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EDITOR'S NOTE

Friends,

Let me begin by offering a warm welcome, congratulation and personal greetings to all award winners on the occasion of Indo-Canada Chamber of Commerce's (ICCC) Annual Awards & Gala Night. It is with great satisfaction and pride that I offer you ICCC's Annual Magazine. In continuation with our attempt to broaden our coverage to encompass both bilateral matters and our Chamber's activities, we offer you a bouquet of insightful articles by sector experts from different spheres, in addition to an overview of our multifarious activities during the last year.

Editing the magazine, commissioning different articles, working on the design and seeing the magazine take shape was a unique and thrilling experience for me personally. It was a hard task but I hope I have been able to translate my vision as an editor to present to you a magazine that represents continuity with our past as well as offer a unique perspective.

For your reading pleasure, the magazine is organized in four distinct sections, and an attempt has been made to make each section distinct both in terms of content and design. The visual on our cover encapsulates this year's theme for the annual awards and gala night – Unleashing the Power of the Diaspora: Building for a New Future. The colours portray our close bilateral relations and twin mandate of Chamber, and the motif of the building depicts – both literally and metaphorically – the Chamber's endeavour to build a new future for its constituents.

Indo-Canada Chamber of Commerce strives to engage our members in everything that it does, and it is because of our members' contribution, our largest stakeholders, through various means that we continue to grow and remain relevant. The information provided in this magazine reflects ICCC's earnest desire to meet not only the aspirations of our members but that of our sponsors as well.

We continue to be the pivot for fostering bilateral economic and trade relations between Canada and India, and creating business and professional opportunities for the Canadians of Indian origins. At the same time, we also strive to help Indians from India to focus on trade and business with Canadian and Indo-Canadian businesses. Our focus on small and medium business finds a manifestation through our various programs and especially through our annual India Mission and that also goes with Chamber's Vision and Mission Statement.

Let me welcome newly elected Indian Prime Minister Hon. Narendra Modi under whose leadership India is expected to usher in a new dawn. Both countries will have stronger relationship and as a Chamber we expect CEPA to be a reality. ICCC is privileged to have worked closely with Prime Minister Narendra Modi during his tenure as the Chief Minister of Gujarat. We will continue to focus on rapid enhancement of bilateral trade ties.

After going through the magazine, I am sure there will be some sections that will inspire you more than the others. We encourage you give your feedback. It is only through feedback that we can improve.

I thank the team at RG Digital Printing for their hard work and continued support to make this wonderful publication a reality and to reach in your hands on time.

Sincerely,

Dharma Prakash (D. P.) Jain
Editor

Besides being the Editor of ICCC's 2014 Annual Magazine, Dharma P. Jain, CGA is the Treasurer and Director of Indo-Canada Chamber of Commerce. He is a practicing CGA.



By Dharma
P. Jain



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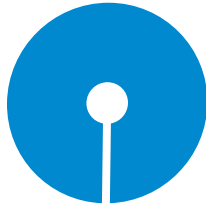
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ABOUT THE ORGANIZATION

The Indo-Canada Chamber of Commerce (ICCC) was founded in 1977. The ICCC is a membership based, volunteer driven, not-for-profit, non-partisan and privately funded business organization representing its members from the Indo-Canadian business and professional communities across Canada.

The Mandate

To promote trade and commerce between Canada and India with support provided to, and received from, various levels of governments and to establish links with global business organisations.

To provide business networking opportunities for our members, sponsors and partners to enable the sharing of ideas, information and experiences in order to promote mutual business success; to create learning opportunities for our members through seminars, workshops and conferences.

To recognize the achievements and contributions of the Indo-Canadian community as a part of the business and social fabric of Canada.

The Vision

The Chamber works hard on behalf of its membership, offering insightful and meaningful policy contributions, and leading initiatives that positively influence the Indo-Canadian economic and social landscape. Our aim is to serve as the premier voice of the Indo-Canadian business and professional community. We are committed to the enhancement of economic prosperity and quality of life of our members.

The Chamber is the country's premier Canada-India bilateral trade and investment facilitator, catalyst and advocate. Our mission includes the promotion and stimulation of bilateral trade and commerce between Canada and India.

We recognize the importance of India as a premier trading partner for business in Canada. The Chamber is a pivotal resource in enhancing Canada-India trade.



BECOME A MEMBER

At the Chamber, we believe strongly in the power of association. To facilitate this we are constantly setting up networking opportunities where business people can meet other business people; professionals can meet professionals and exchange ideas, experiences, and get support. Many entrepreneurs will find the missing link in the room during our event. The room will be full of people who may have the solution to your growth, and you may hold the solution to someone else's growth.



BECOME A VOLUNTEER

Indo-Canada Chamber of Commerce runs on volunteers. Right from the president of the Chamber to the young committee member who helps at the reception desk of our event, the Chamber depends entirely on the services of volunteers.

Serving on a committee is a great way to learn more about the organisation and volunteering is something that anyone can do. Dedicating some time and energy leads to both social and professional gains. These rewards include recognition of skills and expertise which can ultimately result in positions of responsibility.



PRESIDENT'S MESSAGE



By Naval Bajaj

New Government

2014 marks the beginning of a new phase in Canada-India relations. It is a sentiment that is shared by non-partisan observers of developments in Canada-India corridor. The key reason for this is Right Honourable Prime Minister Narendra Modi's ascension to glory. Long before any other foreign power took note of Prime Minister Modi's vision of rapid and inclusive economic and development, Canada had the distinction of partnering him in his ambitious Vibrant

Gujarat investment conventions in 2011 and 2013. Many Canadian federal and provincial leaders have a personal rapport with India's new prime minister. This augurs well for the future of Canada-India ties.



Indo-Canada Chamber of Commerce (ICCC) has proactively supported three of the six editions of the Vibrant Gujarat convention. In 2013, I led the largest foreign delegation to the convention, and our delegation of over 200 Canadian small businesses, included several federal and provincial Canadian leaders.

ICCC shares the optimism of many India watchers that the new government in India will reinvigorate the economy and bring the agenda of growth to the forefront. ICCC will continue to play a transformative role for promoting Canada-India partnership in this setting by making use of extensive engagement that already exists, and is being continually created at the policy and the business firm levels.

Advocacy Strategies

Our Chamber has continuously engaged all levels of the government – both in Canada and in India – to create opportunities for businesses to explore, engage, and prosper. Indo-Canada Chamber of Commerce has dovetailed its advocacy strategies with the ongoing bilateral efforts undertaken by both Canada and India. Advocacy results are often imperceptible and have a long gestation period. It is gratifying that ICCC's efforts have contributed to a more intense and sustainable Canada-India relationship.

Small Businesses

Our Chamber has been actively engaged in transforming the discourse of cooperation and collaboration between Canada and India. We are trying to make it more substantive by engaging Canadian small businesses in a variety of ways and encouraging them to explore global oppor-

tunities. We have consciously done that by building Brand Canada in India and Brand India in Canada. There has been an overwhelming response to our India Mission initiatives in Canada and in India from the governments at all levels and the private businesses. At the same time, it has enabled the Chamber to fulfill its other mandate of creating business and professional opportunities for our members.

During 2013-14, ICCC, in collaboration with its stakeholders, organized a series of events focused at serving its segment of membership belonging to small businesses. Nearly 70 per cent of all the programs organized were aimed at small businesses. In a departure from the past, we changed the formats to incorporate a small business component to practically all the programs organized by the different committees of the Chamber. The result was a spurt in the number of small business programs, and a spectacular increase in the variety of programs.

New Headquarters

Indo-Canada Chamber of Commerce reached a new milestone in its 37-year-old history when in 2013 it acquired a new headquarters in Toronto and in 2014 began operations from there. An independent building to serve as ICCC's headquarters has been a long-standing demand of the membership. In meeting this demand, ICCC has also taken care to anticipate and meet the requirements resulting from its future growth.

I am gratified that this milestone has been reached during my tenure as the President of ICCC. This singular achievement is due in a large measure to the work of my predecessors – past presidents and past directors, and members, stakeholders, constituents and supporters.



The new headquarters is the manifestation of the hopes and aspirations of the Indo-Canadian community – now over a million strong – and is expected to make its mark by its diverse contributions to the fabric of the Canadian society. It will serve as a centre for the multifarious activities of ICCC aimed at meeting its objectives. In particular, the building will be utilized to encourage enterprise and entrepreneurship within the Indo-Canadian community.

Over the years, ICCC has emerged as the Indian Diaspora's largest business organization. From being a catalyst, it has become a harbinger of change, promoting excellence in all spheres of commerce, whether it is trade in merchandise or in sunrise services sectors such as clean tech or in education.

Centre for Excellence in Enterprise

Later, in 2014 ICCC will launch the Centre for Excellence in Enterprise (ICCC-CEE). The Centre will encourage entrepreneurial endeavours amongst the Indo-Canadian community. I am confident that the Centre will have its own value and relevance by contributing to the progress and prosperity of our community.

My tenure as the President of the Chamber concludes this year. Like my predecessors, I have endeavoured my best to take the Chamber to a higher level. Given the rich talent that we have on our board and in our community, I am confident that my successors will take it even higher. I thank all our members, stakeholders, partners and my colleagues on the board for making my two-year stint memorable and productive.



PRIME MINISTER • PREMIER MINISTRE

I am pleased to extend my warmest greetings to everyone attending the Indo-Canada Chamber of Commerce (ICCC) Annual Gala and Awards Night.

Our Indian diaspora of more than one million people has created a special bond between our two countries. Our Government has made the Canada-India relationship a priority. We have set an ambitious goal to expand bilateral trade and have signed several important agreements that form the foundation for a comprehensive economic partnership. As a principle voice for Indo-Canadian entrepreneurs, merchants and professionals, the ICCC is ideally suited to promoting the burgeoning trade relationship between Canada and India.

Tonight, you have gathered to recognize the achievements of an outstanding group of Indo-Canadians. I join with you in saluting them for their hard work, determination, and important contributions to our country.

On behalf of the Government of Canada, I wish you all an enjoyable evening.

The Rt. Hon. Stephen Harper, P.C., M.P.

OTTAWA
2014



Greetings from Canada's Citizenship and Immigration Minister

On behalf of Prime Minister Stephen Harper and the Government of Canada, I would like to extend my warmest greetings to all those attending the Indo-Canada Chamber of Commerce (ICCC) Annual Gala and Awards Night. I would like to thank the ICCC for your many years of dedicated service to the Indo-Canadian community.

