities, alternative energy sources, residential units, and green space. Utilizing an import exemption incentive for capital equipment and raw materials, Yangzhou further enhanced their competitiveness in attracting future environmental industries. To date, more than 10 registered businesses were under construction.

During the visit to Beijing, the delegation met with a number of groups involved in the tourism and hospitality sector. Although the Chinese tourism industry is a relatively new and developing industry, groups like the Beijing Tourism Group (BTG) are already casting a wide net over the sector. BTG is a major investor in the hospitality, travel services and food and beverage industries. Their business plan includes expansion into the foreign marketplace and sees Vaughan and the Greater Toronto Area as potential locations for their initial investment in North America.

Special Economic Zones

The mission to China presented opportunities to learn about Chinese approaches to development of economic zones. Amongst the investment opportunities explored, the delegation visited emerging economic zones – strategic zones to foster comprehensive, large-scale industry clusters. Demonstrations of these economic clusters were observed in Yangzhou, Nanjing and Huadu. In addition to the previously mentioned Huadu Auto City, the delegation also visited business parks such as Leather City, Jewelry City, and Knowledge City. The city title attached to each park reflects the key sectors and amenities situated within the business parks which include: skills training institutions, employee residential units, recreational facilities, green space and retail services.

Industry clusters derive many advantages including access to specialized skills and training; co-operative marketing and purchasing; information-sharing; provision of specialized inputs and capital financing opportunities. From the municipal standpoint, clustering aids cities in directing their economic development and recruiting efforts. Communities can expand their economies and that of its surrounding regions to support a cluster of like-firms rather than trying to attract one company or business establishment at a time.

Creating Awareness for the Vaughan Corporate Centre & Vaughan Enterprise Zone

The program that was created for the Mission included meetings with development industry representatives enabling the City to introduce the Vaughan Corporate Centre and the Vaughan Enterprise Centre to potential investors.

The expansion of the Spadina Subway to the Vaughan Corporate Centre will create tremendous development opportunities for Vaughan's future downtown. One of the delegation's objectives was to introduce the Vaughan Corporate Centre to potential investors. The delegation introduced

the Corporate Centre to real estate investors in both Shanghai and Huadu. According to Shanghai real estate developers, the Canadian market place is of interest, because it is still undervalued compared to other world centres. The delegation received real estate investors at meetings facilitated by Tridel, which has established an office in Shanghai to market their Canadian properties.

To expand their understanding of land use and development options around public transit infrastructure, the delegation received briefings and tours of the Beijing and Hong Kong public transportation systems. In addition to public investment in transit infrastructure, both systems have sought significant private sector investment to create high-density mixed use nodes that reinforce public transportation usage and pedestrian-friendly environments.

Information exchanges on the success stories and challenges in Beijing and Hong Kong's public transportation investment strategies and Pudong's (Shanghai) city master plan is valuable for Vaughan's transportation expansion plans and the Vaughan Corporate Centre development.

Yangzhou – International Friendship City

In 1995, the City of Vaughan signed an International Friendship City agreement with Yangzhou to develop cultural and educational exchanges. This mission presented an opportunity to renew the international relationship and explore future economic development exchanges. The delegation was officially welcomed by Madam Mayor Wang Yanwen. In addition to visits to its historic and cultural centres, the delegation visited an emerging economic zone in Yangzhou.

Yangzhou is located in the Jiangsu province, a regional centre with many similarities to Ontario's economy. The province has one of the nation's wealthiest economy and the second highest total GDP. The rapid industrial growth in chemical, construction, machinery, electronics and automobiles creates many challenges for the province's energy supply, environmental sustainability and natural resources. The increasing challenges and China's search for solutions to maintain its growing economy also creates export opportunities for Vaughan's business community.

In the past, Vaughan received several delegations from Yangzhou. Discussions during this visit focused on the City's desires for more economic exchanges given the similarities of our business sectors.

Municipal Expressions of Interests

During meetings with Chinese municipal government officials, and aside from our sister city, Yangzhou, there were a number of expressions of interest for an international partnership or friendship relationship with the City of Vaughan. Officials in Yangpu (Shanghai), Huadu (Guangzhou), Zibo (facilitated by Beijing Qigong Administrative Centre of the General Administration of Sport) expressed interest in exploring an International Friendship City agreement with Vaughan. The value of these relationships again allude to the Chinese way of doing business and their desire to utilize municipal partnerships and cooperation to further economic, social, cultural and educational opportunities.

In particular, the Huadu Association of Toronto has expressed an interest in assisting the City of Vaughan to establish some form of association with Huadu, China. Citing similarities in economic interests (e.g. automotive, transportation/logistics and development and construction), as well as an established population within the Greater Toronto Area, Vaughan may be in a favourable position to partner with Huadu. The Vaughan Chinese Business Association has been appointed by the Huadu government to provide further investment information and studies of Vaughan so that they can undertake initial work to locate a site for a Huadu community centre, museum and business centre in Vaughan.

Lessons Learned

Developing an ongoing economic development program in China requires that the City maintain a continuity of contact and activity. However, the City can be aided in its efforts through the maintenance of relationships with local Chinese associations, business groups, consular offices and the Canadian Trade Commissioner Service. Local businesses acting without their support are often frustrated as they fail to gain the openings and networks to effectively do business in China.

Another valuable insight from the Mission, is that business interests span many sectors and the cultivation of any business contact, leads to many more openings. Although one meets a representative for a particular industry sector, many of these individuals have interests in other sectors as well. This may not be apparent at the initial meetings, but displaying a willingness to engage, in turn, creates a reciprocal openness from Chinese business people. This was certainly the case with a business person that was introduced to Economic Development staff in Canada who had manufacturing interests in environmental products, but was also involved in development projects and bicycle production. This individual was able to connect Vaughan officials with municipal officials from the Yangpu district of Shanghai, with whom he had developed a relationship after completing a number of office projects.

