

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 16, 2015

Item 22, Report No. 31, of the Committee of the Whole which was adopted, as amended, by the Council of the City of Vaughan on September 16, 2015, as follows:

By approving the following in accordance with Communication C12 from the Director of Economic Development, dated September 16, 2015:

That the City participate in the Province's Mission to China; and

By approving that Councillor Yeung Racco participate in the mission and that the City Manager be requested to designate a staff person to participate in the mission.

22

2015 BUSINESS MISSION TO CHINA UPDATE

The Committee of the Whole recommends approval of the recommendation contained in the following report of the Director of Economic Development, dated September 9, 2015:

Recommendation

The Director of Economic Development in consultation with the Executive Director, Office of the City Manager recommends:

1. THAT Staff report back to Council with a revised plan that identifies travel dates and costs for a future Business Mission to China.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. Under this definition, activities related to economic development contribute to the sustainability of the City.

Economic Impact

There has been an economic impact with respect to preparing for the Business Mission to China that was approved by Council (Report No. 20 of the Committee of the Whole, *Business Mission to China 2015*, Item 1, May 19, 2015). To date, Economic Development has incurred \$6,689 in market research and outreach expenses.

Communications Plan

There is no communication plan at this time.

Purpose

The purpose of this Report is to update Council on the previously approved City-led 2015 Business Mission to China which was scheduled to take place October 2015, specifically the challenges encountered in participant recruitment, and difficulty developing a robust mission due to other competing China led opportunities.

Background – Analysis and Options

The City's 10-year Economic Development Strategy: *Building a Gateway to Tomorrow's Economy* identifies international business development as critical to improving the City's economic competitiveness. The key objectives of Vaughan's international business development strategy are:

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1. To support local economic development by providing local businesses with additional tools to access new markets, achieve growth and retain their competitive edge.
2. To support local economic development by pursuing foreign investment attraction.
3. To create and leverage opportunities arising from multicultural and ethnic partnerships.
4. To enhance Vaughan's global image.

On May 19, 2015, Council adopted Item 1, Report No. 20 of the Committee of the Whole, entitled *Business Mission to China 2015* providing direction to Staff to proceed with a small mission that would include two to three businesses, a post-secondary educational institution, three members of Council and three staff. Economic Development established a small working group to lead the development of the mission, business matchmaking activities and recruit participants. On June 22, 2015, a China Business Mission Launch was held at City Hall to introduce the mission, generate business interest and call for participation. With representation from the Consul General of China in Toronto, the Launch showcased the experiences of Ionada Incorporated, a Vaughan-based company, and the Justin Poy Agency in the Chinese markets, and provided resources to assist with evaluating export readiness and mission-fit. Attendance at the Launch topped 60 people, representing sectors such as: green building technologies, information technology, education services, electronic signage equipment and construction.

Marketing & Communications Efforts

In preparation for the Business Mission, Economic Development undertook the following marketing activities:

1. Marketing collateral including a business postcard and poster distributed to selected businesses. A call for participation was made in the City's Business Link newsletter, Summer 2015 edition.
2. Electronic media channels including City Hall TV, e-blasts (subscribership: 10,000) and website postings.
3. Social media strategy involving postings made to Facebook, Twitter, and LinkedIn.
4. Earned media including news of the Mission which was picked up by mainstream and ethnic media outlets. The Justin Poy Agency estimates media coverage in the order of two million impressions.
5. Direct marketing including business recruitment during corporate visits and strategic partner activities.
6. Business Mission Breakfast Workshop held on July 24, 2015.

The costs incurred to date for market research and outreach is approximately \$6,689. Expenses were incurred for creative concept development of targeted marketing materials, printing costs, hosting Chinese delegations to further discussions on bilateral trade opportunities and hosting seminars and workshops in June and July 2015 to inform the community and attract business participation on the China Business Mission.

Recruitment Challenges Encountered

Recruitment for this particular business mission has proven to be challenging. Throughout June and July, Staff undertook to meet one-on-one with potential mission participants and also called on strategic partners to assist in recruitment. Staff assisted local businesses to assess export, market and organizational readiness for entry into the challenging Chinese market. In some cases, the team crafted customized information packages for prospective participants in an effort to instill them with the confidence to enter the Chinese market. Seventeen businesses expressed a strong initial interest to participate in the mission. However, only one business owner has made a firm commitment.