New Canadians have contributed significantly to our cultural and economic development and have been instrumental in building our strong, diverse and prosperous country. As an active supporter of Indo-Canadian businesses and entrepreneurs in Canada, the ICCC has worked tirelessly to help newcomers reach their goals. This gala and awards ceremony provides us with a wonderful opportunity to recognize the innumerable contributions of Indo-Canadians to our society.

As Canada's Citizenship and Immigration Minister, I would like to congratulate all the award recipients for your important achievements and I thank the Indo-Canadian Chamber of Commerce for your continued commitment to the advancement of Canadian pluralism.

Sincerely,

Chris Alexander
Canada's Citizenship and Immigration Minister



भारत का उच्चायुक्त, ओट्टवा
HIGH COMMISSIONER FOR INDIA
OTTAWA

May 05, 2014

MESSAGE

I am delighted to extend my greetings to the Indo-Canada Chamber of Commerce (ICCC) on bringing out the annual magazine. I also extend my greetings to everyone attending the Annual Gala event and Awards Night on June 14, 2014.

India and Canada have witnessed unprecedented close relations during recent years. Our leaders have visited each others' countries. The visit of The Right Hon'ble Governor General David Johnston of Canada to India in February 2014 has taken these relations to new heights. A number of agreements were concluded during this visit and the bilateral dialogue has been significantly upgraded.

I feel a sense of pride at the contribution of the Indo-Canadian diaspora to Canadian society. It has also become a significant agent for promoting bilateral relations between Canada and India. ICCC has been playing an increasingly important and more direct role in India's growth story. ICCC conducts and sponsors India centric seminars/events from time to time, and also interacts with visiting Indian official and business delegations. Leading a successful delegation of small and medium businesses to India last year is yet another achievement of ICCC.

I congratulate ICCC and its members on this happy occasion and wish them success in all their future endeavours.

Admiral (Retd) Nirmal Verma
High Commissioner

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भारत का प्रधान कौंसल
टोरंटो
CONSUL GENERAL OF INDIA
TORONTO



29 April 2014

MESSAGE

I am delighted to learn that the Indo-Canada Chamber of Commerce (ICCC) is organising its Annual Gala and Awards Nights on June 14, 2014 and will also be bringing out its annual magazine with the theme "Unleashing the Power of Diaspora – Building for a New Future" on this occasion.

India and Canada enjoy extremely close, cordial multi-faceted relations, based on shared traditions of democratic values, pluralism, the multi-cultural, multi-ethnic and multi-religious nature of two societies and strong people-to-people contacts. The last few years have witnessed a strengthening of India-Canada relations to a new strategic level. Increased bilateral interaction in trade, investment, higher and vocational education, culture and tourism between India and Canada is reflective of the heightened focus and priority attached by the people of both countries to building a strong and vibrant partnership. India's rapidly growing economy, along with huge complementarity between the economies of India and Canada offers unprecedented opportunities for mutually beneficial bilateral cooperation.

India has made remarkable strides in social, political and economic fields. With its spirit of innovation and enterprise, and numerous success stories, the Indian diaspora has contributed immensely to India's development and inspired millions of people in India. The Indian diaspora of more than one million in Canada, in particular, has been in the forefront of building bridges and strengthening our bilateral relations. As one of the largest and the oldest Indian diaspora organisations in Canada, ICCC has emerged as a unique instrument for promoting interaction between business communities of the two countries. It has also been facilitating high level participation of Indian-Canadian diaspora in the annual Pravasi Bharatiya Divas (PBD) in India and was conferred by the Government of India the prestigious Pravasi Bharatiya Samman Award in 2012 for its valuable role.

I take this opportunity to extend my good wishes to the Chamber and its members on this occasion and wish them all success in their future endeavours.

Akhilesh Mishra
(Akhilesh Mishra)
Consul General

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CHIEF GUEST

THE HONOURABLE JOE OLIVER PC, MP
MINISTER OF FINANCE

Joe Oliver was elected to the House of Commons for the first time in May 2011.

In March 2014, he was appointed Minister of Finance. Previously, he was appointed Minister of Natural Resources in May 2011.

Prior to his election to Parliament, Mr. Oliver had a career in the investment banking industry. He began his investment banking career at Merrill Lynch, and served in senior positions at other investment dealers and as Executive Director of the Ontario Securities Commission. He was then appointed President and Chief Executive Officer of the Investment Dealers Association of Canada.

Mr. Oliver also played a prominent role as Chair of the Advisory Committee of the International Council of Securities Associations and as Chair of the Consultative Committee of the International Association of Securities Commissions. A graduate of the Directors Education Program at the Rotman School of Management, he was also a member of the Canadian Institute of Chartered Business Valuators and sat on the board of the Canadian Securities Institute Research Foundation.

Mr. Oliver is an active member of his community. He served as Chair of the Prostate Cancer Research Foundation of Canada for four years, and as a member of the Board of Mount Sinai Hospital.

Mr. Oliver obtained both his Bachelor of Arts and Bachelor of Civil Law at McGill University. He was called to the Quebec Bar and later graduated with an MBA from the Harvard Graduate School of Business.





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AWARD WINNERS 2014

Since 1992, the Indo-Canada Chamber of Commerce has acknowledged the achievements and contributions of Indo-Canadians by instituting the following awards:

- Female Entrepreneur
- Male Entrepreneur
- Female Professional
- Male Professional
- Young Achievers
- Technology Achievement
- Corporate Executive
- Humanitarian
- Lifetime/Outstanding Achievement
- President's Award
- Member of the Year



Female Entrepreneur

Sarab HansManaging Director,
Hans Dairy

Sarab Hans is the Managing Director of Hans Dairy Inc. Located in Toronto, the family business processes milk products that are focused towards the South Asian community. Upon joining the family business in 2006, Ms Hans convinced her father that rather than trying to compete with the big dairies, their success lay in thinking local. Thus they revamped the business to actively seek out traditional dairy products demanded by the South Asian community, which were not readily available to their customer base.

Prior to joining Hans Dairy, Ms. Hans worked in the finance sector for 6 years with ING Group. At ING she worked in Corporate Strategy and Business Change Department in the Netherlands, Securitization team in Japan, and Investment Banking team in New York.

She has a B.A. from University of Western Ontario and a M.B.A. from McGill University.



Male Entrepreneur

Sanjeev Sethi

Founder, The Host

Sanjeev Sethi is the founder of The Host chain of restaurants. A self-taught chef and an entrepreneur, Sanjeev has built a gastronomical empire that includes four fine dining restaurants – one each in Mississauga and Richmond Hill and two in Toronto (Prince Arthur Avenue and Wellington Street) and a catering service that has grown exponentially in the last decade. Over the last 18 years, with a combination of passion and patience, he has transformed from a newcomer working in a pizza place into a restaurateur with a few parallels.

In a business that is fraught with risks and a high rate of failures, The Host has been a rare success, surviving and growing in a tough Toronto market. Painstakingly, applying the skills he learnt and mastered over the last three decades, Sanjeev has developed a menu at The Host that is a rich culmination of traditional recipes prepared with new techniques and presented innovatively.

Besides restaurants, Sanjeev's business also includes a catering operation. To accommodate the growing demand and increasing number of event venues partnerships, the catering operations was hived off as a separate outfit independent of restaurant operations. It serves over 80 venues including hotels, golf courses, banquet hall, convention center and museums. Both the restaurant chain and the catering business are family owned and run, and have been growing rapidly with the strong support of his brother Jay, who is his business partner.





Female Professional

Shanthi Johnson

Professor, Associate Dean,
Faculty of Kinesiology & Health
Studies, University of Regina

Dr. Johnson completed her PhD shortly after her 25th birthday and has had rapid career advancement becoming one of the youngest full professors. Her research program, which has focused on health promotion and falls prevention in seniors, is innovative as it involves frail elderly, provides transdisciplinary interventions (nutrition, exercise), uses existing infrastructure (e.g., home care, long term care), adopts population health perspective (includes determinants of health) and espouses community development principles (active involvement of partners/students). She has received several awards including the CIHR new investigator award, Fulbright award, and fellow status with the Dietitians of Canada and the American College of Sports Medicine. She has received over \$7.5 million in research grants, given over 200 presentations and is often invited to serve as an expert reviewer by many journals, and granting agencies including the European Commission.

In 2012, she was appointed to the National Seniors Council which provides advice to the Minister of Employment and Social Development, the Minister of Health, and the Minister of State (Seniors) in Canada. As the President of the Shastri Indo-Canadian Institute, a unique bi-national network of over 90 universities and academic institutions in both countries, she has been actively promoting educational linkages between Canada and India.



Male Professional

Deep Saini

VP, University of Toronto,
Principal, University of Toronto
Mississauga

Professor Deep Saini is a Vice-President of the University of Toronto and Principal of the University of Toronto Mississauga (UTM). An educational visionary and distinguished scientist, his research encompasses the cellular mechanisms that determine crop yield under adverse environments.

Professor Saini began his career in 1982 at the University of Alberta, later moving to the Université de Montréal, where he served as the Director-General of Plant Biology Research Institute. He joined the University of Waterloo in 2006 as the Dean of Environment, and led the Faculty's transformative expansion and internationalization.

In July 2010, Professor Saini assumed leadership of UTM, overseeing the completion of \$107 million Instructional Centre and Terrence Donnelly Health Sciences Complex, and start of additional construction worth \$110 million. Under his direction, UTM has launched the Mississauga Academy of Medicine, Institute for Management and Innovation and the Centre for South Asian Civilizations, and raised \$51 million towards its ambitious capital campaign.

Professor Saini has served in numerous community roles, including president of national science societies; editor of scientific journals. He championed the creation of sector-oriented management education institutions at Waterloo and UTM.



FOR
WHAT
MATTERS.





Young Achiever

Aaron Joshua Pinto

Youth Community Leader

Aaron Joshua Pinto is a Bahrain-born, Catholic Indian-Canadian, who has cultivated an unyielding passion for foreign culture, a taste for diplomacy, and a multi-dimensional approach to life. He completed his undergrad at Western University, focusing on international relations and French, with emphasis on globalization and post-colonial politics.

His engagement in social issues has taken Aaron from the post-apartheid townships in Cape Town to the bustling streets of Mumbai all the way to the villages of indígena in Puerto Carreño. Aaron's avid interest in global affairs led to his selection as a Junior Team Canada ambassador on a trade and development mission to Central and South America, and to the Canadian Arctic.

