

Canada Country Report

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Long-lasting bond continues to flourish

Country’s strong ties with Hong Kong are based on widespread family, business and educational links, writes **Al Campbell**

Of all the Canadians living in Hong Kong were sent home, it’s estimated they could form Canada’s 16th largest city.

Such are the strong ties between Canada and Hong Kong, a November survey by the Asia-Pacific Foundation (APF) found that there were 295,930 Canadians living here. The Vancouver-based think tank found in its survey of nearly 36,000 local households – representing 1.5 per cent of 2.34 million households – that about 7.85 per cent had at least one Canadian over the age of 18.

“Hong Kong is Asia’s most Canadian city,” says Yuen Pau Woo, president and CEO of APF Canada. “People-to-people ties between Canada and Hong Kong are based on extensive family, business and education linkages. They are an asset in trans-Pacific business, diplomatic and socio-cultural relations that deserve greater recognition in Canada.”

While the influx of mainlanders, and their subsequent investment in everything from property to mines to the Alberta oil sands project, has been headline news in Canada, they are following a beaten path established by the early migrants from Hong Kong and Guangdong.

With Statistics Canada reporting a population last year of 1.3 million Chinese-Canadians living in a country of 33.5 million people, the reach of Hongkongers throughout Canada is vast through a variety of business and social interests.

Far from the early settlers who established corner stores, laundries and restaurants, the newer generation of Hong Kong businesses in Canada include Li Ka-shing’s Husky Energy, one of the country’s biggest oil companies; Asia-Pacific Marine Containers, owned by Leung Maritime Group; and Richmond, British Columbia’s Aberdeen Centre, a popular shopping mall in the Vancouver suburbs owned by Thomas Fung Wing-fat. The Sun Hung Kai Finance scion also owns the Fairchild Group, a national media chain comprising television

and radio stations, and print publications.

Other businesses, among others, include Wing Wing, which exports Chinese-style pork sausages to Asia from its Vancouver base; Tom Lee Music, which has stores throughout British Columbia; and GolfBC, a chain of 12 clubs in British Columbia and Hawaii, owned by the Chan brothers, Tom and Caleb.

Hong Kong developers are also changing the Canadian landscape. Aspac Developments, a private company owned by the Kwok brothers of Sung Hung Kai Properties, has moved on from transforming downtown Vancouver’s Coal Harbour to creating Village Green, a massive mixed-used residential project next to Richmond’s Olympic Oval.

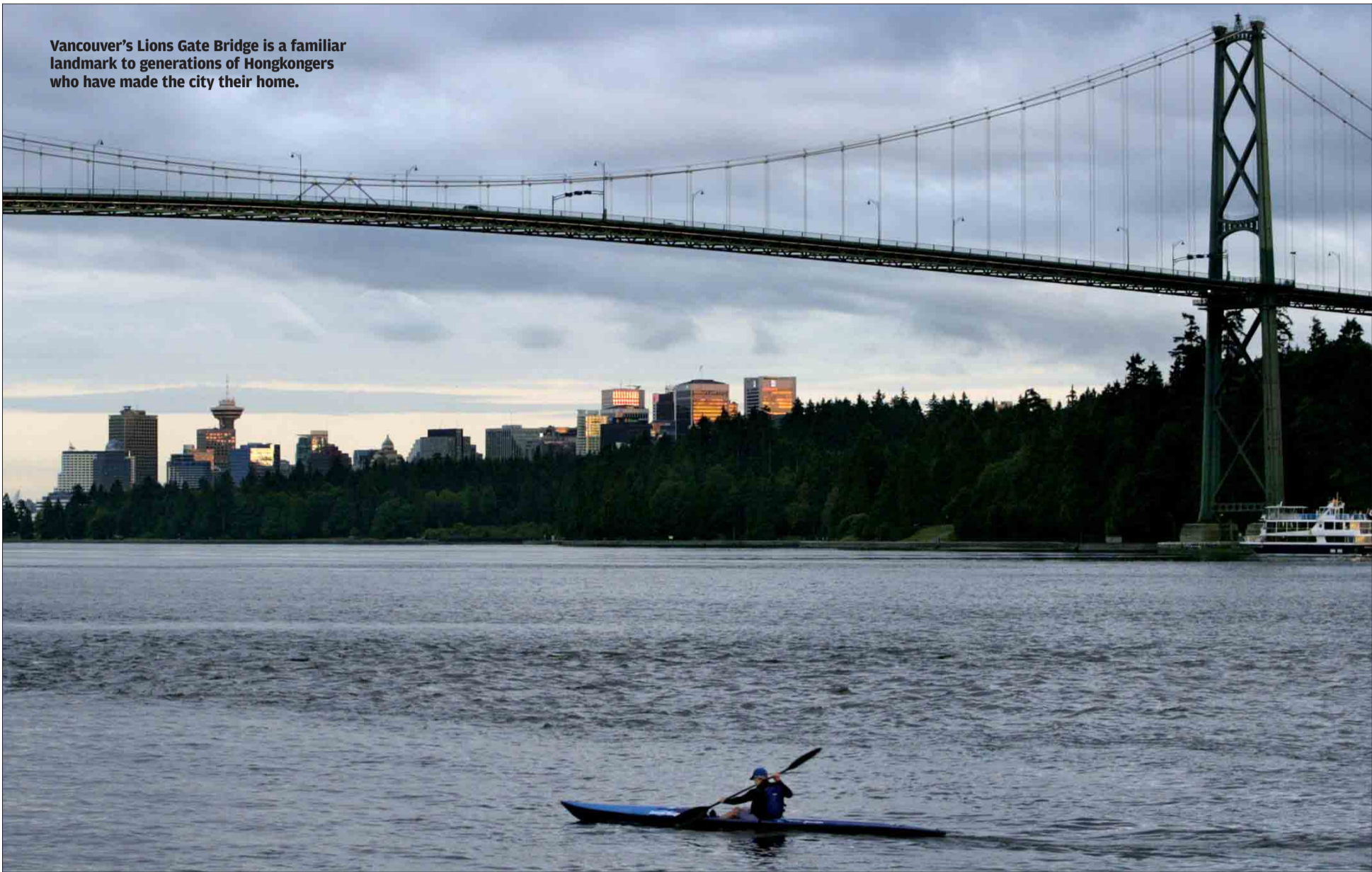
Concord Pacific, a company started by Victor Li and now owned by fellow Hongkonger Terry Hui, has several projects in British Columbia, and the Toronto waterfront and in Calgary. Likewise, Henderson Development (Canada) has been active in residential and commercial projects in British Columbia and Ontario.