Following the mission, the Vaughan Chinese Business Association (VCBA) provided some valuable feedback to the City. They have reinforced the need to maintain contacts and relationships developed both in China and here at home. The local Chinese business community has extensive ties with industries and business groups in China, however they need to be tapped and interactions or networks should be fostered with the business community at large. See Attachment 3.

According to the VCBA, many of our services and technologies, especially in environmental protection are in demand with Chinese businesses. As well, there is interest in education sectors. The VCBA and private sector organizations have to carry the momentum of the Mission and turn opportunities to realities.

Post-Mission Business Development Activities

Several actions will be undertaken as a direct outcome of the Business Mission to China:

1. Follow-up on all business contacts made, with particular attention given to those with foreign direct investment potential.
2. The City of Vaughan continue to dialogue with the Canadian Trade Commissioner Service in Canada and abroad about the investment potential which exists in Vaughan.
3. The City of Vaughan develop a plan for reciprocal visits to maintain and build on relationships and connections established during this mission.

Follow-up contacts have already been made with representatives of LDI and DMC, business contacts from Shanghai and Huadu, respectively. In April, staff met with the LDI representative on their visit to North America, and assisted with their search for raw materials. Furthermore, Councillor Yeung Racco has been contacted by a number of interested individuals and political leaders since returning to Vaughan and have had further dialogues to expand on the initial meetings. Through the facilitation of VCBA and the FCCYR, these meetings may bring forth some beneficial opportunities for Vaughan.

Relationship to Vaughan Vision 2020

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved. Specifically, this report fulfills Vaughan Vision 2020 Goal: Plan and Manage Growth and Economic Vitality.

Regional Implications

Not applicable.

Conclusion

Building and maintaining strong international business relations is fundamental for global competitive advantage and business prosperity. The City can best support local business competitiveness and expansion into new markets by building bridges with local authorities and business organizations. The resulting goodwill and trust developed over time, extends to our industries. Mission participants gained important introductions and were able to develop the groundwork for future business exchanges and transactions through official meetings in China with senior government officials, dignitaries, business owners, investors, Canadian Consulate offices, economic development agencies and business associations.

Attachments

1. Itinerary
2. Newspaper Clippings from China
3. Correspondence from the VCBA
4. Thank You Letter Sample & Distribution List
5. Photographic Highlights

Report prepared by:

Shirley Kam, Manager of Economic Development
Michael DeAngelis, City Manager

Respectfully submitted,

Joyce Frustaglio
Regional Councillor

Sandra Yeung Racco
Councillor

Attachments #1: Itinerary

City of Vaughan Mission to China 2008, March 7-21

Date	City	Itinerary
Friday March 7	Toronto to Shanghai	Departure
Saturday March 8	Shanghai, Yangpu, Jia Zui Financial	8:00 AM – 8 PM <ul style="list-style-type: none"> ▪ Lu Jia Zui Financial District and The Bund tour. ▪ Guided tour of Yangpu District by Yangpu officials: Urban Planning Exhibition Hall; Yangpu KIC Plaza (Knowledge (high-tech) Innovation Centre); Metro line 8 (Yangpu); New Jiwangwan Town (Shanghai's newest university campus & largest community centre). ▪ Meeting and presentations by Yangpu officials and Mayor Ms. Zong Ming. ▪ Dinner hosted by Yangpu Government.
Sunday March 9	Shanghai, Pudong	8:00 AM – 5 PM <ul style="list-style-type: none"> ▪ Shanghai City Planning Museum: scale model of Shanghai and Pudong. ▪ Shanghai city tour guided by Yangpu District officials.
Monday March 10	Shanghai	8:00 AM – 9:00 PM <ul style="list-style-type: none"> ▪ Consulate General offices, Shanghai economic briefing and Canadian Consulate Services. ▪ Presentation at Tridel Shanghai offices and investor introductions. ▪ Lunch hosted by Metrogate Investment Co. Ltd. ▪ Meeting with Shanghai Federation of Industry & Commerce/Chamber of Commerce. ▪ Dinner hosted by local business investor.
Tuesday March 11	Yangzhou, Jiangsu Province	7:30 AM – 9 PM <ul style="list-style-type: none"> ▪ Meeting with Yangzhou officials. ▪ Luncheon Yangzhou Municipal People's Association for Friendship with Foreign Countries. ▪ Yangzhou Economic Development Zone, Jiangsu Province, meeting presentation. ▪ China Block Printing Museum & Yangzhou Museum of History tour. ▪ Official meeting with Yangzhou municipal leaders at State Guesthouse. ▪ Dinner hosted by Yangzhou municipal leaders at State Guesthouse.
Wednesday March 12	Yangzhou, Nanjing	9 AM – 9 PM <ul style="list-style-type: none"> ▪ Yangzhou government officials' guided city tour. ▪ Luncheon meeting hosted by Yangzhou Municipal Congress. ▪ Meeting with Nanjing investors.
Thursday March 13	Nanjing, Jiangning	9:00 AM – 8:00 PM <ul style="list-style-type: none"> ▪ Guided tour by Nanjing Foreign Affairs Office: Jiangning Science Park; Jiangning University Town; solar industry site visit to S.C. ▪ Meetings with Jiangning District Government and Jiangning