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The challenges to recruitment include market entry readiness, timing of the Mission, and competing business missions. Many of the prospective participants expressed apprehension at entering the Chinese market. Whether this Mission represented an exploratory first visit, a market assessment opportunity or strategic partnership development, many firms expressed that more time and research was required to develop a solid business strategy before they could enter the market. Participants also expressed concerns about instability in the Chinese economy, the potential recession in Canada, and currency fluctuations.

The short pre-mission preparation time, combined with timing of the Mission itself (in October 2015) also placed significant pressure on business operations, contributing to low participation numbers. With small operations, many business owners were concerned with being out of country during a busy period in the year.

Within the next four months, multiple missions are being planned with similar geographies, timespans and business development goals. It is worth noting that the Vaughan Chamber of Commerce (VCC) had planned a cultural tour of China during the first week of November, 2015 for 11 days, but has just cancelled due to low registration numbers. They are considering the possibility of joining another mission. Local companies are experiencing calls for participation with the following missions:

- Premier Wynne's Business Mission to China and Hong Kong is taking place from November 4-14, 2015 visiting Beijing, Shanghai, Nanjing and Hong Kong.
- The Confederation of Greater Toronto Business Association is leading a Business and Investment Mission to China in partnership with Markham, Brampton, Mississauga, Scarborough and Richmond Hill from November 21 to December 4.
- Canada China Investment Association (CCIA) co-organized by China Council for the Promotion of International Trade (CCPIT) is planning a mission from September 19 to September 29, 2015. Currently, there are five mayors in Ontario that have confirmed their participation.
- The Ontario Ministry of Citizenship, Immigration and International Trade, in cooperation with the Canadian Trade Commissioner Service, Automotive Manufacturer's Association of Canada is organizing an Auto Parts Mission to China from September 14 to 24.

In order to develop a successful business mission, and more importantly an ongoing foreign investment attraction program, more time and resources must be applied to relationship development, in-market intelligence gathering, mission planning and business matchmaking for bilateral trade. Despite significant efforts made to secure mission participants, including the creation of customized proposals for potential participants and multiple meetings with City Staff; the confirmed participation level is too low to proceed with the planned program as previously approved by Council.

Options and Next Steps

Staff undertook a review of opportunities to proceed with the Business Mission and deliver on the international business development objectives without private sector involvement. There is still tremendous value with continuing the Mission with Economic Development Staff and Council. The relationships that have been cultivated with Zibo and Yangzhou have resulted in interest in the Vaughan International Commercialization Centre (VICC) as well as bilateral trade and investment interests. In addition, although the private sector was unable to make commitments to attend in person, there are trade enquiries and business and government connections that can be pursued on their behalf.

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Staff are currently exploring opportunities to join one of the four business missions that were previously identified. Economic Development has received a letter of invitation to apply to participate in Premier Wynne's Business Mission to China and Hong Kong (see Attachment 1). However, each mission will be assessed on the merits of the mission's goals and objectives, travel logistics and sector/market agreement with Vaughan. In addition, if no suitable opportunity can be achieved a postponement of this mission may be advised.

Relationship to Vaughan Vision 20|20 / Strategic Plan

This Report is consistent with the priorities set by Council. Specifically, this report assists in fulfilling Vaughan Vision 20|20 Goal: Manage Growth and Economic Well-Being.

Regional Implications

A copy of this Report will be forwarded to the Economic Strategy Branch of the Region of York to ensure that they are aware of the City's international business development initiatives.

Conclusion

The City of Vaughan remains steadfast in its desire to build and grow its international business development programs. Although a strong business presence is the desired condition for missions, there remains significant work that could be completed by Staff and Council on behalf of business constituents. As part of our commitment to the international business development program and Vaughan businesses, Economic Development will explore alternative business mission opportunities to sustain the momentum and progress that the City has made in China

Attachments

1. Letter of invitation from Ministry of Citizenship, Immigration, and International Trade to apply to participate

Report prepared by:

Elaine Yim Spencer, Economic Development Officer
Shirley Kam, Senior Manager of Economic Development
Jennifer Ladouceur, Director of Economic Development

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

DATE: September 16, 2015

TO: HONOURABLE MAYOR BEVILACQUA AND MEMBERS OF COUNCIL

FROM: Jennifer Ladouceur, Director of Economic Development

RE: 2015 Business Mission to China Update Report

Recommendation

The Economic Development Department recommends:

1. THAT the City participate in the Province's Mission to China; and
2. THAT Council identifies one member of Council and one staff member to participate in the business mission.