Richard Lee, the British Columbia Parliamentary Secretary for the Asia-Pacific Initiative, says Canada-Hong Kong ties run deep. As Hong Kong is a gateway to the mainland, so British Columbia is Canada’s Pacific gateway, and there are many connections to help with Sino-Canada trade.

“Hong Kong people here are well established and they can help this trade,” says the Kennedy Town native. “There’s a lot of connections between Hong Kong, British Columbia and the mainland.”

According to China’s General Administration of Customs, bilateral trade between the two countries last year was US\$37.1 billion. The stated goal is to hit US\$60 billion by 2015.

With US\$4.5 billion in trade between the two countries in January this year, Craig Lindsay, the Hong Kong Canada Business Association’s Vancouver section



Vancouver’s Lions Gate Bridge is a familiar landmark to generations of Hongkongers who have made the city their home.

president, is confident trade will continue to rise with Hong Kong playing an important role.

“I know a lot of Canadian companies are starting to go direct to Shanghai, Beijing and bypassing Hong Kong but, the reality is, Hong Kong is still a great base to access mainland markets, particularly the Pearl River Delta region,” says the Otis Gold Corp president.

“But we are also continuing to see more Canadian businesses use Hong Kong as their base to jump into other Southeast Asian markets.

It still maintains a significant level of relevance, vis-a-vis Canadian businesses trying to do business in Asia. Hong Kong has a great infrastructure and good body of knowledge that you can leverage off.”

Barry McDonald, a past president of the Canadian Chamber of Commerce in Hong Kong, views the ties as more social.

“Although we are seeing Hong Kong and mainland entrepreneurs setting up in Vancouver and Toronto, and some Canadian

business operating in Hong Kong and the mainland, the ties traditionally have been social and family oriented,” says McDonald, a tax service partner in the Vancouver office of PricewaterhouseCoopers.

“You look at the number of people in Hong Kong who may not only be citizens [of Canada], but have gone to university here, or have family ties.

“You can have more interesting discussions about Canada in Hong Kong than you can here for that matter. It’s just the awareness is so

broad in Hong Kong about what goes on in Canada.”

A strong indication of the ties is Cathay Pacific, which has experienced steady growth in its 28 years of flying to Canada.

“With Hong Kong’s continuous attraction as a destination and a convenient gateway for passengers travelling onward to the mainland and Asia, we believe the additional capacity we put in Toronto and Vancouver through aircraft upgrades will be timely,” says Lavinia Lau, Cathay Pacific’s vice-

president Canada. She adds that Cathay Pacific Canada employs more than 700 people, making the country significant for passengers and cargo, another growth area.

“Seafood and other fresh produce is a significant part of the cargo moving from Vancouver, while dry goods are more dominant from Toronto,” Lau says.

“On the inbound flights to Canada, we carry mainly electronics, garments, plus a variety of other goods originating from the mainland.”

Whales add to Vancouver Island’s timeless charm

Ed Peters

There can be few greater contrasts than Vancouver and neighbouring Vancouver Island. The former is a fresh Pacific capital city, bursting with confidence, while the latter – an hour’s ferry ride away – is a gentle, rugged mass where the pace of life rolls with the breakers that pile in from the Pacific Ocean.

It’s a part of British Columbia that many visitors often skate by en route to the province’s more prominent attractions, but for Vancouverites – and particularly its sizeable Chinese population – the island ranks as their own backyard.

And it’s no small coincidence that aircraft flying in from Hong Kong bound for Vancouver International coast right above the island’s tiny western port of Tofino, their first Canadian landfall since setting off from Asia.

From spring until late October, grey whales are a constant feature off the coast. Their appearance begins with a migration parade, as



An Inukshuk sculpture in English Bay, across from Vancouver Island.

some 20,000 head north to feeding grounds off Siberia on an 8,000-kilometre trip that started in Baja, Mexico. While most of the whales

swim on past Tofino, up to a dozen take up residence, spending the summer moving from bay to bay, before moving into one of their favourite feeding grounds in Clayoquot Sound.

When the main body migrates south again to breed and give birth, the Tofino resident whales join up and swim off with them. Many of Tofino’s former shrimp fishermen have converted their boats and now run whale-watching tours, offering a guaranteed sighting or a voucher – valid for 100 years – for a second, free trip.

Some 14 metres long and weighing up to 40 tonnes, these leviathans on their annual odyssey provide watchers with an experience that can only be described as awesome.

The grey whales are just the most obvious of the area’s wildlife. Kayakers can spot river otters, harbour seals and bald eagles. Auklets, murrelets, ospreys, blue herons, loons and cormorants are among more than 400 species of

birds that make the area their home, while the comical-looking tufted puffin is a popular crowd-pleaser.

A short boat or plane trip from Tofino leads to Hot Springs Cove, where heated water bubbles up in a series of pools from underground springs in a 100 per cent natural alfresco jacuzzi. Similarly spectacular are the rainforests where centuries-old Sitka spruce trees, some more than three metres in diameter, tower 90 metres high, forming a thick, almost eerie canopy.

If nature is Tofino’s greatest attraction, the place is at its most elemental on Chesterman Beach. Even on busy days, its broad expanse appears deserted. It has a different appeal for all its many visitors. For the surfers, encased in wetsuits and with eyes fixed firmly out to sea, it’s the superb wave crests. For the beachcombers, it’s the treasure that might be washed up, from a container load of designer shoes that once fell from a cargo ship to fishermen’s glass floats

that have miraculously been swept undamaged by the currents all the way from Asia. For the hikers with their dogs, it’s the uninterrupted vistas, the firm sand beneath their feet, and air that is fresh and pure enough to taste.