		<p>Science Park Administrative Committee.</p> <ul style="list-style-type: none"> ▪ Luncheon hosted by Jiangning District Government. ▪ City tour. ▪ Meeting with Nanjing government agencies: Foreign Economic Cooperation and Trade Bureau; Science and Technology Bureau; Environmental Protection Bureau; Tourism Bureau; Council for the Promotion of International Trade/International Chamber of Commerce; Foreign Affairs Office. ▪ Dinner hosted by Nanjing government agencies.
Friday March 14	Tianjin/ Beijing	<p>7 AM – 8:00 PM</p> <ul style="list-style-type: none"> ▪ Biotech industry site visit T.G. ▪ Lunch hosted by potential investor T.G. ▪ Meeting with Tianjin Government Officials. ▪ Meeting with Beijing Government officials to exchange information on transportation and infrastructure technologies.
Saturday March 15	Beijing	<p>9:00 AM – 8:00 PM</p> <ul style="list-style-type: none"> ▪ Beijing Planning Exhibition Hall tour. ▪ Meeting with B.T.G., food and hospitality agencies. ▪ Tour of sports centre. ▪ Dinner hosted by Health Qigong Administrative Centre of the General Administration of Sport of China Chinese Health Gigong Association. ▪ Special guest from the City of Zibo, Shandong extends invitation to visit their city in the near future.
Sunday March 16	Beijing/ Tangshan	<p>8:00 AM – 10:00 PM</p> <ul style="list-style-type: none"> ▪ Tour of Great Wall. ▪ Travel by coach to city of Tangshan. ▪ Tangshan business investor meeting A.C. ▪ Tour of Tangshan planning exhibition hall, earthquake site and museum. ▪ Meeting with Tangshan government officials.
Monday March 17	Huadu	<p>9:00 AM - 9:00 PM</p> <ul style="list-style-type: none"> ▪ Greetings by Huadu government officials at airport and courtesy coach to hotel, JunYue (Huadu Government hotel residence). ▪ Welcome dinner hosted by Guangzhou Huadu District Economic & Trade Relationship Bureau.
Tuesday March 18	Huadu, Guangzhou	<p>8:00 AM – 8:00 PM</p> <ul style="list-style-type: none"> ▪ Tour of new Baiyun Airport district – focus on logistics/transportation sector: major onsite distribution facility of FedEx under construction. ▪ Tour of Huadu Auto Industry Base: partnerships with Nissan. ▪ Site visit of Jewelry City: comprehensive community for workers – residence, recreational and commercial facilities, gardens and parks. ▪ Lunch hosted by Huadu District government officials. ▪ Meeting and presentation at Ziwei Garden, Civic Centre. ▪ Dinner hosted by Mayor Lin of Huadu District.
Wednesday March 19	Hong Kong	<p>8:00 AM – 6:00</p> <ul style="list-style-type: none"> ▪ Meeting with the Government of Hong Kong Special Administrative Region Commerce and Economic Development Bureau.
Thursday March 20	Hong Kong	<p>8:00 AM – 6:00 PM</p> <ul style="list-style-type: none"> ▪ Briefing by Consulate General of Canada.

		<ul style="list-style-type: none"> ▪ Cyberport tour – high-tech community: office, residence, commercial plaza and park grounds. Incubators for: animation, digital media, virtual broadcast, video gaming technology, etc. ▪ Lunch meeting with C.S.P. company. ▪ MTR Operations site visit: Airport Express train and video presentation of public transit system.
Friday March 21	Hong Kong to Toronto	Return flight to Toronto

Attachments #2: Newspaper Clippings from China (Huadu)

加拿大旺市商务考察团访问我区

3月18日下午，加拿大旺市商务代表团一行12人在旺市副市长乔伊斯·弗达里奥的带领下，前来我区进行商务考察，先后参观了珠宝城、汽车城等地。区领导林中坚、黄水记、何汝诚、王伯荣等以及区外事办、外经、经贸等部门负责人参加接待活动。

旺市位于加拿大多伦多市的北大门，人口23万，拥有发达的交通网络，也拥有发达的汽车制造业。乔伊斯·弗达里奥介绍了旺市各方面的情况。她表示，旺市与花都有许多相似的地方，希望以后多交流。她还对花都环境建设、花都侨民在加拿大的贡献等方面作出肯定。

副区长何汝诚在介绍情况时表示，希望客人记住花都五个方面：花都这个名字、花都的区域面积、花都拥有的机场、花都具有发达的汽车产业、花都华侨特别多。他还向客人介绍了花都的交通优势、产业优势、生态环境优势以及政府服务优势等情况。

区长林中坚在致辞中表示，花都是广州近些年来发展速度比较快的一个地区，作为汽车产业基地，我区今年的汽车产量将达34万辆。另外，花都的临空产业也很发达。旺市代表团这次前来花都，是一个相互学习，共同进步的好机会。希望客人们通过考察，对花都的发展提供一些宝贵意见，也希望通过客人们这次考察，带动一批加拿大的企业家前来花都投资办厂，观光旅游。通过实实在在的合作，促进双方取得更大的发展。

English translation:

City of Vaughan delegation visited our district

At March, 18th afternoon, city of Vaughan delegation, total of 12 delegates, led by their Deputy Mayor Joyce Frustaglio, made a business visit in our district. They visited jewelry city, auto city, and so on. Mayor Zhongjian Lin, Deputy Mayor Rucheng He, and other officers, including Shuiji Huang, Bairong Wang, as well as officers from

今日晚报

HUADU TODAY

2008年3月19日 星期三 农历戊子年二月十二日 第 620 期
<http://www.huadu.gov.cn> E-mail: hdb8899@21cn.com (编辑部) hwnhcn@126.com (总编)

市领导到我区调研现代物流技术

构建华南地区物流中心

本报讯 (记者 黄璇) 3月17日, 市市长陈超、副市长孙新军在由我区招商局组织的考察团陪同下, 来到我区考察现代物流技术。考察团一行在市招商局、市物流协会、市物流中心等单位的陪同下, 对我区现代物流的发展情况进行了调研。考察团在市招商局会议室召开了座谈会, 听取了市招商局领导关于我区现代物流发展的汇报, 并就我区现代物流的发展进行了交流。

陈超对我区现代物流的发展表示赞赏, 认为我区现代物流的发展水平在全国处于领先地位。他要求, 要进一步加大招商引资力度, 引进更多的大型物流企业, 提升我区现代物流的竞争力。孙新军表示, 我区现代物流的发展得到了市委、市政府的高度重视, 将进一步加大支持力度, 推动我区现代物流又好又快发展。

八版特别报道

花都人, 你川羊城通吗?