Upon returning from a year's exchange in Europe and a development internship in Central Russia, Aaron co-founded Canada's International Youth Council. Aaron is also the Deputy Director of the Canadian Youth Think Tank, World Vision Canada Youth Ambassador and Junior Research Fellow at the Atlantic Council of Canada.

Aaron was elected as a City Youth Councillor in Mississauga and selected to be Canada's Youth Ambassador to the Organization of Security and Co-operation in Europe, to create a Youth Action Plan with the support of the Swiss President.


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Young Achiever

Nikhil Seetharam

Music Composer

Nikhil Seetharam, known professionally as "Nikhil", is a Grammy winning Canadian producer and composer. Having found success at an early age, Nikhil quickly secured his place in the music business with four #1 selling singles.

In 2010, he co-wrote the smash hit "Moment 4 Life" for Nicki Minaj's debut album, Pink Friday. Shortly after its release, Pink Friday was certified by the Recording Industry Association of America (RIAA) as Platinum.

This chart topping trend continued in 2011 with several more hit records that include co-writing credits on "Make Me Proud" by Drake (feat. Nicki Minaj), and DJ Khaled's "I'm On One" (feat. Drake). In 2013, Nikhil co-produced Kendrick Lamar's "Swimming Pools", the acclaimed rapper's first song to penetrate mainstream audiences. The song, and indeed the album, earned critical and commercial success early on, ultimately reaching Platinum status by March 30, 2014.

In addition to his rap/pop music contributions, Nikhil is also a composer for video games and films in Hollywood and Bollywood. His work has been recognized with seven Grammy nominations and seven SESAC Inspiration awards. And considering that he's only 24 years old, Nikhil's 6 million singles sold thus far suggest that he's a force to be reckoned with.


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Technology Achievement

Alok Goel, M.Sc., P. Eng.

Founder & President,
OMTEC Inc.

Alok Goel, M.Sc., P.Eng., is the founder and President of OMTEC Inc. Over the last 35 years, Alok has applied his expertise, diverse skill sets, and passion for innovation in numerous industries. He has designed and developed advanced aviation fuel filtration systems, which are currently being used by the United States Navy. In addition to this, he also holds a patent for his invention in an oil-water separation process.

Alok takes a keen interest in developing environmentally sustainable solutions for common manufacturing applications. In recent years, OMTEC has developed a wheat-straw based alternative to non-renewable elements in automotive plastics. This has already gained attention by industry participants as part of the Ontario BioCar Initiative.

Since 2010, the Ford Motor Company has integrated this innovative material for use in its Ford Flex interior storage bins. Alok's next technological venture is in the field of hydroponic greenhouse solutions for optimal and sustainable vegetable growth.

In addition to his professional pursuits, Alok devotes his time to numerous community organizations. He is a co-founder of Agarwals Based in Canada, and a member of RANA Canada, which provides help to newcomers, youth and seniors, and builds bridges between Canada and India. Alok has also been a mentor to numerous young professionals as part of the ICCCC's Mentorship Program.



Corporate Executive

Sanjay Tugnait

Executive VP,
Head of Americas at IGATE

Sanjay Tugnait is an Executive Vice-President and Head of Americas at IGATE. He also heads the Banking and Financial Services practice at IGATE. Sanjay has been responsible for driving significant growth in the Banking and Financial Services segment by winning large deals for IGATE in the region.

Prior to joining IGATE, Sanjay was the Managing Partner of Accenture's Financial Services practice in India and a member of the Accenture India leadership team. He not only set up their Financial Services business in India but also within three years, quadrupled the revenues and managed a profitable P&L. Prior to his India tenure, Sanjay was a Partner in Accenture's North America practice. During this period, he won multi-million dollar consulting and technology contracts and signed global MSAs with Fortune 500 companies.

During his tenure at Accenture, Sanjay was a member of the Global CEO Advisory Council. In this role, he was one of the 25 handpicked Partners across the world advising the CEO and his core leadership team on global strategic direction setting, challenges and competitive intelligence.

Sanjay was also a Principal at IBM/PwC. He helped build and grow its Consulting and Technology practice.

Sanjay has an MBA from London University. He is a board member of Save The Children, India. He is affiliated to the Investment Advisory Board, Mississauga.





Humanitarian

Kishor ModhaFounder,
Mondetta Charity Foundation

Born in Uganda, raised in Kenya and educated in both, Kishor was in the early stages of his career as a Scientific Game Warden when he was forced to flee Uganda in 1972 under the edict of despotic dictator, Idi Amin.

Eventually settling in Winnipeg, Canada, Kishor, launched Mondetta Clothing Company in 1986 that exponentially grew from a fledgling basement operation to a multi-million dollar, multinational enterprise. In 2006, Kishor founded the Mondetta Charity Foundation (MCF) to work in East Africa amongst children who were victims to the HIV/AIDS epidemic and/or the poverty and violence.

The Foundation provides assistance to a primary school in Kampala, Uganda, and an orphanage in Lamu, Kenya. The MCF has instituted a daily lunch program, organized a dental mission, and installed a playground structure. As the parent company bears all administrative costs for the foundation, 100 percent of donations are pledged directly to the children in need.

Kishor is active with Save the Children (Director on national Board 2007-13), Rotary Club (present member), India Association of Manitoba (Director 2010-1013), Gujarati Cultural Society of Manitoba (President 1991), and Manitoba Hindu Seniors, Inc President 2012-14). He lives in Winnipeg with his wife, Divya, and his two sons, Anand and Premal.

Lifetime/Outstanding
Achievement**Aditya Jha**Chairman,
POA Education Foundation

Aditya Jha is a rare combination of a serial entrepreneur, compassionate philanthropist, social activist and truly a global Indian. His recognition by Government of Canada with its highest honour 'Order of Canada', induction into 'Champions of Public Education in Canada' Hall of Fame, and conferment of Honorary Doctorate by Ryerson University are some of the few public accolades that has set him as a role model for global Indians. He has had distinguished professional/entrepreneurial career spanning multiple international geographies. He served as General Manager, eBusiness & Product Marketing at Bell Canada and his first technology venture Isopia Inc. was the major acquisition by Sun Microsystems in 2001. His ability to transform his engagements from transactional and transcend to a more meaningful level makes him an epitome for the new group of global Indians.

Aditya's philanthropic philosophy is encapsulated in his interview he gave to the Economist magazine. He said: "Giving has a state of mind and when you have understood that part, you will give irrespective of how much money you have..." His private foundation, POA Educational Foundation (www.poafoundation.org) has endowed over dozen bursaries for students at three Ontario universities and one college and has supported multiple other charitable causes in Canada, India and Nepal. He is on the Board of Governors of First Nations Financial Management Board, Sheridan Institute of Technology & Advanced Learning, and Art Gallery of Hamilton.

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Member of the Year

Kant BhargavaAmbassador, Ret'd.
Senior Advisor, ICCC

For the last decade, Ambassador (Retired) Kant Bhargava has guided Indo-Canada Chamber of Commerce (ICCC) on trade and economic policy matters to enable the Chamber to fulfill its mandate of fostering trade relations between Canada and India. He is the principal architect of ICCC's seminal project on the trade implications following the signing of Comprehensive Economic Partnership Agreement (CEPA). Kant was also intricately involved with the conceptualization and implementation of the PBDCanada2011, the global convention of and for the Indian diaspora that ICCC jointly organized with the Government of India.

Kant served in the Indian Foreign Service for 34 years (1958-92). A former Secretary General of The South Asian Association for Regional Cooperation (SAARC), he also served as the Honorary Advisor to the SAARC Chamber of Commerce and Industry, and serves as International Advisor to the South Asian Centre for Policy Studies (SACEP). He served as Deputy Chief of Indian Mission to European Economic Community from 1972-76. He was Head of the International Economic Policy Division of the Ministry of External Affairs in New Delhi from 1978-83.

Kant is the External Associate of York Centre of International and Security Studies, York University, and has served as a Fellow of the Centre for Study of Democracy, Queens University, Kingston from 2006-09.



Member of the Year

Indira SinghChair,
Canada-India
Mining Committee, ICCC

A decade ago, when Indira was a provincial civil servant, a colleague predicted that she would become a world-renowned specialist in the mines and mineral sector, but nobody believed him! Now Indira Singh is the Principal of Mining Consultancy International (MCI), from where she provides advice and expert opinion to national governments, mining companies, business associations and NGOs around the world on competitiveness strategies, sustainable resource development and government relations.

Prior to establishing MCI in 2012, Indira as a dedicated civil servant held a number of senior management positions in Alberta and Ontario. She provided leadership to large, visible, and politically sensitive provincial programs and to a number of high profile international projects. For her contributions Indira has received a number of prestigious awards including: CPEX Award for Innovation and ingenuity in Project Management; the APEX Award for precedent setting agreement at the inter-governmental level; and the Amethyst Award for transforming the Office of the Registrar General into a highly customer service focused organization.

Indira has been instrumental in promoting Canada's mining expertise and its value for India. She has chaired the Canada-India Mining Committee of the Indo-Canada Chamber of Commerce since 2012. Her ambition is to bring the mining portfolio to the forefront of ICCC's strategic focus and keep it there!





President's Award

Jason Kenney

Minister of Employment and
Social Development, and
Minister for Multiculturalism

Jason Kenney was born in Ontario and raised in Saskatchewan, where he graduated from Notre Dame College. He did undergraduate studies in philosophy at the University of San Francisco. Mr. Kenney served as President and Chief Executive Officer of the Canadian Taxpayers Federation, prior to his election to the House of Commons in 1997 as Member of Parliament for Calgary Southeast.

He has been re-elected five times, most recently with 76% of the vote. He is a former Chairman of the House of Commons Subcommittee on International Human Rights, and served in several positions in Opposition, including as Finance Critic and Deputy House Leader. Mr. Kenney became Parliamentary Secretary to Prime Minister Harper in 2006, and Secretary of State for Multiculturalism and Canadian Identity in 2007.

As Canada's longest-serving Minister of Citizenship and Immigration from 2008 to 2013, Mr. Kenney implemented comprehensive reforms to Canada's immigration, refugee and citizenship programs, leading the National Post to call him "perhaps Canada's best immigration minister ever." In 2013 he was appointed Minister of Employment and Social Development and Minister for Multiculturalism, with a mandate to ensure that Canadians are well-prepared to participate fully in the labour market of the future. He chairs the Cabinet Committee on Operations, is the Regional Minister for Southern Alberta, and sits on the Cabinet Committees for Social Affairs and Planning and Priorities.