A major part of the charm of Tofino is its distinct small-town ambience. The airport – built to counter possible enemy invasion in the second world war – is about as low-key as it’s possible to get. The adjacent golf course runs to just nine holes and is described as “challenging”. On and around Main Street, there’s a liquor outlet, a church, a few stores and souvenir shops, and a clutch of restaurants.

Everybody knows everybody else, from the surfers, whose life is the beach with a little work thrown in to keep the dollars coming, to the artists – painters, sculptors, belly dance teachers – and residents who run the major businesses, all happily leading their lives at the edge of the ocean with nothing but water all the way to Hong Kong.



Canada’s war dead are remembered each year at Sai Wan. Photo: Martin Chan

Veterans remember Battle of Hong Kong

This year will see the 70th anniversary of the Battle of Hong Kong – an event which has particular poignancy for Canadians.

It was in Hong Kong that Canadian soldiers first committed to battle in the second world war. Two brigades of Canadians, the Royal Rifles of Canada and the Winnipeg Grenadiers, fought against overwhelming odds and suffered tremendous casualties, before Allied forces were overrun on Christmas Day, 1941.

Since 1947, the 1,975 Canadian soldiers who fought to defend Hong Kong against the Japanese have been remembered in a ceremony at Sai Wan War Cemetery. Among those troops were 550 who died in battle or captivity.

The ceremony takes place on the first Sunday of December, which represents the start of hostilities in Hong Kong on December 8, 1941. The 69th anniversary saw a visit by the Hong Kong Veterans Commemorative Association, which included those who saw action in the battle.

Among the veterans who travelled to Hong Kong for the ceremony were Arthur Kenneth Piffher, who was taken prisoner of war for four years, Horace Gerrard,

who was captured on Christmas Day, and Frederick Arthur Cooper.

Cooper told how he and his comrades were forced to build an airport runway for their captors before being shipped to Yokohama. “It was hard work with not much food, but we had no idea how much worse it was about to get ... but I made it back. I married the love of my life, and we still live happily together today. I have six wonderful children, 10 grandchildren and four great grandchildren.”

In honour of the veterans’ visit and the 65th anniversary of the end of the war, the consul general of Canada held an exhibition of more than 30 photographs taken during the arrival of Canadian soldiers in Hong Kong in 1941, the battle and occupation of Hong Kong and, finally, its liberation.

“History usually tells us stories of the victories that we as Canadians can claim,” says Veterans Affairs minister Jean-Pierre Blackburn. “But we must never forget the determination and strength of these men and women, who bravely fought until the Allies had to surrender. The Battle of Hong Kong had one of the highest casualty rates of any Canadian battle during the second world war.”

Scholarships strengthen UBC’s links with alumni in the region

Student scholarships have been announced to mark five years since the University of British Columbia (UBC) opened its Asia-Pacific regional office in Hong Kong.

Five special entrance scholarships, worth C\$5,000 (HK\$40,057) each for studies beginning in September, will be awarded in order to strengthen links with alumni in the region.

The university’s regional office was established here to build on links between Vancouver and Hong Kong.

It supports research and academic programmes, keeps contact with alumni, and drives student recruitment and development opportunities.

Since the regional office was

established, chapters have been opened in Tokyo, Taipei, Seoul, Beijing and Shanghai.

The period has also seen further collaboration between the University of Hong Kong (HKU) and UBC, resulting in a joint legal education programme and the opening of Simon K.Y. Lee HKU-UBC House on the Vancouver campus.

The Canadian university’s Go Global Exchange programme has expanded with new opportunities for students wanting to study and do research overseas, particularly across the Asia-Pacific.

The University of British Columbia is one of Canada’s largest teaching and research institutions, and consistently ranked among the

world’s 40 best universities. It is also celebrating the 50th anniversary of its department of Asian studies and 10 years since it established the UBC International MBA degree programme, offered in co-operation with Shanghai Jiao Tong University. There are now more than 200 alumni and present students of the programme.

“As UBC works towards stronger international engagement, I am delighted we are celebrating the university’s presence in expanding ties to the Asia-Pacific region,” says the university’s president, Stephen Toope, who adds that the Hong Kong office “has helped build and enhance partnerships throughout Asia, while serving its students and alumni”.



The University of British Columbia is consistently ranked among the world’s 40 best universities.

Andrew Davis, associate director-general of InvestHK, which helped establish the Asia-Pacific link, says the growth of the university’s office

here offers the opportunity to strengthen education and research collaboration with universities in Hong Kong and the region.

Humber promotes real-world international learning

The success of an educational institution is best measured by how its graduates apply their studies. Alumni of the best colleges, institutes and universities are expected to contribute significantly to their economies, their communities and the world's storehouse of knowledge.

Humber Institute of Technology and Advanced Learning, Canada's largest polytechnic, prepares its students through small-class sizes, state-of-the-art facilities and programmes that relate directly to local and global economies.

By offering career-focused degrees, diplomas and graduate certificates that combine theory and application, Humber ensures that each graduate leaves the institution with the capacity to act as a catalyst for a better world.

Located in Toronto, Humber is a founding member of Polytechnics Canada – a national alliance of the country's nine leading research-intensive, publicly funded colleges and

technical institutes. "We are not simply the largest technical institute in Canada," says Michael Hatton, Humber's academic vice-president. "More importantly, our size allows us to offer more programming choices at more levels than any other similar institution in the country."

Humber's North and Lakeshore campuses enrol an annual full-time student population of more than 25,000. Humber attracts 2,500 international students from more than 85 countries around the globe as well. Three-quarters of these international students come from Asia, with the largest groups coming from the mainland, India and South Korea.