Huadu

加拿大旺市商务考察团访问我区

本报讯 (记者 黄璇) 3月18日下午, 加拿大旺市商务考察团一行12人在旺市副市长李伊琳、市招商局副局长的陪同下, 来到我区进行商务考察。考察团一行在旺市副市长李伊琳、市招商局副局长的陪同下, 对我区现代物流的发展情况进行了考察。考察团在旺市副市长李伊琳、市招商局副局长的陪同下, 对我区现代物流的发展情况进行了考察。

旺市副市长李伊琳在考察团一行到我区考察时, 对我区现代物流的发展水平给予了高度评价。她表示, 旺市副市长李伊琳在考察团一行到我区考察时, 对我区现代物流的发展水平给予了高度评价。她表示, 旺市副市长李伊琳在考察团一行到我区考察时, 对我区现代物流的发展水平给予了高度评价。

反人士加强与

五版人物写真

美在画笔中流淌

“集中” 见“间关”

放心衣投资进万家

二版综合信息

花都汽车产业发展日甚一日

汽车文化中心落户花都汽车城



图为签约仪式

本报讯 (记者 黄璇) 近日, 花都汽车文化中心落户花都汽车城签约仪式在花都汽车文化中心隆重举行。签约仪式由花都汽车文化中心董事长主持, 与会嘉宾包括花都汽车文化中心、花都汽车城、花都汽车产业发展有限公司等相关单位负责人。签约仪式在热烈的掌声中圆满完成。

花都汽车文化中心落户花都汽车城, 是花都汽车产业快速发展的重要标志。该中心将集展示、交流、培训、研究于一体, 为花都汽车产业的转型升级提供强有力的支撑。中心将重点围绕新能源汽车、智能网联汽车等领域开展研究和推广, 推动花都汽车产业向高质量发展迈进。

Attachments #2: Newspaper Clippings from China (Yangzhou)

Yangzhou Daily

March, 12th, Yangzhou – Yesterday, a Canadian delegation from Vaughan led by Madam Joyce Frustaglio, regional councilor and deputy mayor, visited Yangzhou. Mr. Wen Daocai, vice mayor of Yangzhou, received the delegation at the state guesthouse.

Located within GTA, Vaughan is a sister city of Yangzhou with a relationship dated back to 1995. It is an autonomy city with the fastest growth in Canada, homing over 8,000 business including manufacturing businesses such as auto parts, plastics, metal processing, machinery, food & beverage and furniture. Art, science and transportation are also important sectors for the city.

After her visit to the economic development zone and the museums, Madam Joyce highly commented on the development of Yangzhou. Vice Mayor Wen said that there is great potential of cooperation between the two cities since we share a lot in common and we both uphold the principle of people first. Both sides agreed to further promote exchange and communication so as to forge a win-win situation.

Attachments #3: Correspondence from the VCBA

From: will sung [mailto:willsung@mail.com]
Sent: Wednesday, May 14, 2008 3:00 AM
To: Kam, Shirley; drkenng@hotmail.com; willsung@mail.com
Cc: Chau, Sally
Subject: Letter

Ms Shirley Kam
Manager of Economic Development
City of Vaughan

Dear Shirley:

With respect to the mission of Vaughan Chinese Business Association which aims to promote international business between Vaughan and China, the recent delegation to China lead by the Vaughan officials and Dr. Ken Ng has achieved great success for us.

The delegation is successful in terms of promoting awareness about Vaughan and its competitive advantages in business to the Chinese counterparts as well as the investment opportunities Vaughan can avail to the Chinese investors. It is successful in creating new business links with the cities the Vaughan delegation has visited.

Many cities in China have indicated their strong interest to establish long term business and political relationship with our City. Many business people we met in China would like to hire our services and acquire our technologies regarding the environmental protection and education, particularly. Vaughan Chinese Business Association has been appointed by the business sector of Huadu to provide further investment information and studies of Vaughan so that they can work on in Vaughan developing a Huadu community centre with museum facilities, a business centre for Chinese entrepreneurs. In addition, they even plan on investing a land of around 100 acres for cemetery use with their cultural character and landscaping.

Thanks to the efforts from the Vaughan Council which brings forth the delegation. Now it is the private sectors like us to carry on the momentum and turn the opportunities into realities.

Yours truly,

Will Sung
President
Vaughan Chinese Business Association

Attachments #4: Thank You Letter
Sample & Distribution List



Sandra Young Racco
Councillor

April 10, 2008

Mr. Zhang Hongde
Vice Bureau Chief
Zibo City Sports Bureau
82 Centre Road, Zhangdian
Zibo, Shangdong
255026, China

Dear Mr. Zhang,

Thank you for the e-mail that your assistant sent me last week. I apologize for the delay in getting back to you but because I'm not able to read Chinese well, I needed assistance in getting the letter translated to English.