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INSIGHTS



TOWARDS A STRONGER RELATIONSHIP

ICCC PLAYS AN INDISPENSABLE ROLE IN DEEPENING A STRONG
CANADA-INDIA RELATIONSHIP



By Ed Fast

I am honoured to be able to deliver greetings to all those attending the annual ICCC gala.

The Canada-India bilateral relationship is chock full of potential. A Canada-India Joint Study has suggested that formally strengthening commercial ties between our two countries could increase bilateral trade by more than 350% and boost the gross domestic product of each country by at least \$6 billion. The predicted export gains for Canada range between 39% and 47%, and for India between 32% and 60%.

India has been designated a priority country under Canada's Global Markets Action Plan (GMAP). GMAP, which our Government launched last November, is Canada's new blueprint for creating jobs and opportunities through trade. The plan identifies 13 priority sectors between Canada and India that offer the greatest opportunities for business growth.

Evidence of the tremendous potential of our economic relationship is evidenced by our bilateral trade flows. We have seen large increases in Canadian exports of lentils, copper, fertilizers and silver. Canada is already an important player in the energy sector in India – from renewable energy to conventional oil and gas, and there is much room to grow. There has also been a significant increase in our trade in services. Two-way bilateral services trade was \$1.3 billion in 2011, up nearly 35% over the previous year, and up nearly 50% over five years.

Bilateral investment is growing as well, totaling more than \$4 billion in 2013. Once imple-

mented, a foreign investment protection and promotion agreement between our countries will help to further promote bilateral investments, boost investor confidence and provide a more stable and predictable environment for Canadian investors.

The Government of Canada is focused on priorities which hold great promise for collaboration: food security, energy security, education, innovation and infrastructure.

To touch on only a few successes in the area of food security, many of you already know that Canada is the largest supplier of peas and lentils to India, representing 31% of India's pulse imports. We are also a leading supplier of potash to India. We are working together in other areas, such as millet production and processing, and have fostered a dialogue with India's Ministry of Agriculture in the area of animal health. Under the Canada-India Memorandum of Understanding on Agriculture Cooperation, we will also continue to assist in India's efforts to increase its milk and pork production.

On the energy side, Canada is a global energy superpower and a safe and stable source of energy. We just sent our first, of hopefully many, shiploads of oil to India. Additionally, our Nuclear Cooperation Agreement with India has opened the door to increased exports of goods and services related to the nuclear energy. A delegation of more than 20 Canadian nuclear energy professionals and government representatives, including Minister

of State (Foreign Affairs and Consular) Lynne Yelich, were in Mumbai last November to explore these new opportunities.

India is one of the six priority markets in Canada's International Education Strategy, which was released earlier this year. Canada hosted 30,500 Indian students in 2012, making India the second largest source of international students. An increasingly key relationship, it is estimated that Canadian educational institutions have entered into more than 300 agreements with their Indian counterparts for student and faculty exchanges, joint programs, curriculum development and research partnerships in the areas of science, engineering, arts and humanities. Canada is also actively engaged in efforts to help upgrade Indian polytechnic institutes.

Under innovation, we are working together with India to train tomorrow's "best and brightest". Leading-edge, high-tech Canadian companies are already present in the Indian market, but Canada has even more to offer. As a global leader in mobile applications, 3-D animation tools, gaming, wireless technologies, digital media, life sciences, aerospace, microelectronics, environmental technologies and renewable energy, Canada is well-placed to partner with India in these industries.

As the Indian economy grows, so does the demand for improved connectivity and infrastructure. Canada's construction and engi-

neering industries' main strength is their world-class ability to deliver on transportation infrastructure, an area in which India will continue to invest over the coming decades.

Finally, recognizing the deep ties between our two countries, I would like to extend my personal congratulations to Narendra Modi on his victory in the recent national election. I look forward to working with Prime Minister Modi and the new government of India to further strengthen our social and economic partnership to the benefit of our citizens.

Canada and India enjoy a rich, long-standing relationship, underpinned by strong people-to-people ties and a one million member-strong Indo-Canadian community. This diaspora, including many members of the ICCC, has become highly successful in all walks of life, including business, academia, politics, the arts and sport.

The ICCC makes important contributions to Canada's dynamic multicultural society, and I am confident that it will continue to play an indispensable role in deepening an already strong Canada-India relationship. I wish you all a successful and enjoyable event!



Author is Minister of International Trade

Ed Fast at ICCC events





AN ENDURING RELATIONSHIP



By Greg Rickford

I am pleased to extend warm greetings on the occasion of the 2014 Indo-Canada Chamber of Commerce (ICCC) Annual Gala and Awards Night.

As a group, you have played an invaluable role in helping enhance Canada's bilateral trade relationship with India. Canada is a secure and responsible supplier of energy, and our Government is committed to diversifying markets for those resources. India is the fourth-largest consumer of energy in the world and seeks new sources of supply to fuel its dynamic growth. We are in a unique position to play a leading role in supplying the energy required to meet India's growing demand. It is looking to Canadian energy resources to help power its transformation into an economic giant. Capitalizing on these complementary interests will require leadership—the kind of leadership demonstrated by the ICCC.

"I congratulate the ICCC for leading a business delegation as part of the January 2014 Ministerial visit to India. You have been a major catalyst in making our trade partnership with India a success"

The work has already started. The launch of the Canada-India Ministerial Energy Dialogue designed to enhance energy cooperation, the conclusion of the Nuclear Cooperation Agreement, and the recent purchases of Canadian oil by private and state Indian refiners illustrate our commitment to that goal.

During a ministerial mission to India last January, the Government of Canada renewed the Memorandum of Understanding with the Ministry of Mines on Cooperation in Earth Sci-

ences and Mining, signed a Letter of Intent with the Ministry of Steel on Cooperation in the Iron and Steel Sector, and also committed additional funding to expand Canada's forest product trade with India through Forest Innovation Investment India.

The Canadian delegation also had the opportunity to communicate important messages of bilateral cooperation with the ICCC to students attending the Pandit Deendayal Petroleum University in India. Many of these students had visited Canada on exchange programs and they engaged in a dynamic discussion on the role that innovation plays in creating our energy future.

I congratulate the ICCC for leading a business delegation as part of the January 2014 Ministerial visit to India. You have been a major catalyst in making our trade partnership with India a success.

We have opened many doors, but much work remains. We are well-positioned to forge a long-term strategic energy partnership that will bring enormous benefit to Canadians and Indians alike. This vision requires engagement by governments and businesses, so let's continue to work together to make it a reality.

In closing, I would also like to commend tonight's award winners for their hard work, dedication and valuable contributions to economic growth and prosperity in Canada. I wish you all an enjoyable and memorable gala.

The Honourable Greg Rickford, Minister of Natural Resources and Minister for the Federal Economic Development Initiative for Northern Ontario



A GLIMPSE OF INDIAN DIASPORA IN CANADA

With over 25 million people of Indian origin living outside India, Canada has over a million-strong community of Indian origin. An overseas community can and does serve as an important 'bridge' to access knowledge, expertise, resources and markets for the development of the country of origin. The success of this bridge is often predicated upon two conditions: the ability of the Diaspora to develop and project a 'coherent', intrinsically motivated and progressive identity, and the capacity of the home country to establish conditions and institutions for sustainable, symbiotic and mutually rewarding engagement.

Overseas Indians comprise People of Indian Origin and Non-Resident Indians; today they are amongst the best educated and successful communities in the world. In every part of the world the overseas Indian community is rec-

ognised and respected for its hard work, discipline, non-interference and for successfully integrating with the local community. Overseas Indians have made significant contributions to the economy of the country of residence and have added in considerable measure to knowledge and innovation.

People of Indian origin migrated to Canada from basically three major regions viz. India, East Africa and the Caribbean. Over the last few years, a number of Indians have also migrated from the Gulf. The earliest Indian migrants were Sikh soldiers who had come to participate in the Queen Victoria's Diamond Jubilee celebrations in 1897. The Indo-Canadians have organized themselves socially on the basis of shared interests and professions. It is nice to see the efforts put in by the community towards maintaining family traditions and values. The



By Nirmal Verma



*L to R: Jason Kenney,
Nirmal Verma, Naval
Bajaj, Bal Gosal, Susan
Fennell*



Indo-Canadian community enjoys the reputation of being peaceful and disciplined and is respected for its adaptability and hard work.

As the Right Hon. Stephen Harper, Prime Minister of Canada, remarked recently, "Canada and India have longstanding bilateral relations, built upon shared traditions of democracy, pluralism and strong interpersonal connections based on an Indian Diaspora of more than one million. Our hardworking Indo-Canadian community has played an important part in realizing Canada's success and prosperity and in promoting commercial and cultural ties between Canada and India." Indo-Canadians have been successful in integrating into the local milieu and play an important economic, social and cultural role in the life of Canada; they have also made a mark in public service. Many of the Canadian universities, medical colleges and hospitals have faculty members of Indian origin. Indian students generally perform well in Canadian universities, particularly in faculties like computer, engineering, medicine and applied sciences.

Indo-Canadians take pride in India's growing international political and economic image

and many are now working to strengthen Indo-Canada economic links. Recognising the potential and developmental role of Indian Diaspora, the Government of India facilitates the diaspora with various schemes including hosting the annual and country-specific Pravasi Bharatiya Divas, conferring distinguished awards to renowned Indians living abroad, long-term visa schemes for Persons of Indian Origin (PIO) and Overseas Citizens of India (OCI) Card holders, scholarships, study programmes, etc. In its latest initiative towards the welfare of Indian Diaspora, the Government of India is examining the setting up of a PIO University in India. The PIO University would be established by a private organization on passage of the Innovation Universities Bill, where the support to the said University would come in the form of research support and student scholarships. The Innovation Universities Bill has been moved by the Ministry of Human Resource Development. The proposed structure of the 'Universities of Innovation' would have the advantage of a world class institution coming up through the private sector, where PIO students could then gain admission through the scholarship schemes by the Ministry of Overseas Indian Affairs, and such an arrangement would be accommodated within the reservation policy of Government of India.

There is on-going participation by the Indo-Canadian community in the growing India-Canada trade and investments. The Indo-Canada Chambers of Commerce (ICCC) is rendering yeoman service in this regard. I commend ICCC on their efforts and wish them all success in their future efforts.