With more than 150 degrees, diplomas and graduate certificates, there is something at Humber for almost every student interest. "A large number of students are attracted to Humber primarily by our pathways," Hatton says. "Many students, with support from their parents, elect to do a two- or three-year

technical diploma, and then use the Humber pathway system to finish one of the degree programmes."

These pathways allow students in business, media studies, social services,

Many students, with support from their parents, elect to do a two- or three-year technical diploma

Michael Hatton
Academic vice-president, Humber

policing and other disciplines to first focus on applied studies, before moving to the degree level. This particularly

appeals to students who may not be entirely sure about their career path.

Also notable is how Humber's four-year degree programmes are the fastest-growing segment in the polytechnic. "For international students, there is often no other choice than the full baccalaureate programme," Hatton says.

An increasing number of these students are found in accounting, international business, film and media production, criminal justice, interior design, tourism and nursing. The special appeal of these programmes is that it offers work terms or clinical placements and post graduation eligibility for applying for a Canadian work permit good for three years.

Keeping programme curricula aligned with the working world is fundamental to the polytechnic's vision. Every programme at Humber has an advisory committee comprised of experts from the respective field. These experts provide insights that shape

programme content, delivery and placements, ensuring graduates are work-ready.

Humber also participates in international development projects with influential organisations such as the Asian Development Bank, the World Bank and the Canadian International Development Agency. Humber faculty and students supported third-tier development related to rebuilding small and medium enterprises after the 2004 Asian tsunami.

The institute cultivates relationships with universities abroad for knowledge exchange and to instil an international perspective in its students. Through strategic partnerships, Humber links students in Canada to the rest of the world and vice versa.

One of Humber's most successful international partnerships is with Ningbo University. Launched in 1996, the Humber-Ningbo joint programme has three stages. Between 150 and 200 students spend their first two years in

the Ningbo campus studying English and business. For the third year, these students study in Canada at Humber to complete an advanced diploma. The third stage involves degree completion at Humber or with the student's choice of partners in several Canadian provinces and in the United States.

More than 100 Humber-Ningbo students have gone on to degree completion in the US, where graduation provides opportunity to receive a work permit in that country. This three-country partnership is proving to be increasingly attractive to students and enrolment is rising.

The phenomenal success of the Humber-Ningbo partnership has made it the ideal model for further partnerships with other universities, such as Jimei University on the mainland, and the Kaohsiung University of Hospitality and Tourism in Taiwan. Humber plans to expand this programming and is looking for new partners throughout Asia that share its drive for commitment.



Michael Hatton, academic vice-president, Humber

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ALCOHOL COUNTERMEASURE SYSTEMS

Canadian National Railway enables 'three coast' supply chain in China-Canada trade

In an industry where size matters, being nimble is its own reward. Canadian National Railway (CN), the largest railway in Canada with a North American footprint, calls it precision railroading.

"We are the best carrier at offering supply chain solutions to our customers," says Claude Mongeau, president and CEO of CN.

This has been the company's focus since its privatisation 15 years ago. As the only three-coast railroad in North America, CN's footprint spans Canada's east and west coasts, and extends into the Midwest United States.

Recognised among shipping lines, terminal operators and global traders as their fastest and most reliable partner in the region, CN has become a supply chain enabler in its industry.

"How we bring the parties together, how we focus the supply chain, understanding the movement of goods and the bottlenecks and what it takes to come together as a team to provide the better service, that is our journey at the moment," Mongeau says.

With Asia fast becoming the focal point of world trade, CN has evolved as the "go-to organisation" of mainland firms exploring resource tie-ups in Canada. With offices in Beijing, Shanghai, Shenzhen, Qingdao and Tianjin, CN has often played the role of bridge builder for the trade of coal, iron ore, lumber, potash, sulphur and even crude oil between the two countries.

This is why CN is highly regarded not only by Chinese firms, but also Japan's top brands and South Korean industries.

CN is keen on the expansion of the Asia-Pacific Gateway Corridor initiated by the Canadian government to boost trade ties not only as a gateway to the US, but itself as a major resource supplier to Asia.

"With the multitude of options about how to move a container from Asia to America, only CN can have this dialogue on the three coasts," Mongeau says.

Claude Mongeau, president and CEO

Nuclear renaissance brings Laramide into high gear

With a nuclear renaissance in full swing, Laramide Resources looks forward to full-scale production within the next few years that would catapult the company among the world's uranium heavyweights.

"Given the calibre of the assets that we own, I think that's achievable," says Marc Henderson, president, CEO and director of the Toronto-based firm.

Laramide's flagship asset is the Westmoreland Uranium Project in Queensland, Australia. Previously owned

by mining giant Rio Tinto, the Queensland resource is expected to deliver at an annual rate of 3 million to 4 million pounds. This alone places the company within range of the global top 10 in the uranium business. Westmoreland is expected to reach production stage by 2015 following an anticipated loosening of state-level restrictions on uranium mining.

However, Henderson expects its United States assets to raise the company's visibility in the uranium space much earlier. Start-up production at La Sal, its small mine asset in Utah, is within reach this year with the possibility of processing the resource at Denison Mines' nearby White Mesa mill. Another asset, La Jara Mesa in New Mexico, itself located 320 kilometres from the mill, is expected to reach the production stage by 2013. Laramide also earns royalties from last year's uranium stock phenomenon Uranium Resources, which has assets in Texas and New Mexico.

Prospects in the global uranium business have soared since the mainland entered the picture in 2007, with a nuclear expansion programme of 80 gigawatts (GW) by 2020, which it has since raised to 112 GW. Henderson says the mainland's demonstrated ability to hurdle cost and complexity concerns that have plagued Western companies is a strong signal that this second wave will reach expected peaks. With up to 500 GW of nuclear power generation expected by 2020, including those in India, South Korea and Japan, Laramide's long-term viability is thus assured.

The company is keen on off-take deals with utilities and project financing to advance production plans. Being based in Canada, the world's strongest country in mining finance, and listed on the Toronto Stock Exchange where it has assured North American investors of strong bottom-line earnings, Laramide is well-positioned for regional investors as well. The company plans to eventually list on the Australian Stock Exchange, and possibly in Hong Kong.