Let me begin by stating that on behalf of the City of Vaughan Trade Mission Delegation, I would like to thank you sincerely for taking the time to drive down from the City of Zibo to greet us with Mr. Zou Fijun and Mr. Lu Shining. Our delegation was very much touched by your action and it certainly showed us your true interest in developing a relationship between the City of Vaughan and the City of Zibo. As well, I would like to thank you for the beautiful glass vase you gave me. The beautiful craftsmanship, with the inner-painting is magnificent and is certainly a showcase that I will treasure for a long time.

I am happy to have had the opportunity to share some interesting facts about our two cities with you and are certainly open to exploring possibilities of future business investments, business ventures and/or partnerships between us. Our mission has not only allowed us to make acquaintances with each other, but it has certainly opened up the doors for us to begin dialoguing and sharing information that will help nurture our relationship and develop economic growth between China and Canada.

I would personally like to extend an invitation to you and your colleagues to visit us here in Vaughan and allow us to reciprocate your warm hospitality. Please let me know if there is anything that I can do or provide for you from this end and I will be pleased to do so.

...2

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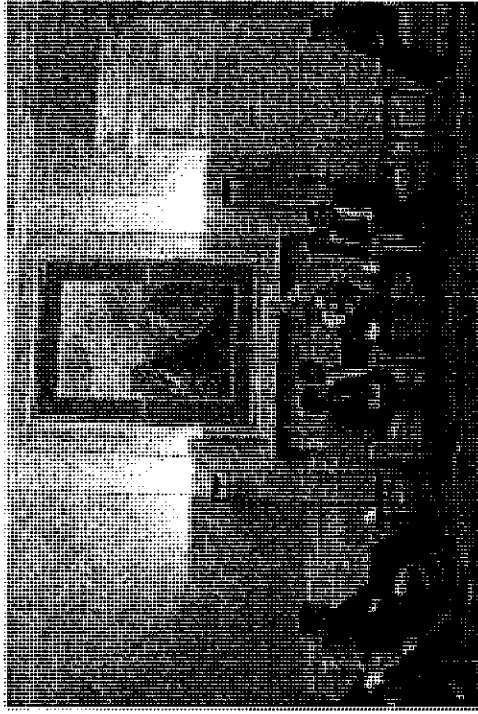
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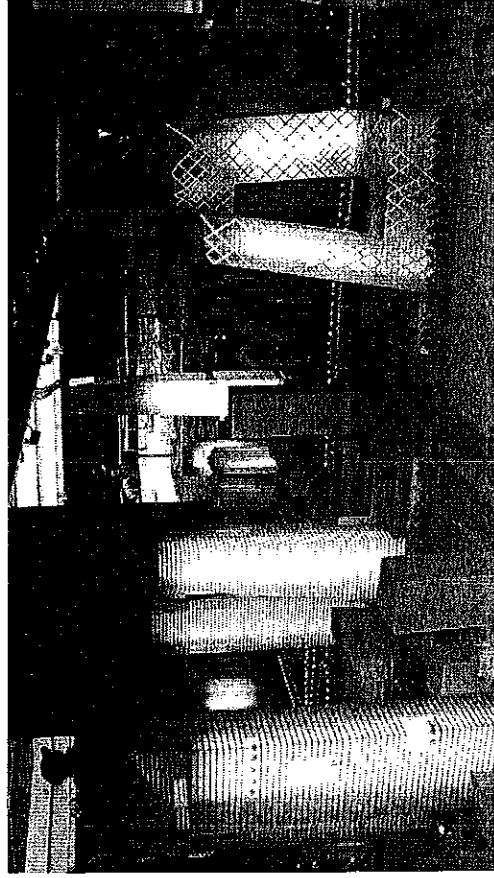
Attachments #5: Photographic Highlights (Beijing)



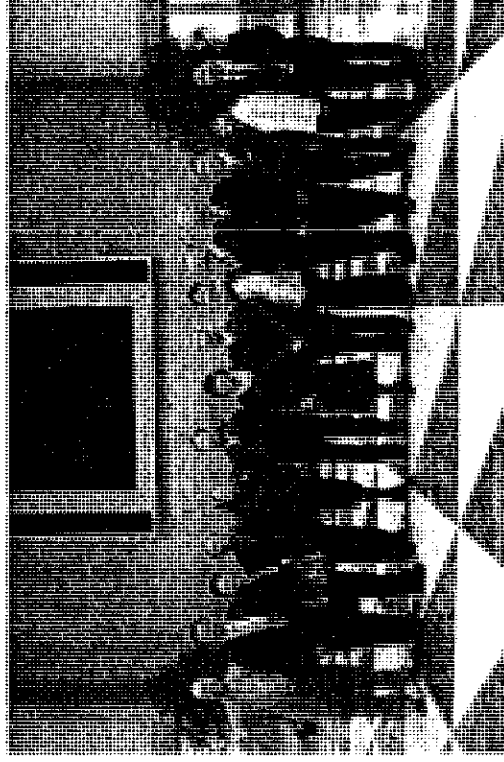
Beijing Government Official meeting presentations.



Beijing Hospitality and Food Industry Agencies and Investors.

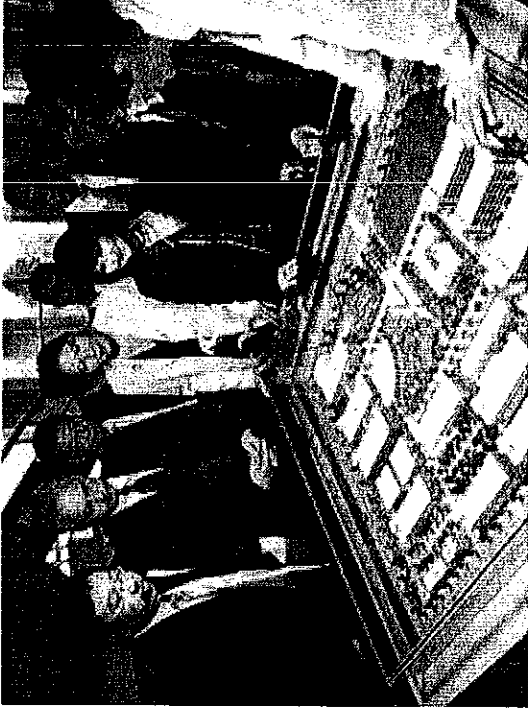


Beijing Planning Exhibition Hall and Urban Scale Model.