Admiral (Ret'd) Nirmal Verma is the High Commissioner of India to Canada



Jason Kenney and Chris Alexander at the National Diwali Celebrations in Toronto



TIME FOR ACTIVE ENGAGEMENT

The bilateral relationship between Canada and India is longstanding and important, and Canada's vibrant Indo-Canadian community gives Canada and India a strong human connection. Our existing friendship opens the door for further enhanced relations. In particular, a Canada-India trade agreement could offer important opportunities for both countries to advance our separate and shared interests. This agreement should form a central element in a comprehensive Canadian policy of active engagement with India.

Shifts in global power are bringing both serious challenges and exciting opportunities. India's increasing global political, economic, technological and cultural influence makes it an essential partner for Canada in this new era. With our shared values, including a strong commitment to democracy and rule of law, Canada and India should work together to support improved international governance mechanisms on a wide range of political and economic issues. We can build a better world for our countries and our people.

Unfortunately, the trade relationship between our two countries is currently not reaching its potential. In the last decade, Canada has fallen ten places to become India's 32nd-largest trading partner. This is a trend that must be reversed through active engagement and collaboration, including an end to unnecessary high tariffs and confusing regulations.

A free trade agreement between Canada and India could mark a significant advance in our economic and diplomatic partnership. As one of the fastest-growing economies in the world, India offers across-the-board possibilities for Canadian exports, including in agriculture, natural resources, and value-added industries such as

auto, aircraft, and machinery. In order to ensure that a trade agreement is mutually beneficial, we should seek a deal that increases Canadian exports in the most profitable and sustainable sectors of our economy, while respecting India's obligations to protect the food security of its people and the livelihoods of its small farmers.

Such a deal should form an essential component of a broader Canadian policy toward India. Engagement, multilateralism, and responsibility should define Canadian foreign policy. In the case of our relationship with India, this clear and principled vision will require leadership from government through investment of financial and human resources in political collaboration and trade promotion. The Canadian government should work closely with India in bilateral and multilateral forums on a wide range of policy areas including energy, scientific and cultural exchange, development, and human rights. The need for responsibility in our relations extends to Canadian businesses, and the government should promote and ensure sustainable and responsible practices by Canadian companies operating abroad, including in India, by making clear that Canada is ready to support international and corporate efforts in this regard.

Through responsible leadership in pursuing a forward-looking and progressive agenda, we can achieve positive results that further our shared interests in a more peaceful and productive world. Canada and India are true partners that mutually benefit from our friendly relations. With a clear strategic vision of active engagement, we can build an even more prosperous future together.



By Paul Dewar

Paul Dewar is the Official Opposition NDP Foreign Affairs Critic.

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INDIA AND CANADA— THE UNTOLD STORIES

TRADE WILL GROW AS BUSINESSES BECOME AWARE OF OPPORTUNITIES

The Canada story has not been told very often in India. Although Canada is home to one of the most vibrant Indian Diasporas, we have only recently recognised the immense business possibilities that Canada holds. Canada's recovery from the economic crisis was the strongest among the G7 countries. Its robust domestic demand, recovering exports, strong financial and banking institutions and a synergistic business environment makes Canada an extremely attractive business destination for Indian companies looking to go global.

As India continues to grow, the recent slowdown notwithstanding, India's need for natural resources shows no signs of ebbing. With India's growing need for energy and food security, Canada's profile in particular seems to

"With India's growing need for energy and food security, Canada's profile in particular seems to be growing considerably"

be growing considerably. Significant unconventional hydrocarbon resources, high-quality uranium deposits, abundant land and a lack of geopolitical risk all make Canada a natural partner to India. However, there are still some issues that need to be resolved before an even deeper relationship can take root.

The present outlook is a complete makeover from the days when Canada became the first country to withdraw from nuclear trade with India after New Delhi's first nuclear test in

1974. Today, India and Canada have a nuclear agreement in place, signed in 2010, and has opened the way for jointly marketing civil nuclear products and services to third parties.

These markers of mutual confidence are accompanied by rising bilateral trade and investment. Although India-Canada trade currently stands at a modest \$4.8 billion, a staggering target of \$15 billion has been set to be achieved by 2015. A comprehensive economic partnership agreement (CEPA), currently under negotiation is, expected to boost two-way trade and investments. At present, India-Canada trade has grossly underperformed given the size of both the economies - it's about a quarter of India's trade with Australia. But as business entities become aware of the opportunities on both sides and barriers to trade are bound to fall. Indian Greenfield and M&A investments into Canada have already outstripped Canadian investments into India.

Some focus areas in the near future could be sourcing energy and agricultural resources. Canada, already the world's second-largest exporter of natural gas and a top 10 oil exporter, and looking to improve its position further by attracting investment into unconventional sources such as oil sands and shale gas, especially from energy-hungry Asia.

Canada is also likely to see downstream investment from Indian hydrocarbon majors, especially in liquefied natural gas (LNG) export-related infrastructure. The shale gas boom is also boosting the attractiveness of Canada's



By A. Didar Singh



fertilizer industry as a destination for major Indian investment. For instance, Indian Farmers and Fertilizer Corp. announced some time back that it is setting up a \$1.2 billion urea plant in Quebec. India's bid to raise agricultural yields is also boosting demand for agro-minerals such as potash, with Indian companies currently investing to secure greater Canadian supplies. Meanwhile, Canada is India's biggest foreign supplier of pulses, a primary source of protein for a huge chunk of the Indian population.

the need to maintain a tax base necessary for economic growth. It has managed to attract the best and the brightest from India. Students, academics, scientists, engineers, doctors and IT professionals have steadily made their way to Canada. In fact, India is now one of the largest immigrant sending countries to Canada. Canada's auto parts sector is also investing in units in India to take advantage of competitive labour costs. Even in energy and food, India and Canada are pursuing joint research initiatives in industry and academic institutes.

However economic ties between the two countries go beyond energy and agricultural trade. The signing of the Audio-visual Co-production Treaty is a landmark as cultural ties and people to people contact would greatly enhance India-Canada ties. Education is another sec-

While the general picture is of a relationship with clear complementarities, certain issues still need to be sorted out. The negotiations over the CEPA also seem to be dragging out due to Canadian concerns about market access for its processed food industry, which

Dr. A Didar Singh at
PBDCanada2011 in
Toronto



tor of great potential and a similar agreement is possibly being worked out for collaboration on Community Colleges. The other landmark agreements have been the Social Security Agreement, Air Services and Agreement on Scientific & Technical Co-operation.

Canada has been credited with being one of the frontrunners in the global hunt for talent; for skilled human capital. For many years, since its inception, Canada has been a country of net immigration; its immigration policies have been prescient enough to factor in ageing, a dwindling workforce, glaring labour shortages and

employs more Canadians than any other factory business. There are also some barriers that immigrants face. These include the lack of recognition of their skills and being unable to find employment commensurate with their education or experience. This is one important areas where bodies like the Federation of Indian Chambers of Commerce and Industry

"Economic ties between the two countries go beyond energy and agricultural trade. The signing of the audio-visual co-production treaty is a landmark as cultural ties and people to people contact would greatly enhance India-Canada ties"



"The India Growth Story and its position as a rising global power and 21st Century market of scale and innovation needs to be re-emphasized. The mutual interests are in key sectors: infrastructure, energy, health care, education, agriculture, minerals, and entertainment, clean technology"

(FICCI) can play a role; it can be the interface between governments and industry in the mutual recognition of skills and harmonisation of standards in order to avoid this 'brain waste'.

Along with this, there is a desire from Indian IT companies for a much more liberalized visa regime that would allow for freer movement of professionals. The Temporary Foreign Workers Program in its present form is a major irritant from the Indian side.

Nevertheless, since 2008, there has been a flurry of diplomatic activity with high profile visits to attest to a relationship being nurtured by both sides. Canada is now leveraging its traditional strengths as well as its trading relationship with America to build bridges with a rising Asia the perception barriers remain in India-Canada relations of separation by a huge

distance and low mutual awareness by industry and government.

The best way to increase awareness and commercial linkages between countries is through people-to-people contacts. The Indian Diaspora in Canada can certainly play a crucial role in this aspect becoming ambassadors to leverage the relationship. Experience from countries

like China shows that effective Diaspora engagement policies can lead to substantial development gains for countries of origin.

The India Growth Story and its position as a rising global power and 21st Century market of scale and innovation needs to be re-emphasized. The mutual interests are in key sectors: infrastructure, energy, health care, education, agriculture, minerals, and entertainment, clean technology based on commonalities of shared language, political and legal system. The imperatives of mobility of people for both countries also need to be placed at the High Table. Finally, there is a growing need to tell each of the stories of immense reciprocal possibilities in each other.

Dr. A. Didar Singh is the Secretary General, Federation of Indian Chambers of Commerce & Industry



PM Narendra Modi with Stewart Beck



ADVANCING CANADA-INDIA PARTNERSHIP



By Kant
Bhargava

"Canada is keen on increasing business linkages with India, with particular focus on infrastructure, energy, food security, education, innovation and entrepreneurship."

*- The Right Honourable David Johnston,
Governor General of Canada*

Indo Canada Chamber of Commerce (ICCC) decided in November 2012 to undertake an ambitious study on the Future Agenda for Canada India Partnership that would also delineate parameters for a more comprehensive and sophisticated engagement of Canada with India. The idea was to first understand genesis, objectives and multiple dimensions of this important partnership, and then make recommendations as to how its full potential can be unlocked.

For this purpose, as a first step, we decided to gather perspectives of several scholars, and entrepreneurs by organizing a number of roundtables over past year-and-a-half in different provinces of Canada. Happily, the Shastri Indo Canadian Institute joined the Chamber for some of those events that focussed on education, agriculture and food security, science technology and innovation.

In addition during the two India Missions undertaken by the ICCC in January 2012, 2013, and 2014, several business organizations and State Governments in India also participated in wide ranging dialogue on trade, investment and economic cooperation.

The ongoing project is a conscious attempt to think long-term about a relationship which has lot of promise notwithstanding plenty of economic and other challenges. Given the stakes

that are there for two sides, we can't afford to worry only about challenges and opportunities here and now.

Canada-India partnership has to be built pari-passu with the potential of political and economic development of the two countries in the 21st century. Of necessity, the ICCC project is a work in progress based on common interests of two countries in a turbulent global economy.