"Our goal is to get enough scale that we're a multi-project source and supplier for utilities because they need reliability of supply," Henderson says.

Marc Henderson, president, CEO and director of Laramide

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Inclusive service is key in logistics according to Canaan Transport

Canaan Transport defines itself in three words: All you need. With its headquarters in Toronto offering a full range of logistics solutions, the company has set itself apart with this quality of service in the Canadian marketplace.

"We try to be as inclusive as possible," says Perry Lo, president of Canaan, who says his passion for dedicated service is a legacy from his father, the late Paul Lo, who founded the company in 1981.

Celebrating its 30th anniversary this year, Canaan has proven its mettle in taking on world-class projects like the on-time delivery of trains for the Vancouver 2010 Winter Olympics and serving as an inland co-ordinator of aircraft parts for Bombardier. But the company remains grounded on its niche: medium-sized businesses that appreciate the personal touch of a professional and established logistics firm. With strong cultural ties to the mainland, Canaan sees itself enabling trade between Canada and China.

China and southeast Asia are already major markets. Canaan has a night team that attends to Asian customers in real time. Shipment status is fully visible online, with a customised network facility that allows customers to feed tracking-related information and receive updates. Responding to market demand, Canaan has ventured into cargo consolidation for its Asian customers with partners in China and other Asian countries.

The company is keen on increasing its presence in Canada because keeping the local focus is key to its success. "When our partners come and see that Canaan has full coverage of Canada, they can have confidence in our effective and efficient service," Lo says.

Canaan's custom-built warehouse in Richmond, British Columbia spans seven acres and is located in a customs-approved duty-free zone. By providing solutions that have equal parts Western and Eastern business methodologies, Canaan is responsive to different types of logistical challenges and is truly a reliable professional freight forwarder, warehouse and customs broker in Canada.

Perry Lo, president of Canaan

Seafood specialist brings Asian flavours to North America

Hong Kong immigrant David Lam had a dream: to provide Asians, who had migrated to Toronto, with the food and flavours of home. Armed with an accounting degree and business savvy gleaned from his family's seafood processing business, Lam founded Tai Foong International (TFI) in 1977.

From a one-man business, TFI, under Lam's leadership, has grown into one of the leading seafood importers in North America. "I was photocopying my handwritten fliers, sticking price lists on windows, making sales calls and taking orders," the TFI president says.

With an extensive sales and distribution network in Canada and the United States, TFI employs 220 staff in its headquarters in Toronto and branches in Calgary, Montreal and Vancouver. Its processing plants in Thailand and Indonesia, which meet the highest food safety standards, employ 800 workers.

Lam's guiding principles of diversification and providing new and high-quality products and services have brought about TFI's steady growth.



David Lam, president

The company supplies high-quality seafood products to consumers, grocery chains, Asian food stores, high-end Japanese restaurants and food service operators across Canada and the US. "TFI offers a comprehensive line of 3,000 products, which range from frozen seafood – our core business – to dry staples such as rice, instant noodles and canned goods," says Shirley Chan, sales and marketing director of TFI's Asian division.

TFI also represents reputable brands and provides value-added services for customers, including custom packaging, to meet their portion control specifications. The company brought renowned brands such as Thai Gold and Ox Head jasmine rice to Canada. It also handles and distributes in Canada well-reputed Hong Kong products, such as Maxim's mooncakes, Garden biscuits and Doll frozen dim sum and instant noodles, and Malaysia's OldTown white coffee.

"TFI works closely with the principal suppliers to develop comprehensive marketing programmes to target segments," Lam says.

TFI is seeking new partners with long-term vision and innovative products to expand its customer base in North America. The company also aims to import more products from Bangladesh, India and Pakistan to supply immigrants from those countries who are in Canada. It is also sourcing Canadian products for export to Asia, specifically the mainland.

Aiming to establish a closer link between North America and Asia-Pacific, TFI set up a sales office in Hong Kong in 2008. The sales office has successfully introduced value-added frozen seafood products into the local market.

Northern King and Thai Gold branded products can be found at Jusco, UNY, CRC and Yata supermarkets.

ACS takes road safety driving solutions to China

Beginning with an idea to help curb alcohol-impaired driving accidents, Alcohol Countermeasure Systems (ACS) has been revolutionising road safety for more than three decades.

Established in 1970 as a research division, the company initially developed breath alcohol testers for law enforcement applications. As the market grew and driving precautions drew more attention, so did ACS. It branched out to cater to the automotive, industrial, public and personal safety sectors, and expanded its product range to specialise its offerings for various commercial segments.

Among ACS's flagship inventions since 1985 is the ALCLOCK series. Its sophisticated design requires a driver to pass a breath control test before starting the vehicle. Proving effective, the product quickly found its way into commercial buses, trucks, taxi fleets and private vehicles. It has spurred further research and development initiatives, which continue to pioneer more alcohol-sensing technologies and equipment, including portable and coin-operated units that can be installed in restaurants and bars.

"We maintain our lead in the industry by investing at least 10 per cent of our revenue in research, which is conducted by highly trained scientists and engineers," says chairman and CEO Felix Comeau. "We also have partnerships with universities and research facilities in Canada, the United States and Europe as well as various automotive groups with which we leverage combined science and engineering."

One of the company's latest breakthroughs is the development of alcohol interlock technology targeted at

both the compliance monitoring and automotive markets. Equipped with GPS and wireless communication capabilities, ACS's next-generation ALCLOCK GR provides administrators with real-time information about a driver's test results and the vehicle's location.

Other new and upcoming innovations make use of biometrics, nanotechnology, infrared sensing and distant spectroscopy.

We maintain our lead in the industry by investing at least 10 per cent of our revenue in research

Felix Comeau
Chairman and CEO, ACS

ACS earned ISO 9001:2000 and 14001:2004 as well as TS 16949 certifications, and it protects its products with worldwide patents to ensure quality and reliability. It operates globally through its satellite offices throughout Australia, Europe, Asia and the US in addition to its 6,000 square metre headquarters in Toronto, Canada.