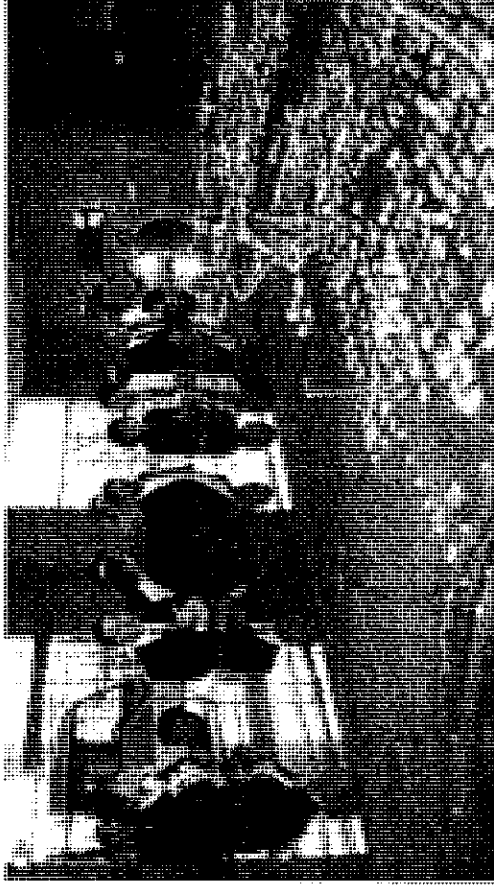


Beijing Health and Sports Association.

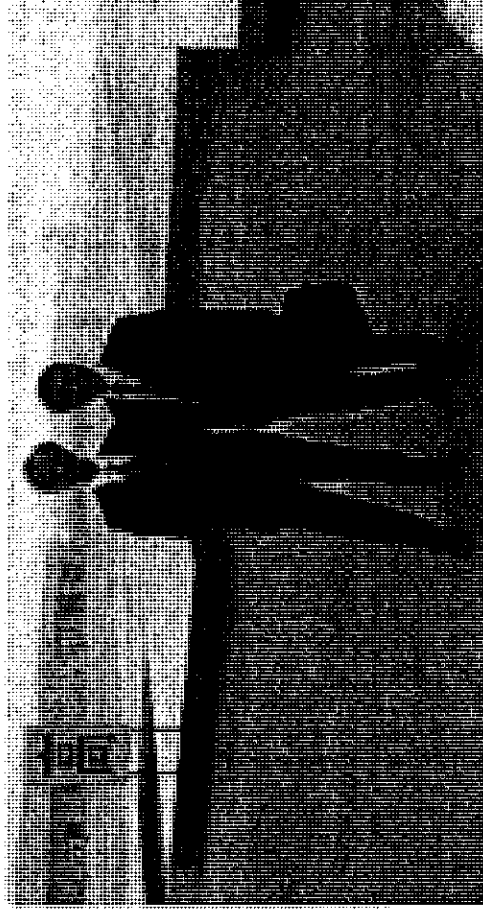
Attachments #5: Photographic Highlights (Huadu)



Huadu Jewelry City (Economic Zone) Scale Model.



Huadu Auto City (Economic Zone) Scale Model.

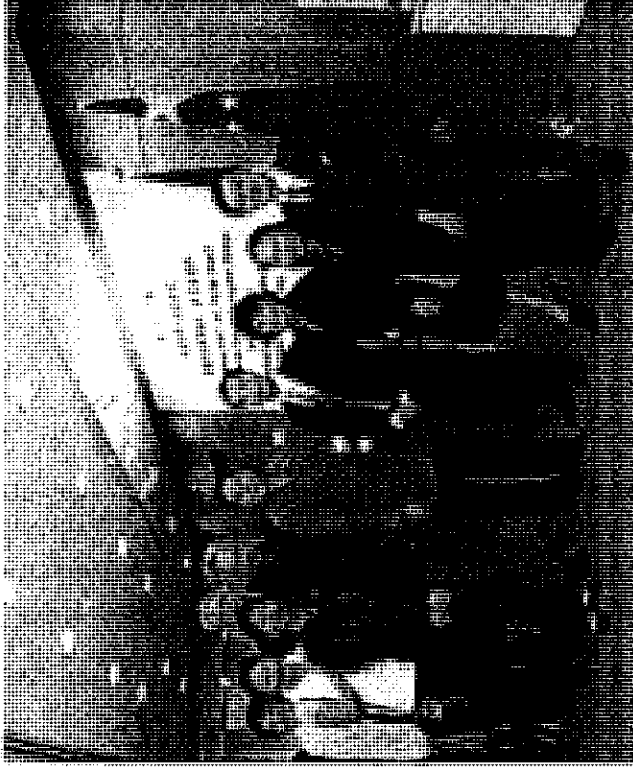


FedEx distribution facility at Huadu Airport Construction Site.

Attachments #5: Photographic Highlights (Hong Kong)



Hong Kong MTR Airport Express Train site visit.



Hong Kong Economic Development Bureau.