Purpose

The purpose of this communication is to provide Council with a revised Business Mission to China program based on the receipt of a formal invitation to join the Province's mission in November 2015. Due to the time sensitivity in providing a formal response back to the Province's invitation, Staff is providing this update as a communications to Council.

Background

On September 9, 2015 Council received and adopted Item No. 22, Report No. 31 of Committee of the Whole, entitled *2015 Business Mission to China Update* which directed staff to report back to Council with a revised plan that identifies travel dates and costs for a future Business Mission to China.

Staff undertook a review of opportunities to proceed with the Business Mission and deliver on the international business development objectives without private sector involvement. There is still tremendous value with continuing the Mission with Economic Development Staff and Council. The relationships that have been cultivated with Zibo and Yangzhou have resulted in interest in the Vaughan International Commercialization Centre (VICC) as well as bilateral trade and investment interests. In addition, although the private sector was unable to make commitments to attend in person, there are trade enquiries and business and government connections that can be pursued on their behalf.

City Staff investigated other missions, and has made subsequent application to the Premier's Mission through their portal. On September 15, 2015 the City has received approval from the Ministry of Citizenship, Immigration and International Trade to participate in Premier Kathleen Wynne's business mission taking place from November 4, 2015 to November 14, 2015 should the City wish to accept.

The Province's Mission to China will highlight Ontario's expertise in clean technology and science and technology to help increase trade opportunities, innovation partnership and attract investment and jobs to the province. The Mission will also be working with research institutions, universities, innovation centres, incubators, technology transfer and commercialization organizations, and technology start-up companies.

The size and scale of the Province's Mission presents both opportunities and challenges for the City of Vaughan. With the presence of the Premier, the importance of the Mission is elevated, opening business and government connections for municipal participants. The strong sector approach and focus on commercialization / research and development (R&D) have close alignments with Vaughan's economic

development goals and within this agenda we have opportunities be flexible. The City of Vaughan has outstanding business and government obligations that it needs to fulfill.

Details of the Province's Mission are still being worked out, however Provincial staff have confirmed that Vaughan would have latitude to select which parts of the program it chooses to follow. City Staff are proposing a revision to the mission schedule to align with the Province's Mission, taking in Provincial-led visits and meetings with R&D and commercialization centres, but also customizing its own program in Yangzhou, Zibo and Shanghai Changning District to further the business interests it has cultivated in the past several years. Below is a proposed mission itinerary.

Preliminary Business Mission Itinerary - November 4 to 14, 2015

Date	Program – Province	Program - Vaughan
Wed., November 4	Flight from Toronto to Shanghai	Flight from Toronto to Shanghai
Thurs., November 5	Nanjing	
	Travel to Nanjing Meeting with Nanjing Science & Technology Commission	Travel to Nanjing Meeting with Nanjing Science & Technology Commission
Fri., November 6	Nanjing	
	Plenary Session & Signing Ceremony 2015 Global (Nanjing) R&D Summit and B2B meetings	Visit to Ionada Joint Venture & Meeting with Government Officials 2015 Global (Nanjing) R&D Summit and B2B meetings
	Ontario – Jiangsu 30 th Anniversary Banquet Dinner	Ontario – Jiangsu 30 th Anniversary Banquet Dinner
Sat., November 7	Nanjing / Shanghai	Yangzhou
	Site visit to Nanjing organizations to promote partnership development Travel to Shanghai by train (2-5 pm)	Courtesy visit to Yangzhou Municipal Government Business Meetings regarding Vaughan International Commercialization Centre (VICC) Dinner Reception with Yangzhou Officials
Sun., November 8	Shanghai	
	Free Day	Meetings with government officials and potential strategic partners
	Shanghai	

Mon., November 9	Plenary Session & Signing Ceremony	Visit to Shanghai Multimedia Park Visit to Shanghai Technology Innovation Centre
	Ontario – Shanghai Innovation Seminar and B2B Meetings	Ontario – Shanghai Innovation Seminar and B2B Meetings
Tues., November 10	Hong Kong	Beijing
	Travel to Hong Kong	Travel to Beijing Meeting with Canadian Trade Commissioner Visit to Canada China Business Council
Wed., November 11	Hong Kong	Beijing / Zibo
	Technology Pitch to Venture Capitalists Hong Kong Science & Technology Park	Visit to Centennial College's International Office Meeting with Yongtai Group Travel to Zibo Dinner Reception with Zibo Municipal Government
Thurs., November 12	Beijing	Zibo
	Technology Pitch to Venture Capitalists	Meeting with China Council for Promotion of International Trade, Zibo Sub-Council Business Visits
Fri., November 13	Beijing	Hong Kong
	Plenary Session & Signing Ceremony with Beijing Ontario – Beijing Innovation Forum & B2B Meetings Delegation Farewell Event	Flight to Hong Kong Visit to West Kowloon Cultural Centre Meeting with Hong Kong Trade Development Council.
Sat., November 14	Toronto	Hong Kong / Toronto
	Return flight to Toronto	Return flight to Toronto