The company has installed most of its products in after-market applications such as a pilot programme in Sweden since 2000 and the regulated bus market in France since 2010. It has co-operated with automotive original equipment manufacturers (OEM) since 2004 and begun mounting preinstalled ALCLOCK systems in cars, buses and trucks from Volvo Trucks, Volvo Cars and Iveco. Other high-profile customers now include Mercedes-Benz and EvoBus.

With a strong foothold in developed Western regions, ACS is focused on intensified expansion into Asia. It aims to capture emerging markets, particularly in Singapore, Malaysia, Japan and China, through partnerships and subsidiaries.

"We always partner with local companies or set up a subsidiary corporation because we recognise the need to have a consistent presence and commitment to the area," Comeau says.

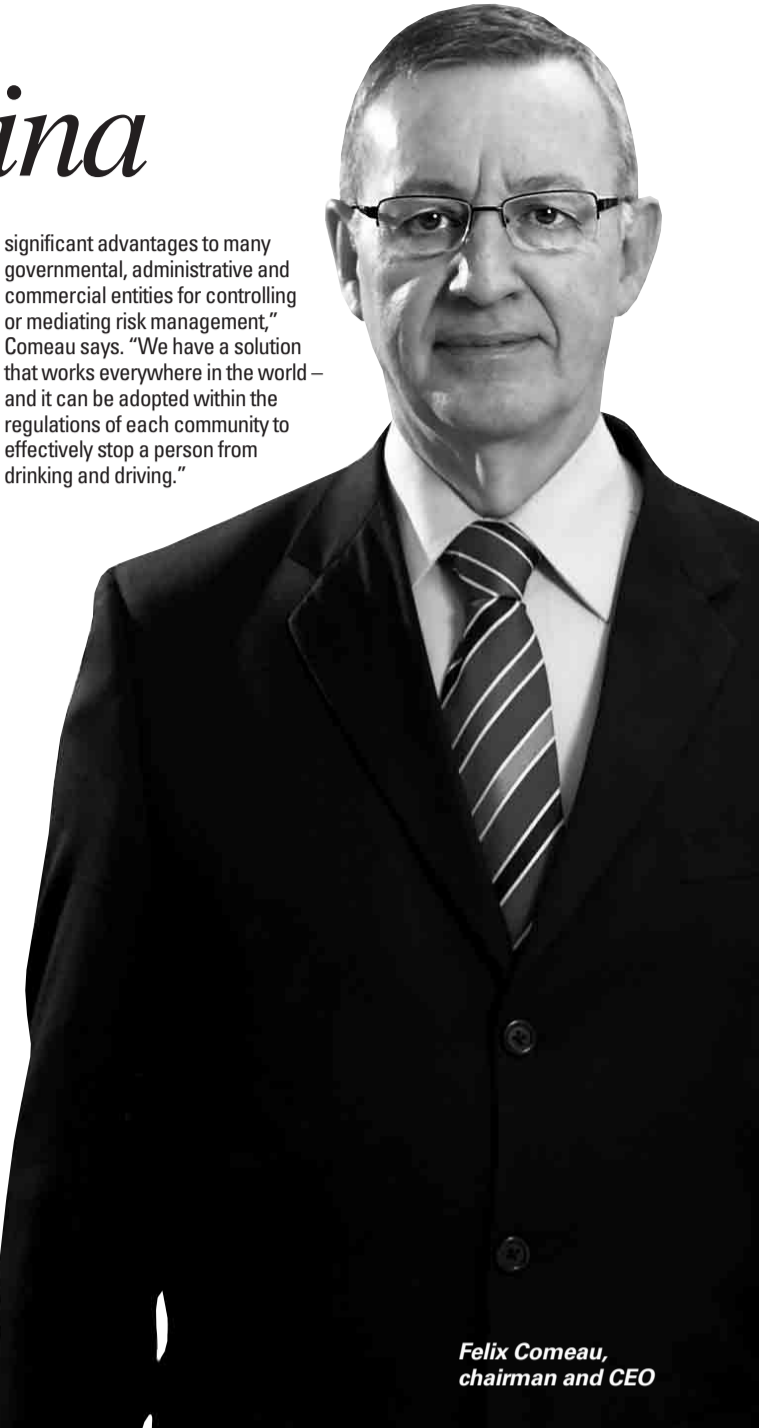
China stands out as a target destination due to the company's three-pronged objectives in establishing a hub of operations. Apart from seeing it as a potentially large market, ACS also relies on the mainland's abundant components supply and believes that it is an ideal location for assembly and manufacturing. Backed by more than 30 years of experience selling various alcohol breath testers in the region, the company recently launched ACS China in Dongguan, Guangdong.

Shifting its mainland operations into full gear, the company seeks local research and academic institutions that can provide a deeper understanding and connection with the Chinese market. "We look forward to working with Chinese vehicle manufacturers to develop local solutions for vehicles specially designed for the domestic market," Comeau says.

"In the next three to five years, we would also like to partner with automotive OEMs that aim to sell internationally and show that vehicles coming out of China are both reliable and safe."

ACS also participates in trade missions in Asia and engages in international research and implementation projects, through which it reaches wider recognition from government and commercial institutions.

"Our products can provide



Felix Comeau, chairman and CEO

Selwyn eyes giant zinc-lead mining prospect

Selwyn Resources is poised to bring to the market a major zinc-lead mine within the next three years, as it advances development of one of the largest zinc-lead deposits in the world.

Listed on the venture board of the Toronto Stock Exchange, Selwyn Resources is a single-purpose company which owns the entire Howard's Pass District in Canada's Yukon territory. After about a decade of exploration, it has defined 388.4 million tonnes of high-grade zinc-lead deposits, on which a bankable feasibility study is expected to be completed within the year.