Attachments #5: Photographic Highlights (Nanjing)

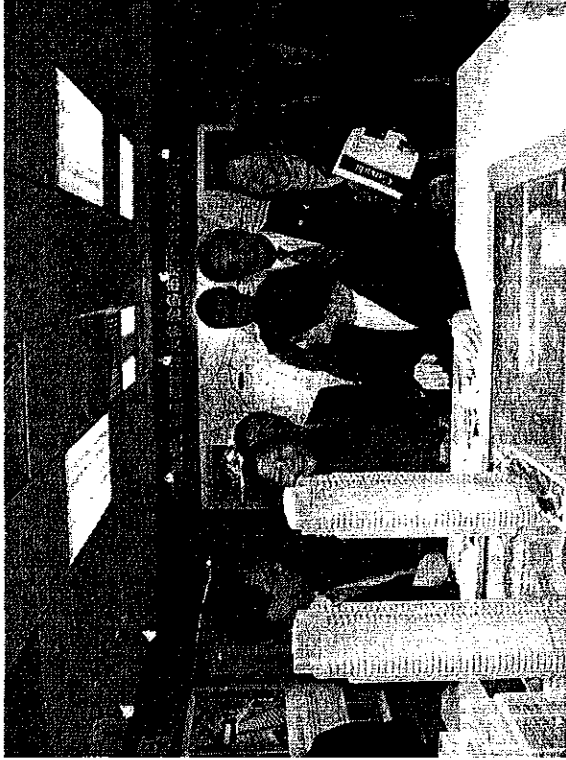


Nanjing Solar Industry Site Visit and Presentation.



Nanjing Chamber of Commerce Meeting.

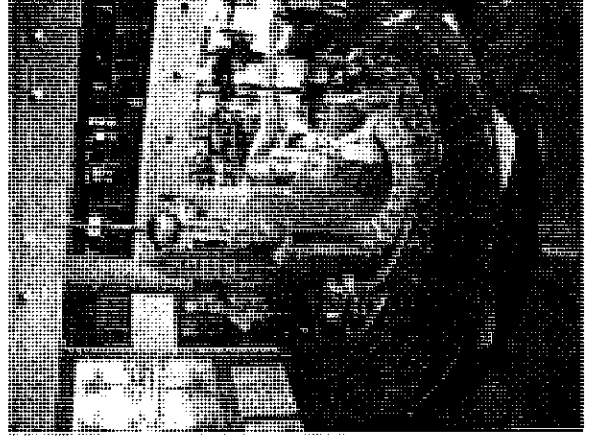
Attachments #5: Photographic Highlights (Shanghai)



Shanghai investors at Tridel-Shanghai office presentation.



Shanghai Federation of Industry & Commerce and Chamber of Commerce.



Shanghai Urban Scale Model.

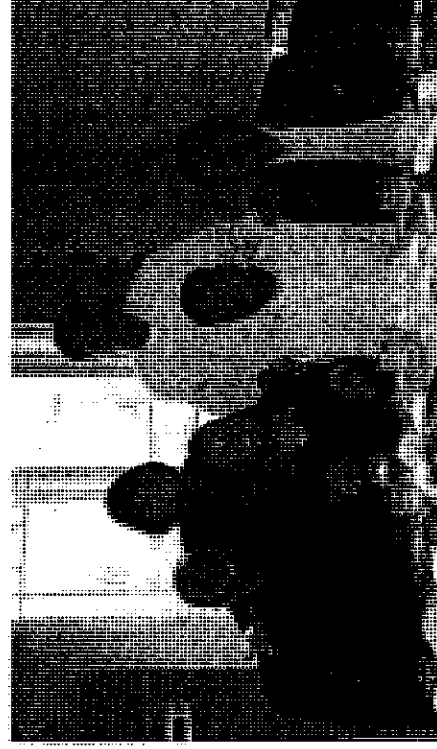
Attachments #5: Photographic Highlights (Tangshan)



Tangshan City Planning Model.

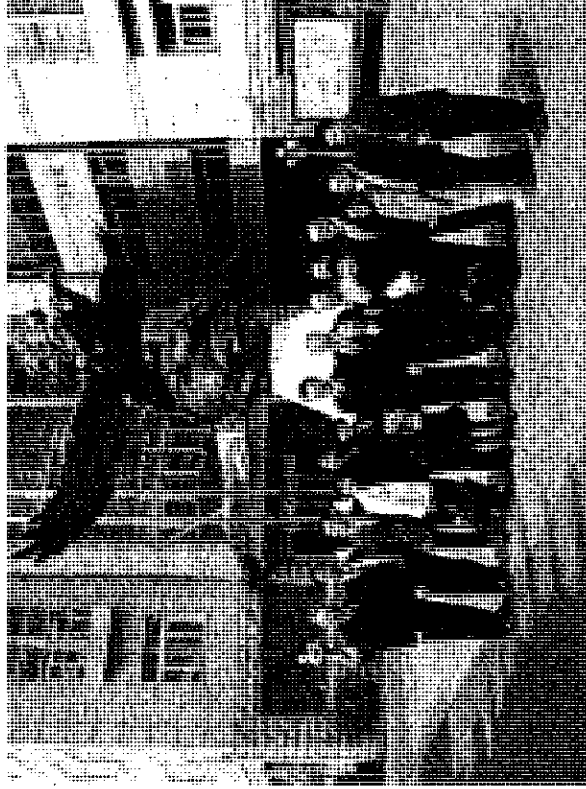


Tangshan Urban Planning Exhibition and Earthquake Museum.



Tangshan Investor luncheon meeting.