An important finding of our project is that the expansion and deepening of Canada's relationship with India and its increasingly economically active States requires a whole of government and whole of business approach.

"The idea was to first understand genesis, objectives and multiple dimensions of this important partnership, and then make recommendations as to how its full potential can be unlocked"

Given

- (a) the federal nature of polity in two countries
- (b) that metropolitan cities, provinces (in Canada) and states (In India) are fast emerging as economic powers in their own rights
- (c) the economic opportunities being thrown up by two and three tier cities and rural markets in India, and
- (d) the increasing contribution to the economy of SMEs and entrepreneurs,

It is crucially important to

- (i) involve governments at local, provincial or

state level in addition to central governments (ii) energize small and middle businesses for building comprehensive economic partnerships

As regards the latter, the two governments have made provisions in their respective economic action plans to encourage SME communities and the growing number of entrepreneurs in Canada and India for expanding their roles for building Canada-India partnerships. A case in point is Global Market Action Plan outlined by Minister Ed Fast.

"The present is a critical time for our Chamber which is headed for greater places - as Canada-India relations evolve and the Chamber evolves with, and ahead of it"

ICCC proposes to focus on selected high priority areas such as food and nutrition security (agriculture and processed foods), forestry and wood product, energy security, education, ICT, life sciences, tourism, and financial services.

For Canada, economic partnership with India can be an important factor for reducing its dependence on trade with USA. For its search for food security and energy security, India can

hugely benefit from partnering with resource rich country Canada, which is also home of over one million Indo Canadians. Thus, the stakes for the two countries are high. The pay-off from closer cooperation between Canada and India could be enormous for the peoples of two countries.

Today's Canada is a Globalized Canada and contemporary India, heir to an ancient civilization, is currently engaged in inclusive development as it is globalizing its economy. Currently, there is considerable alignment in the thinking of Indian and Canadian leaders on building comprehensive economic partnerships.

This provides a strategic space for some creative and constructive work by the Chamber to formulate action plan for its contribution for implementing GMAP in so far as it relates to India, a potentially important security and economic partner. The present is a critical time for our Chamber which is headed for greater places - as Canada-India relations evolve and the Chamber evolves with, and ahead of it.

Kant Bhargava is former career diplomat who has served as India's ambassador. He is Senior Advisor to ICCC and coordinator of the project Future Agenda of Canada-India Partnership: Unlocking its Full Potential



Don Stephenson, Canada's Chief Negotiator for CEPA with India, addressing the Ottawa roundtable



MOVING FORWARD, PURPOSEFULLY



By Vijay G.
Kalantri

India and Canada have longstanding bilateral relationship based on shared values of democracy, pluralism and mutual interest in expanding trade. Prime Minister Stephen Harper's visit to India in November 2009 and 2012 and Prime Minister Dr. Manmohan Singh's visit to Canada in 2010 have moved the Indo-Canadian relationship into a new, transformative stage thereby deepening bilateral relations across the nations.

Going forward, the two economies intend to extend avenues for mutually beneficial relations in the realm of trade, investment and culture. The All India Association of Industries, a premier trade promotion association of India, has been working diligently towards fostering these Indo-Canadian ties.

Augmenting Political Relations

India and Canada pursue bilateral relations through the mechanisms of annual Foreign Office Consultations, Ministerial level strategic Dialogue; Ministerial Level Energy Dialogue, Security Dialogue, Trade Policy Con-

sultations, Economic and Financial Sector Policy Dialogue, Joint Working Group on Counter-terrorism, Science & Technology Committee, Environment Forum, Energy Forum, Steering Committee on Mining and Earth Sciences; and Joint Working Groups on ICTE, Education, Pulses, Plant Protection, Health and Agriculture issues.

India established diplomatic relations with Canada in 1947. In Canada, India is represented by the High Commission of India in Ottawa and the Consulate General of India in Toronto and Vancouver. In India, Canada is represented by the Canadian High Commission in New Delhi; the Consulate General of Canada in Chandigarh and Mumbai and a Consulate each in Chennai & Bangalore.

The All India Association of Industries plays a pivotal role in augmenting political relations between the two nations through interactive meetings with the Consulates and the High Commissioner of Canada to India. The per-

spectives of the High Commissioner and Consulates on furthering Indo-Canadian relations are shared with the Indian business community from time-to-time through news briefs, press releases and research articles.

Further, the All India Association of Industries hosts seminars on visit of prominent dignitaries of the Ministerial cadre from Canada with the business



Vijay Kalantri (R),
with Brampton's Susan
Fennell and Sohail Saeed

community of India to deepen commercial and economic relations.

Enhancing Economic and Commercial Ties

The bilateral trade between India and Canada stands at US\$4.8 billion with India's exports to Canada worth US\$2.0 billion and India's imports from Canada worth US\$2.8 billion. India's chief exports to Canada include textiles, organic chemicals, articles of iron and steel, diamonds and articles of jewellery, pharmaceutical products, petroleum products, electrical/electronic machinery & equipment, vegetable saps and extracts, plastics, motor vehicle parts & sea food etc. Canada's export to India are peas & pulses, helicopters & airplanes, paper, diamonds, coal, fertilizers, wood pulp, machinery & mechanical appliances, iron & steel, copper ores and concentrates, etc.

The stock of two-way direct investment between India and Canada is as under **Figure 1**

The two economies intend to foster greater bilateral ties with trade target worth US\$ 15 billion in the years to come. Also, the economies intend to encourage cross border capital flows through the passage of the impending Comprehensive Economic Partnership Agreement and Bilateral Investment Promotion Agreement.

The All India Association of Industries works towards arresting this dream trade target by hosting conferences and workshops to promote bilateral relations with Canada. Government officials, eminent economists, industry chambers and trade promotion bodies enlighten the audience about sectoral opportunities in Canada during these conferences. The services driven Indian economy is encouraged to trade-off with the technological competent Canadian industry.

Also, the All India Association of Industries provides a platform for business networking for delegates from either nations (B-2-B meetings) which may encourage cross border capital flight in the form of foreign direct investments and portfolio investments.

Broadening Cultural Relations:

Canada is home to nearly 1million Persons of Indian Origin. In view of the large Indian diaspora in Canada, the nationals organize multi sectoral events such as cultural shows, writer's festivals, film festivals, food festivals, trade shows, education summits, innovation summits, etc.

On the similar lines, the All India Association of Industries organizes trade shows, road shows and exhibitions as its trade promotion activities and promotes diffusion of cultural heritage.

Furthering Indo-Canadian relations:

Outlining the prospects for furthering Indo-Canadian bilateral relations, the All India Association of India proposes fast-pacing the following agreements under negotiations:

- Comprehensive Economic Partnership Agreement
- Bilateral Investment Promotion Agreement
- Foreign Investment Promotion Agreement

Further to the passage of these agreements, the AIAI recommends periodic review for ascertaining that the benefits of the agreements reach out to both the economies evenly.

Vijay G. Kalantri is Chairman & Managing Director of Dighi Project Development Co. Ltd., Dighi Rails Infrastructure Ltd., Dighi Port Ltd. & Balaji Infra Projects Ltd. He is President of All India Association of Industries and Vice President of MVIRDC World Trade Centre

Figure 1

	2005	2006	2007	2008	2009	2010	2011	2012
Canadian FDI in India	319	677	506	667	520	676	655	644
Indian FDI in Canada	171	211	1,988	6,514	6,217	4,364	3,730	3,728

Source: Statistics Canada



CANADIAN MANUFACTURING PHOENIX RISING FROM THE ASHES



By Benjamin Tal

If you only look at the headlines, the picture of manufacturing in Canada is not pretty. Manufacturing production and shipments fell last year, reversing what was already the most muted recovery on record. An overvalued currency, compounded by the trauma of a deep US recession, has overwhelmed segments of the sector and caused many to question whether there is any future for manufacturing in Canada.

But, a closer look shows that a different manufacturing sector is rising from the ashes. Though some failed to survive, many who did are stronger, leaner and more productive.

In a recent report co-authored by myself and CIBC Economist Nick Exarhos, we identified the industries that, due to their market characteristics and actions taken during the dark days, are poised to outperform in the coming years.

The (not so) short-term pain

Six years after the recession, Canadian manufacturing is still 10% below its pre-slump level, registering the weakest recovery on record. With both production and shipments falling in 2013, the recovery has lost momentum. Since reaching bottom in mid-2009, industrial production rose by only 10%—half the advance seen in the US. This performance gap is a reflection of the reduced ability of Canadian manufacturing to capitalize on the tailwind coming from the south.

That decoupling is mainly due to a reduction in manufacturing production capacity in Canada. During the past decade, the share of manufacturing in GDP fell from 16% to 12%. During the same period, the number of firms in manufacturing fell by 20% while the number in other sector rose by 10%. Exacerbating the impact of

the rising dollar was the unfavourable regional alignment of Canadian exports to the US.

Perspective

De-industrialization is a reality in the developed world. US manufacturing accounted for 16% of the economy in the 1970s, whereas today it accounts for 13%. While remaining relatively stable, most of that adjustment occurred in the 1970s and 1980s with the shift from labour-intensive to capital-intensive production.

“During the past decade, the share of manufacturing in GDP fell from 16% to 12%. During the same period, the number of firms in manufacturing fell by 20%”

In contrast, Canada’s manufacturing share of GDP rose dramatically in the 1990s, powered by a tumbling C\$ which lost over 20% of its value during that period. Only when the C\$ started its march back to, and through, parity at the turn of the new millennium, did the adjustment arrive in Canada.

Despite having given up the cushion it had built, a more stable—or an even weaker—C\$ may leave fundamentals to determine the next chapter in Canadian manufacturing. Whether or not Canada will take advantage of a potential upturn from a base that is the result of a three-decade long consolidation phase will depend on its competitive position.

Competitive Forces

At first glance, compensation costs in Canadian manufacturing appear relatively attractive, with

tax rates averaging below most of its counterparts. However, since 1997, Canada's unit labour costs have increased faster than those in the United States. Increasing unit labour costs mean that hourly compensation in Canadian manufacturing has outpaced its productivity gains. However, the trauma of recession delivered a major wake-up call for many Canadian manufacturers.