This approach has a number of measurable benefits for Vaughan:

- Opportunity to provide support to Ionada Incorporated, a Vaughan-based business in the clean technology sector who is attending the Premier's mission. Ionada is a world leader in marine exhaust gas cleaning systems with patented technology for its Exhaust Gas Cleaning Systems (EGCS). With the support from Vaughan's Economic Development Department, Ionada has set up a successful joint venture this year in Nanjing, China. Staff have been invited on a private tour of the joint venture company and a meeting with company officials and government representatives.
- Potential to develop high level connections in the science and technology sectors in the selected cities in China and Hong Kong to provide matchmaking opportunities for businesses in Vaughan.
- Ability to strengthen and build business relationships in Yangzhou, Vaughan's Friendship City since 1995. Vaughan will celebrate Yangzhou's 2500th Anniversary on the Mission, a gesture of goodwill and acknowledgement of the friendship that has been nurtured with Yangzhou over the past 20 years. Furthermore, this visit is an opportunity to advance the business discussions that took place this past March when the Yangzhou delegation visited with Mircom Group of Companies. Demonstrations of municipal support for local business interests are vital to opening doors in the Chinese market.
- Opportunity to establish Chinese partnerships for the VICC. During a Zibo delegation visit to Vaughan in August 2015, the delegation lead, Ms. Sun Jianbo, expressed interest in having their 200 businesses become members of the VICC.
- Business meeting with Yongtai Group, a commercial real estate company in Beijing interested in foreign direct investment (FDI) opportunities in Vaughan.

Given the change in scope of Vaughan's business mission, staff proposes that the mission team be comprised of one Member of Council and one staff person. Council has previously approved a budget of \$4,900 per person, plus incidentals to cover interpretation services, and marketing materials for the Business Mission to China. Based on the review of the proposed agenda, the original budget stands and there will be no additional costs.

Conclusion

The City of Vaughan remains steadfast in its desire to build and grow its international business development programs. Although a strong business presence is the desired condition for missions, there remains significant work that could be completed by Staff and Council on behalf of business constituents. The revised Mission program provides the City with an opportunity to leverage the Province's networks and in-country contacts, opening doors for the municipality in business and government circles. Continuing with this Mission sustains the momentum and progress that the City has made in China.

Respectfully submitted,



Jennifer Ladouceur
Director of Economic Development

Attachment 1 Letter from the Ministry of Citizenship, Immigration and International Trade

Copy to: Steve Kanellakos, City Manager
Jeffrey A. Abrams, City Clerk
Tim Simmonds, Executive Director, Office of the City Manager

Attachment 1

Ministry of Citizenship,
Immigration and International Trade

Hearst Block, 5th Floor
900 Bay Street
Toronto, Ontario M7A 2E1
Telephone: 416-327-3266
Email rhonda.oud@ontario.ca

Ministère des Affaires civiques,
de l'Immigration et du
Commerce international

Édifice Hearst, 5e étage
900, rue Bay
Toronto (Ontario) M7A 2E1
Téléphone : 416-327-3266
Courriel : rhonda.oud@ontario.ca



September 15, 2015

Ms. Elaine Yim Spencer
Economic Development Officer
Economic Development Department
City of Vaughan

Dear Ms. Spencer,

From November 5-14, 2015, Premier Kathleen Wynne will lead a delegation of Ontario companies and institutions on a Business Mission to Nanjing, Shanghai, Hong Kong, and Beijing to highlight Ontario's expertise in clean technology and science and technology. The mission is part of Ontario's Going Global Trade Strategy to help the province's businesses, particularly our small- to medium- sized enterprises, expand into priority markets. It will also build on the success of Premier Wynne's first mission to China in the fall of 2014 that saw Ontario secure 11 investment projects valued at \$966 million.

We have received the completed Expression of Interest application from your office for the upcoming Business Mission to China. As the City of Vaughan will not be participating as a clean technology delegate or science and technology delegate but has indicated that they will be able to provide significant short-term business opportunities for Ontarians, we encourage the City of Vaughan or their appropriate representative(s) to join as part of the general business delegation. Should the City of Vaughan wish to participate, please contact me at your earliest convenience to receive access to the registration website .