Attachments #5: Photographic Highlights (Tianjin)

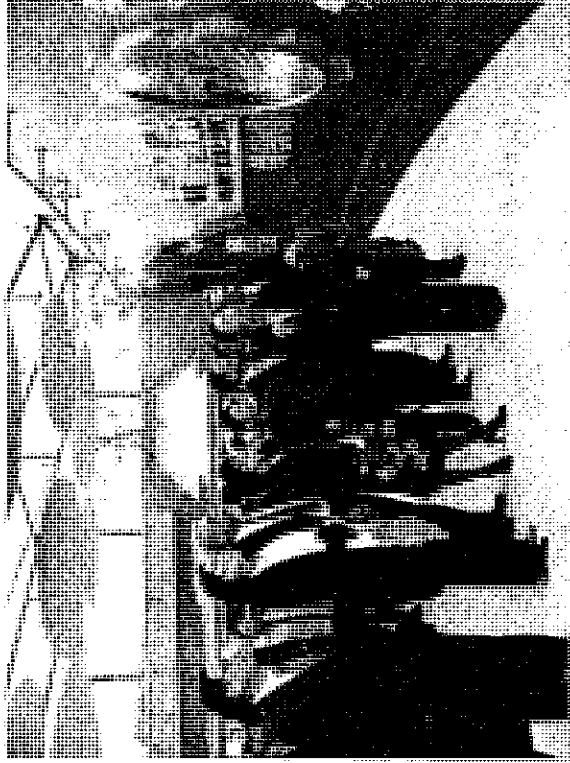


Tianjin Biotech Industry Site Visit.



Tianjin Government Officials and meeting presentations.

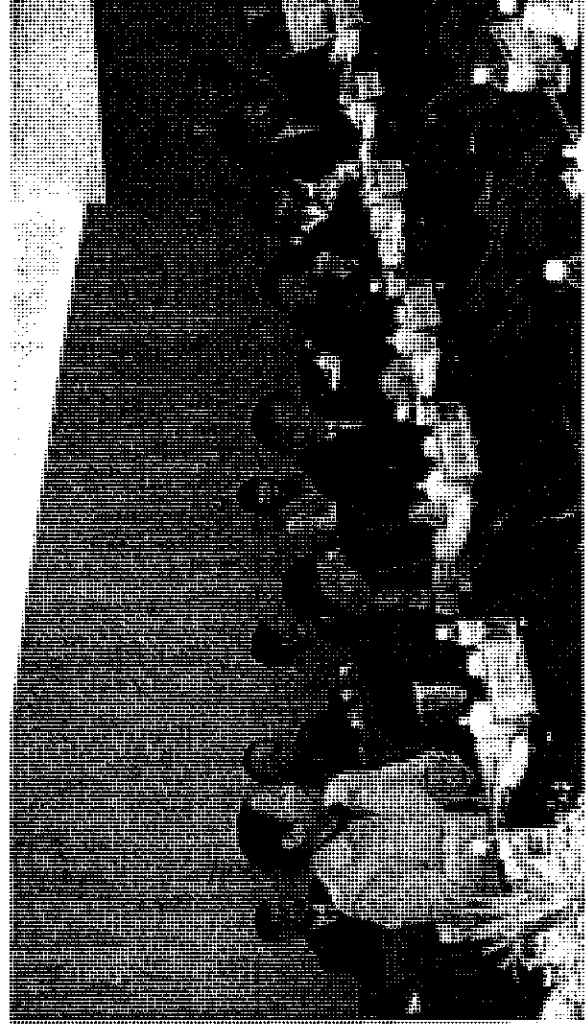
Attachments #5: Photographic Highlights (Yangpu District, Shanghai)



Yangpu Planning Exhibition Hall.



Yangpu Metro Line Subway Systems.



Yangpu official meetings with Yangpu district government.

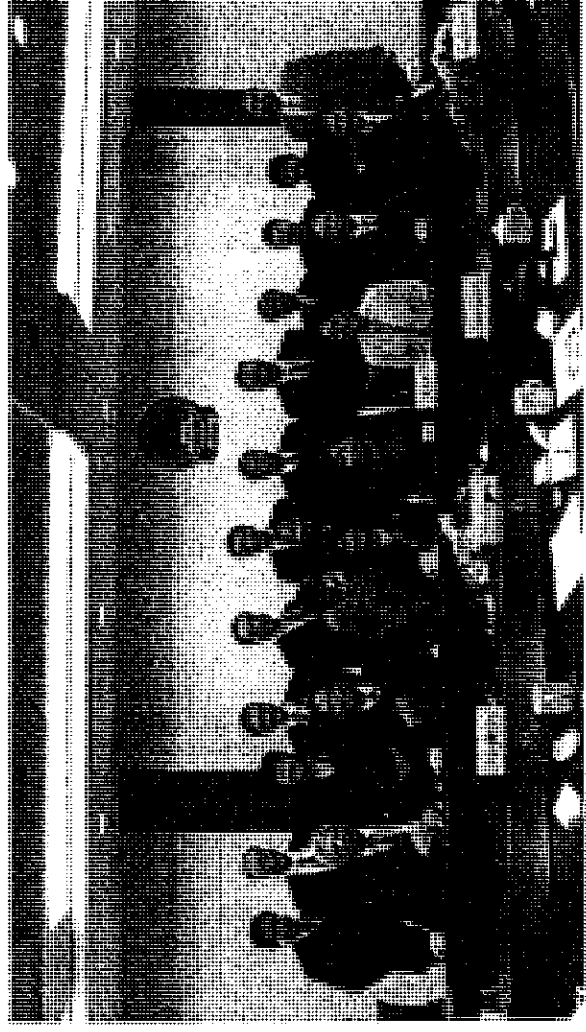
Attachments #5: Photographic Highlights (Yangzhou)



Yangzhou Economic Zone Scale Model.



Yangzhou Vice Mayor and government representative.



Yangzhou Municipal People's Congress official meetings.