The mine is scheduled for commercial production by 2014. This is perfect timing for the project to address an impending shortage of zinc and lead supply for industrial expansion in the region.

"Zinc is poised within the next 12 to 18 months to outperform all the other major base metals," says Harlan Meade, president and CEO of Selwyn Resources. Zinc is used for galvanising and metal alloys,

while lead is mainly used in batteries.

Selwyn Resources has outlined a staged development of its zinc-lead deposits. The first stage is to develop underground mines near a block containing up to 26 million tonnes of high-grade resources. The initial target is to produce 255,000 tonnes per annum (TPA) of zinc and 65,000 TPA of lead. The second stage involves open-pit mining to increase zinc production to 490,000 TPA and lead to 133,000 TPA.

With the completion of its deal with mainland firm Yunnan Chihong, the 50-50 joint venture Selwyn Chihong Mining will co-manage the implementation of this plan. This strategic alliance should place the Selwyn Project on the radar of mainland investors and banks.

Selwyn Chihong will actively seek project financing next year. The success of such an undertaking would establish Selwyn Resources as a partner of choice for North American companies in the base metal space looking to broaden horizons on the mainland.



Harlan Meade, president and CEO

Supply chain solution expert bridges the world

Every organisation venturing into global expansion could use a reliable partner that fully understands the complexities of international trade – a partner that encourages localisation, enables transitions and bridges cultural barriers. Synaps International is such a partner.

Synaps International was established in 1998 and focuses on supply chain solutions, sourcing and marketing opportunities primarily in Asia.

Its parent company, The Wheels Group, has combined 100 years of expertise in engineering, implementing and managing supply chains in the North American transportation industry. Recognised among Canada's 50 best managed companies for 14 consecutive years, The Wheels Group counts customer engagement and intuitive service delivery as keys to success.

"We promote best-of-breed solutions in the global trade of high-quality goods and services," says Doug Tozer, CEO of The Wheels Group and Synaps International.

The company explores every aspect of the supply chain to remain a valuable partner to customers, from sourcing,



Doug Tozer, CEO

administration, client financing and credit management support to distribution and delivery.

To ease flexible global trade, Synaps International has identified five strategic locations for its commercial hubs – a central hub in Toronto, with the others in Bangkok, Mumbai, Sao Paolo and Shanghai.

The Toronto and Shanghai hubs are already operational and the rest are expected to follow later this year.

The birth of Synaps International was also inspired by an early friendship with Bailian, a major mainland retailer.

Bailian first approached the group for its North American market expertise. Synaps International was instrumental in instigating co-operation between Bailian and a big Canadian food retailer.

Established on the mainland in 2004, Synaps International leverages its expertise in supply chain and products to move quality food and food-related product imports into China.

"We want to be the bridge, facilitating trade flows between the mainland, Canada, and other key global markets," says general manager Martin Hall.



Denis Horgan, vice-president and general manager

Facility, capacity upgrades mark 40th anniversary of Westshore

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Gearing up for growth

With a major three-year, \$49 million equipment upgrade behind it in 2010, Westshore Terminals continues to grow to meet customer demands. As the premier West Coast coal gateway to the world, Westshore now has a nominal design capacity of 29 million tonnes a year and is ever evolving.

The terminal is now reviewing other opportunities to further increase capacity over the next two years.

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Westshore Terminals has been at the forefront of supplying coal between mining companies and their overseas customers for more than 40 years, moving more than 645 million tonnes in the process.

Tracing its roots back as Kaiser Resources' captive port, shipping metallurgical coking coal to Japan in the 1970s, Westshore has grown to become North America's busiest export coal terminal. It has evolved into a stand-alone public company servicing 12 mines across Canada's southeastern British Columbia and west central Alberta and the United States. "The products have diversified into steel-making and energy coal, and the markets have expanded to South Korea, the mainland and Europe," says Westshore vice-president and general manager Denis Horgan.

With the recent industry upswing, Westshore has begun breaking records in transporting unprecedented amounts of coal. The company shipped a record four million tonnes to the mainland last year. It surpassed its two million-tonne shipments from the US in 2009 with its more than five million-tonne record last year.

Westshore has a rated capacity of 29 million tonnes of coals annually and provides storage for up to two million tonnes, following a second major facility and capacity upgrade completed last April. It has two rotary railcar dumping stations, rail dumpers, yard systems, stacker reclaimers and two deep-sea berths, key assets that enable efficient loading to large vessels.

The terminal maintains a transparent relationship with mining companies and their customers, welcoming both parties to visit and work at its 53-hectare facility. It co-operates with rail operators, ensuring smooth transport regardless of terrain and weather. "We are an integral part of the coal chain – mining, rail, port – we are joined at the hip," Horgan says.

With the automation of key processes under way, Westshore is further investing in streamlining its operations and maximising its capability. "We value our existing customers, and we will continue growing to meet their needs," Horgan says.

Financial leader brings expertise to Asian clients



Gordon Nixon, CEO of the Royal Bank of Canada

Highly diversified, client-focused, and strong risk management – these are the defining characteristics that allowed the Royal Bank of Canada (RBC) to not only withstand the financial crisis, but to actually grow and improve its competitive positioning in the past few years.

While other banks struggled with capital and liquidity issues, RBC hired, invested and expanded its operations and product offerings. The bank also continued to offer a strong balance sheet and world-class advice to clients around the globe. RBC's position of strength is the envy of many of its global competitors.

RBC's business is diversified across five segments: wealth management, capital markets, insurance, international banking and Canadian retail banking. This diversification has been key to the bank's remarkable earnings stability throughout the financial crisis and ensuing global economic uncertainty.

RBC was the first Canadian bank to establish ties with the mainland in 1954, and has had an office in Hong Kong for more than 50 years.

Well known in the Asia-Pacific region as a top counterparty in fixed income products, RBC is intent on building its presence in the region through its international expertise in capital markets and wealth management.