A program fee of \$1,200 (CDN) per person will apply for this mission. There is no option to select individual cities. The program fee includes all locations and entitles each delegate to:

- Hospitality and networking events
- All domestic ground and air transfers to and from the designated mission hotels and scheduled events

Please feel free to contact me if you require additional information and clarification.

Sincerely,

A handwritten signature in black ink that reads "Rhonda Thomson".

Rhonda (Oud) Thomson
Manager, International Missions

COMMITTEE OF THE WHOLE – SEPTEMBER 9, 2015

2015 BUSINESS MISSION TO CHINA UPDATE

Recommendation

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Background – Analysis and Options

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1. To support local economic development by providing local businesses with additional tools to access new markets, achieve growth and retain their competitive edge.
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Recruitment for this particular business mission has proven to be challenging. Throughout June and July, Staff undertook to meet one-on-one with potential mission participants and also called on strategic partners to assist in recruitment. Staff assisted local businesses to assess export, market and organizational readiness for entry into the challenging Chinese market. In some cases, the team crafted customized information packages for prospective participants in an effort to instill them with the confidence to enter the Chinese market. Seventeen businesses expressed a strong initial interest to participate in the mission. However, only one business owner has made a firm commitment.

The challenges to recruitment include market entry readiness, timing of the Mission, and competing business missions. Many of the prospective participants expressed apprehension at entering the Chinese market. Whether this Mission represented an exploratory first visit, a market assessment opportunity or strategic partnership development, many firms expressed that more time and research was required to develop a solid business strategy before they could enter the market. Participants also expressed concerns about instability in the Chinese economy, the potential recession in Canada, and currency fluctuations.

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for 11 days, but has just cancelled due to low registration numbers. They are considering the possibility of joining another mission. Local companies are experiencing calls for participation with the following missions:

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Relationship to Vaughan Vision 20|20 / Strategic Plan

This Report is consistent with the priorities set by Council. Specifically, this report assists in fulfilling Vaughan Vision 20|20 Goal: Manage Growth and Economic Well-Being.

Regional Implications

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missions, there remains significant work that could be completed by Staff and Council on behalf of business constituents. As part of our commitment to the international business development program and Vaughan businesses, Economic Development will explore alternative business mission opportunities to sustain the momentum and progress that the City has made in China

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Report prepared by:

Elaine Yim Spencer, Economic Development Officer
Shirley Kam, Senior Manager of Economic Development
Jennifer Ladouceur, Director of Economic Development

Respectfully submitted,

Jennifer Ladouceur
Director of Economic Development

**Ministry of Citizenship,
Immigration and International Trade**

Hearst Block, 5th Floor
900 Bay Street
Toronto, Ontario M7A 2E1
Telephone: 416-327-3266
Email rhonda.oud@ontario.ca

**Ministère des Affaires civiques,
de l'Immigration et du
Commerce international**

Édifice Hearst, 5e étage
900, rue Bay
Toronto (Ontario) M7A 2E1
Téléphone : 416-327-3266
Courriel : rhonda.oud@ontario.ca



Ms Elaine Yim Spencer
Economic Development Officer
Economic Development Department
City of Vaughan

Dear Ms Spencer:

From November 5 to 14, 2015, Premier Kathleen Wynne will lead a delegation of Ontario companies and institutions on a Business Mission to China highlighting Ontario's expertise in clean technology and science and technology to help increase trade opportunities, innovation partnerships and attract investment and jobs to the province.

While clean technology and science and technology are the primary focus of this Mission to China and Hong Kong, there will be additional spots available for Ontario companies and organizations that are able to provide significant short-term business opportunities. Ontario companies in the construction, engineering and agriculture sectors, as well as health care and education are encouraged to apply.

The Ministry of Citizenship, Immigration and International Trade (MCIIT) is managing the delegates' registration and coordinating the business program for the mission. By way of this letter, I would like to cordially invite you to apply to participate as a member of the General Business Delegation.

A program fee of \$1,200 (CDN) per person, will apply for the mission. There is no option to select individual cities. This fee includes all locations and entitles each delegate to:

- Hospitality and networking events
- All domestic ground and air transfers to and from the designated mission hotels and scheduled events

Please feel free to contact me if you require additional information or clarification.

Sincerely,

A handwritten signature in blue ink that reads "Rhonda Thomson".

Rhonda (Oud) Thomson
Manager, International Missions