While still lagging gains in US manufacturing productivity (albeit at a decreasing rate), out-

put per worker in Canadian manufacturing advanced by more than 9% since 2009—double the pace seen in the productivity of the economy as a whole. There is little doubt that a surging loonie served as a major catalyst for this improvement, with industries more sensitive to fluctuations in the C\$ seeing a much better productivity performance. While a good portion of that advance was achieved by reduced capacity in low productivity facilities—the reality is that the shrunken but improved Ca-

Table 1: Individual Indicator Rankings

	Overall rank	(a) Productivity growth (2009-13)	(b)* Net Export	(c)* Import Penetration	(d) Export Penetration	(e)** Capacity utilization (current reading as a share of long-term avg)	(f)* ** Labour Share of Total Production Costs
Wood Product	1	3	7	19	1	3	8
Primary Metal	2	1	6	10	5	10	17
Machinery	3	13	1	8	15	2	2
Aerospace	4	8	3	6	8	5	7
Computer and Electronic	5	15	4	1	18	19	6
Miscellaneous	6	9	9	5	16	14	11
Plastics and Rubber	7	5	16	12	9	13	9
Paper	8	4	2	14	2	4	13
Manufacturing	9	6	11	11	11	8	14
Fabricated Metal	10	11	12	9	13	11	5
Electrical Equipment	11	12	13	4	19	18	10
Furniture	12	10	15	13	14	7	3
Transportation	13	2	10	2	7	1	18
Printing	14	7	19	20	10	15	1
Clothing	15	18	8	3	20	20	4
Food	16	14	14	17	6	12	15
Chemical	17	16	5	7	12	6	19
Non-Metallic Mineral	18	19	17	16	3	16	12
Beverage and Tobacco	19	17	18	15	17	9	16
Petroleum and Coal	20	20	20	18	4	17	20

Source: Statistics Canada, CIBC

* Based on 2009-10 Statistics Canada Input Output tabulations

** A lower ranking is better for these indicators



nadian manufacturing sector has never been better at using the workers it has left.

Identifying Opportunities

To uncover the sub-sectors of the manufacturing industry that have best adapted to the discipline imposed onto them from the macro environment, we have developed a framework based on the following forward-looking indicators:

- Productivity growth since 2009, as a measure of sector dynamism
- Industry sensitivity to changes in Canadian net exports as a measure of the direct impact of currency swings on a given industry
- Import penetration as a measure of the potential gains from reduced foreign competition due to a weaker dollar
- Export penetration
- Capacity constraints, measured by the deviation of the utilization rate from long term average
- Labour share of total production costs

Aggregating these measures, we have produced the ranking illustrated in the Chart. **(See Table 1 on previous page).**

- The Wood Products industry has seen strong growth in productivity since the beginning of the recovery, and its net export coefficient is above average. The industry is the leader in export penetration to US markets at close to 50%. A clear negative is a relatively high level of capacity utilization.

- Primary Metals is well positioned to take advantage of the decline in the value of the dollar thanks to its favourable net exports position. Over half of the domestic market is supplied by foreign sources, suggesting a weaker currency will—at the margin—benefit domestic suppliers. The industry accounts for more than 25% of total US imports.
- Machinery manufacturing has the strongest net export position in all of the manufacturing sub-industry groups, and it is best positioned to capitalize on a swooning loonie driving up the price of imported competition.
- Aerospace group will benefit from a weaker loonie due to its advantageous net exports and import penetration positions. These factors led to it being ranked higher than its Transportation industry group parent.
- Food manufacturing industry has been a winner, primarily in the domestic market sense, but has had a less impressive net export ranking.

While talks regarding large scale repatriation of manufacturing activity to North America are highly premature, there is no denying that the post-recession leaner and smarter Canadian manufacturing sector is rising from the ashes. The long and painful adjustment is starting to pay off, with many Canadian industries better positioned to take advantage of the weaker dollar to regain positions in US markets and to better integrate into global supply chain opportunities.

Benjamin Tal is the Deputy Chief Economist of CIBC

There is no denying that the post-recession leaner and smarter Canadian manufacturing sector is rising from the ashes





BUTTER CHICKEN AT BIRLA

INDIAN COMPANIES MUST BE PREPARED TO CHANGE LONG-HELD TRADITIONS IF THEY ARE TO THRIVE ON THE GLOBAL STAGE

Mahatma Gandhi was killed in my great-grandfather's home. Near the end of his life, India's founding father used to stay at Birla House when he came to Delhi, and in January 1948 an assassin shot him point-blank as he walked out into the grassy courtyard where he held his daily prayer meetings. The house and garden are now a shrine and museum, visited by tens of thousands of admirers every year.

Growing up, I hardly needed to visit the memorial to be reminded of the values held by my close-knit Marwari family. Our tiny community, originally from Rajasthan, has had spectacular success in business, in part because we have maintained tight familial relations and traditional values—including many of those promoted by Gandhi himself. Marwari traders apprenticed their sons to other Marwari firms, loaned each other money, and insured one another's goods, confident that their partners held to these same codes. To some in the West, our ways probably looked old-fashioned: when I took over the company, in 1996, at age 29, after the sudden death of my father, no meat was cooked in Birla

cafeterias; no wine or whiskey was served at company functions.

Seven years later, we bought a small copper mine in Australia. The deal wasn't a huge one, worth only about \$12.5 million, but it presented me with a unique challenge of the sort I had not yet faced as chairman. Our newest employees were understandably worried about how life might change under Indian ownership. Would they have to give up their Foster's and barbecues at company events? Of course not, we reassured them.

But then several of my Indian managers asked why they should have to go meatless at parties, if employees abroad did not. At Marwari business houses, including Birla, the top ranks of executives traditionally have been filled with other Marwaris. I had introduced some managers from other firms and other communities, and they had a valid point. I was genuinely flustered. My lieutenants were relentless: I had never faced a situation where my own people felt so strongly about something. Yet



By Kumar
Mangalam Birla



*Aditya Birla Group's
Global Presence*



at the same time, I knew vegetarianism was a part of our values as a family and as a company. A core belief! I had broken a lot of family norms, but I thought this one was going to be multidimensionally disastrous for me.

Fortunately, my grandparents merely laughed when I approached them with my dilemma: they understood better than I did that our company had to change with the times. If we wanted to make our mark on the world, we had to be prepared for the world to leave its mark on us.

The Aditya Birla Group is now one of India's most globalized conglomerates. We have operations in 36 countries on five continents and employ 136,000 people around the world. Over 60 percent of our revenues come from overseas. In the 1970s, my father, frustrated by the heavy-handed and corrupt "license raj" at home, expanded widely in Southeast Asia. Since I took over as chairman, we've made a dozen acquisitions overseas, worth a total of more than \$8 billion, in sectors as varied as mining, pulp, aluminum, and insurance. We've branched out into Australia, America, Canada, and Europe. For the moment, our top management remains all-Indian, even if not all-Marwari. But I would guess that within a decade, half of our most senior staff will be non-Indian.

We have expanded internationally for many

reasons—sometimes to spread our bets, sometimes because we found it impossible to open a plant in India as fast and as cheaply as we could abroad. In each case, we've based our decision on whether or not the deal would increase shareholder value. Yet when I look around me, I see too many Indian companies eager simply to be written about as global players. Sometimes that clouds the fundamentals of making an overseas acquisition or having an overseas presence. To globalize for the sake of globalizing, as a matter of ego, is perilous. Expanding internationally is hard, risky work. And as I was reminded the first time I saw butter chicken being served in a Birla canteen, the most difficult challenges turn out to be the ones you least expect.

One thing I've learned throughout this process of international expansion is that if Indian companies want to reinvent themselves as world-beaters, they should be prepared for some humbling experiences. Birla is a sixth-generation industrial concern; we sponsor hundreds of schools and temples around the country. Virtually every Indian recognizes our name. But when we decided to acquire a Canadian pulp mill in 1998, none of the 1,200 residents of Atholville, New Brunswick, had any idea who we were. We had to present ourselves, our credentials, our philosophy to



*AV Cell Pulp factory at
Atholville New
Brunswick*



everyone, from the local shopkeepers to the unions and provincial government. The team I'd sent to Canada to sign the deal was initially quite upset; they felt demeaned, as if they were being treated like fly-by-night operators.

The process of building trust does not end once the deal goes through. With any foreign acquisition, the new employees watch for signals to see if you are walking the talk, if your decisions match your promises. You have to be very careful that people don't read into things more than they should—how many people have been sent out from India, how often they report back to headquarters, whether they're treated any differently from non-Indian employees. All these things can make the difference between a company that integrates well into the larger group and one that resents being taken over.

Globalization is not just about putting up a plant. It's not about making an acquisition. It's much, much more. One has to tread cautiously, patiently. It has to be an evolutionary process. Before we made our biggest purchase to date—the \$6 billion buyout of aluminum giant Novelis, in 2007—I asked the due-diligence team I sent out to give me substantive feedback about the attitudes of the company's American employees. I told them to engage the Novelis people in deep conversations to find out how they felt about working for an Indian conglomerate and what questions they had about our culture. The deal would be the second-largest Indian acquisition ever in North America and would make us the biggest producer of rolled aluminum in the world. But “soft” concerns were as important to me as statistics about plant machinery, profitability, productivity. I don't know if I'll ever write a check that big again; I certainly didn't want it to buy a hostile, disgruntled workforce.

Integrating all these global operations is obviously a challenge in itself. Some Indian compa-

nies prefer to leave their foreign acquisitions to operate on their own, almost as independent outposts. But if you want all your employees to share the same values and to feel a sense of kinship with one another, as we do, you've got to work at creating an emotional bond—the kind of thing that an Indian growing up hearing the name Birla, or attending a Birla school, would take for granted. By the same token, you have to be prepared to treat all your employees and managers, Indian and

“When we decided to acquire a Canadian pulp mill in 1998, none of the 1,200 residents of Atholville, New Brunswick, had any idea who we were. We had to present ourselves, our credentials, our philosophy to everyone, from the local shopkeepers to the unions and provincial government”

non-Indian, equally. The views of people outside India have to count as much as those of people here at home. It might take them longer to bond with the parent company, to think about the larger good rather than maximizing their silo operations. But the effort is worth it.

What's even more difficult for a tradition-bound company like ours, but just as valuable, is learning and importing values from the new acquisitions. This goes well beyond the food in the cafeteria. Before we started expanding overseas, the corporate presentations in our commodities businesses never discussed safety and the environment. Then we saw how our new employees operated. Their first slides always dealt with safety. They talked about near misses, fatal accidents. It was a huge deal—it came before any discussion of the competitive environment or profitability. Now we do the same. We have a deeper appreciation for the value of environmental sustainability.