The bank has operations in Hong Kong, Tokyo, Sydney, Singapore, Beijing, Brunei and Mumbai. It has doubled the size of its capital markets operation in Hong Kong, building a new and larger trading floor, increased United States dollars product trading activities for Asian clients and acquired Fortis Wealth Management Hong Kong. "We are building the critical mass to grow significantly in the region over the next

several years," says Gordon Nixon, CEO of RBC. "As Asia-Pacific economies, and particularly China, expand in the years to come, our goal is to make a meaningful contribution to the financial goals of our clients, be they personal, corporate or institutional."

The bank's announcement last November about the acquisition of London- and Tokyo-based BlueBay Asset Management will offer significant value to clients in Asia and transform RBC's global asset management platform to HK\$1.9 trillion in assets under management.

"RBC has quickly grown to be a global leader in wealth management services globally, and we were proud to see this reflected in our ranking as one of the world's top 10 largest wealth managers by Scorpio Partnership's Global Private Banking KPI Benchmark 2010," Nixon says.

RBC has a strong risk management culture, which influences its expansion and acquisition activities. All of its investments are made carefully, and with a long-term perspective.

"We take the same level of care and discipline in managing our bank and investing as we do in advising and serving our clients," Nixon says. "We find our clients want to deal with a financial institution that not only has the expertise and capabilities they need, but also has the strength and reputation to inspire confidence in a long-term partnership with us."

In addition to the bank's on-the-ground operations throughout Asia-Pacific, RBC's ties to Asia are evident in Canada. More than 65 per cent of new Canadian immigrants hail from Asia, and RBC has successfully tapped this influx of newcomers with services offered in Cantonese and Putonghua. As a result, it has become the bank of choice in Canada for more than 1 million Asian-Canadians.

RBC is headquartered in Toronto, one of the most ethnically and culturally diverse cities in the world and the new home of thousands of new immigrants each year. RBC seeks the same kind of diversity within its businesses, not just because it is the right thing to do, but because it also makes good business sense, Nixon says.

Meeting the needs of an increasingly diverse client base is an imperative for any company, and RBC has received numerous accolades and awards for its commitment to diversity. "We believe strongly that having a workforce that understands and reflects



The Royal Bank of Canada offers world-class advice to clients.

the communities is critical to our continued success globally," Nixon says. "It is for this reason that diversity is one of our core values and that we have made it an enterprise priority in our organisation."

Present in 50 countries, RBC is listed on the New York and Toronto stock exchanges. Serving more than 18 million

One of the key ingredients for success is playing to your strengths as an institution

Gordon Nixon
CEO, Royal Bank of Canada

clients worldwide, RBC employees enjoy a workplace regarded by Mediacorp Canada's survey of Canadian businesses as one of Canada's Top 100 Employers for three consecutive years. It has also been named one of the Best Workplaces in Canada in an annual study by the Great Place to Work Institute Canada and *The Globe and Mail*.

Expanding in international markets

With the leading share of the Canadian financial services market, RBC is looking

for continued growth in its home market and for accelerated growth from its overseas business. Canada presently makes up 60 per cent of RBC's total revenues, but the bank sees this shifting as its global operations grow.

"Having a strong home market is one of the key ingredients in being a strong global financial institution," Nixon says. "And so, while you will see the proportion of international revenues grow relative to Canada, our home market will continue to be the backbone of the organisation."

Following its successful expansion in the US and in Europe, particularly in the British Isles, RBC aims to replicate its success in Western markets in the East.

As Asia continues to attract investors, the region becomes an increasingly important market for RBC to serve its global clients. In fact, Asia is home to some of RBC's largest investing clients today.

"Many companies are trying to expand their businesses in high-growth markets like Asia," Nixon says. "But, while it is very easy to grow a bank and to grow your assets, what's much more difficult is to grow a franchise with enduring value, built on an increasing base of strong client relationships and a respected brand. RBC has always been in the latter business."

Because of Hong Kong's strategic location in the region and its ties with the mainland, RBC designated Hong Kong as its Asia-Pacific base. RBC is also present on the mainland, Brunei, Singapore, Japan, India and Australia.

Building on strengths

RBC is expanding its two largest and most successful global businesses – capital markets and wealth management – into Asia to target governments, companies and high-net-worth individuals throughout the region. "One of the key ingredients for success is playing to your strengths as an institution, and we have two world-class strengths in these two businesses," Nixon says. "In fact, we are the only Canadian bank that has a truly global business in capital markets and wealth management."

RBC's experienced team of capital market research analysts will certainly bring a competitive edge to Asian clients.

According to the 2010 Brendan Wood International review of institutional equity research, sales and trading performance in Canada, RBC Capital Markets is the top equity research group with an industry-leading share of top-rated analysts. In addition, RBC has one of the most extensive global research coverage teams, with more than 100 analysts covering more than 1,100 equities and corporate clients.

Meanwhile, the rapidly growing number of high-net-worth individuals in Asia-Pacific will have access to the services of a leading provider of wealth management services, as recognised by the numerous awards RBC Wealth Management has won across the globe in the last year.

RBC will continue to invest in these two business segments to expand its customer base and capabilities to provide more products and services to Asian customers. The bank is also open to acquisitions to expand its wealth and asset management business and its trading platforms.

Observing an increase in demand for fixed income securities, RBC also turns to its fixed income business as a catalyst for growth. The bank seeks to build its business in global fixed income, global foreign exchange and local markets.

"We can add a lot of value to our customer base in Asia by being very strong and good at what we do," Nixon says. "We are not trying to be all things to all people, but to focus on those areas we do exceptionally well in and have a distinct competitive advantage."

With these concrete plans for its expansion in Asia, RBC is clearly committed to the region for the long term.



Client confidence built by financial strength.

And operations in 50 countries with more than 18 million clients.

A growing number of clients around the world are relying on the expertise of RBC to deliver unique insights, generate innovative ideas and manage personal wealth. With a broad range of products and services, we partner with governments, corporations and investors to help them meet their funding requirements, raise capital and manage institutional and individual investment portfolios. For over 100 years, this approach has helped create a strong global financial institution and is building client confidence every day.

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