Some lessons surprised me even more. Ironically, before we became more international, I used to be much more impressed by someone who could speak the Queen's English than, say, by a chartered accountant from Jodhpur



whose spoken English required some effort to understand. Now when I look across all our operations in places like Brazil or Egypt or Thailand, I see a whole host of people who aren't comfortable in English, who need interpreters, but who are very, very good at what they do. Sadly, it took that experience for me to respect an accountant from Rajasthan—my home state—as much as a graduate of St. Stephen's in Delhi. At one time, we even wanted to run English classes for some of our employees! Now it's not an issue in my mind. If you can get your point across, if you are adding value, if you are competent, then bloody hell to your English.

More concretely, as we've grown, we've also had to learn new ways of structuring our organization. We've created positions for sector heads who control billions of dollars' worth of business—just as some of our foreign acquisitions did—rather than hundreds of millions.

The good news is that globalization gets easier over time: there is a snowball effect. The next time we bought a pulp mill in Canada, we were known. The New Brunswick government was comfortable with us; the mill workers knew who we were. Interestingly, as we become more global, people have real feedback to fall back on. When we acquired Columbian Chemicals, in 2011, executives at Columbian headquarters in Atlanta were able to go across town to the Novelis headquarters and ask about us—what

we were all about, how we're run, what sort of autonomy we encouraged. They were talking to people to whom they could relate easily and who could give them honest and accurate information. Maybe not all of it was positive, of course, but at least it was real.

Now, when we want to recruit expat talent to move to India, it's much easier as well because they know about our global operations. They know that opportunities across the group are getting bigger and more interesting. That's made us a more attractive employer to non-Indians. As we are “going global,” we're also finding that global executives are becoming more willing to “go Indian.”

As I've said, this has taken years of painstaking work. It's not an overnight process, and it's not as easy as writing a check. There are opportunities out there for ambitious and well-run Indian companies—as long as they remember that the world will change them as much as they hope to change the world.

Kumar Mangalam Birla is chairman of the Aditya Birla Group. This essay is excerpted from Reimagining India: Unlocking the Potential of Asia's Next Superpower.

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If you want all your employees to share the same values and to feel a sense of kinship with one another, you've got to work at creating an emotional bond





RETHINKING INNOVATION FOR GLOBAL SOUTH

INNOVATING SOLUTIONS TO MITIGATE EFFECTS OF POVERTY AND UNDERDEVELOPMENT

Basic sanitation, access to clean water and hygiene, are all things that many of us living in Canada take for granted. However, estimates show that economic output equivalent to over 5 billion productive days (working days) are lost each year because of diarrhea-related disease in many parts of the world; the lack of proper sanitation constrains economic development. While the affluent world has pushed the “doing more, spending more and paying more attention” mantra to issues related to development, doing things better and with greater and more efficient impact, it seems to us, is what is needed. This is where innovation comes in.

Innovation is a ubiquitous term; everyone wants to get into the innovation game. As the global economy moves further beyond Fordist models of manufacturing, of making things, and where over-reliance on commodities remains an uncertain economic strategy for the long-term, more and more people are looking to leverage their knowledge, and to use human knowledge capital to drive their innovation economies. But innovation, we know, is a high-stakes game. Failures abound. Innovation demands enormous sunk investments. And because of that, rare commercially successful innovations tend to be priced very high in the market, as innovators seek to recoup their investments through price inflation rather than volume.

Thus for many critical scholars and on-the-ground practitioners of development, particularly those working with and in the global south, innovation and innovation studies are not particularly helpful; in fact, the distributive

consequences of cutting-edge innovation are often regressive when measured on a global scale. That is, the “haves” gain value and benefit from innovation as both the producers and consumers of such innovation while the “have-nots” are excluded. Understandably, then, the assertion “innovating for the global south” is sometimes dismissed with great skepticism, if not outright derision.

In many respects, we in this volume share this skepticism. By innovating for the global south, we are not referring to the most cutting-edge technologies or new and complex and expensive interventions in health, employment, ecological sustainability and economic productivity. In fact, many of the challenges faced by the poorest of the poor in the global south, we contend, are simple challenges that can be mitigated with relatively simple fixes.

We know, for example, that childhood anemia can be reduced significantly if children take-in an iron-fortified diet; that sanitation and ac-

“As the global economy moves further beyond Fordist models of manufacturing, people are looking to use human knowledge capital to drive their innovation economies”

cess to clean water can be improved if fewer people practiced open defecation; that seasonal or irregular wage earners are more likely to save money if they have access to simple



By Dilip Soman & Joseph Wong



savings mechanisms such as a bank account; that vaccination campaigns can be more effective if people had some form of identification; that HIV/AIDS can be reduced if people were tested; that if given the option, parents would prefer it for their children to receive some schooling; and so on. However, simple fixes to these simple problems actually require very complex solutions. Therefore, innovating for the global south, as we see it in our recent book (co-edited with Janice Stein), is fundamentally about innovating scalable solutions that mitigate the effects of poverty and underdevelopment in the global south; it is not about inventing some new gizmo for some untapped market in the developing world.

Solutions to simple problems are complex because of the gap between the provision of an intervention (be it a technical aid, process fix or organizational innovation), on the one hand, and the utilization of that intervention on the other. On the supply side, we need to ensure that technologies and processes intended to mitigate the effects of poverty in the global south are appropriate to particular contexts. And yet, even the most well thought-out fixes designed in the lab and tested in the field often yield very low utilization rates. Our book is not limited to providing or supplying innovative fixes; it is not only a supply side problem.

With respect to the demand side of the equation, consumers and end-users, despite the supply or provision of something that could be useful, may choose, for a variety of reasons (discussed in this book), not to use or take-up an otherwise well-designed product or intervention. What we mean by innovating for the global south, therefore, is about innovating solutions to narrow this extant gap between supply and demand in order that that simple fixes to simple problems are in fact adopted, used and sustained by those who would benefit from such interventions. Innovations are the solutions. Innovating, however, is the process of discovery, trial, failure, adaptation, and ultimately implementation. Our book is about the innovation process and what it does to solve the world's problems!

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Innovating for the Global South: Towards an Inclusive Innovation Agenda, Co-editors: Dilip Soman, Janice Gross Stein, & Joseph Wong, Munk Series on Global Affairs, University of Toronto Press, Scholarly Publishing Division © 2014

During his recent India visit David Johnston, Governor General travelled to Dharavi slum where they had the chance to visit micro-enterprises in recycling, small-scale manufacturing and textiles and gain a better understanding of the informal sector that underpins much of the Indian economy



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CANADA AND INDIA – A PARTNERSHIP FOR THE DIGITAL ECONOMY

PERVASIVENESS OF TECHNOLOGY WILL DEFINE FUTURE GROWTH

Bilateral relationships today are defined by shared values and driven by trade, commerce and technology. Business partnerships between Canada and India are built on this principle and provide ample opportunity for growth and prosperity in both countries. Both share similar economies, a shared Commonwealth history and there exists a large & vibrant Indian diaspora throughout Canada.

Over the last decade, though trade between the two countries has doubled, the current figures are a small percentage of what can be achieved. The demand from a young and highly educated demographic of the Indian population will create opportunities for global companies including those from Canada. In addition, India has a very large and growing middle class population that is creating massive demand led growth for all companies entering the Indian market. The two countries are currently negotiating a Comprehensive Economic Partnership Agreement (CEPA). This should be signed at the earliest to further boost opportunities between the two countries, especially in the services sector such as ICT, Environment and Energy where the potential is very high.

Collaboration between Canada and India in the ICT sector predates the emergence of the Indian IT industry and has contributed significantly towards the development of the Indian ICT industry. Dr. F.C. Kohli, the first CEO of TCS and regarded as the father of the Indian IT industry, is a 1946 batch Queen's University graduate. The contribution of Dr. Kohli and Dr. H.K. Kesavan from Waterloo University in the creation of the computer science education

and research at IIT Kanpur and of Tata Research Development & Design Centre (TRDDC), the first R&D centre in ICT in India, is legendary. It is not a surprise therefore that Dr. Kohli is a recipient of two honorary doctorates from Canadian Universities, from University of Waterloo and Queen's University respectively, for his significant contribution.

Canada is recognized as an important leader in the ICT industry. Known for innovation, smart technical solutions and a vibrant, diverse economy, Canada's local market is very promising. Investments being made in diverse industries including education, banking and energy, require cutting-edge technology solutions to remain competitive. Proximity to the US adds a further dimension, where it allows Canada to embrace new technologies quicker and be competitive while competing with the US in the war for talent.

"We need to progress simultaneously on a few initiatives to meet the demand challenge and fuel innovation to be successful in the digital economy"

However, there is another dimension to this hyper connected world. Today, best practices are global, markets are global and competition is also global. The role of ICT has expanded from being a mere enabler to being central to business. Most corporations depend heavily on ICT for speed to market, new product introduction, enhanced cus-



By Akhilesh
Tripathi



customer experiences, competitiveness, productivity levers, and social outreach. The Digital Enterprise is a reality and organizations who take a lead in the digital world will win in the future. The pervasiveness of technology, coupled with always on, globally connected, extremely high computing power, and mobility has enabled companies to bring to life the ideas and concepts which were not feasible otherwise. Even traditional and labor intensive industries like farming and forestry are changing rapidly through the introduction of information technology and robotics.

The success of the Corporation of tomorrow will depend a lot on innovation, agility and above all the right talent. Canada has been managing to meet its talent demand through a variety of means. However, the pace of demand is expected to far exceed the supply with 100,000 additional new technology jobs (Source: ICTC) opening up in the next few years. It is critical to fulfill this demand to avoid an estimated \$15-20 billion negative impact on the Canadian economy. The pace of change due to technological innovation is highest in the ICT industry. As a result, demand for new skills is transient and many of the new jobs will require skills that may not even exist today. We need to progress simultaneously on a few initiatives to meet the demand challenge and fuel innovation to be successful in the digital economy:

- Focus on STEM and developing workforce for the future: It is a well-established fact that ICT is a sunrise industry. With highest earnings premium (117% for Engineering and 86% for Computer Science and Mathematics), virtually no unemployment (<3%), and demand environment that far exceeds supply, ICT provides an exciting and rewarding career. We must engage students at an early stage and encourage more enrollments in ICT. Increased collaboration between Industry and Academia is critically important.
- Develop the culture of continuous learning and education to meet the ever changing needs for skills: With old technology skills quickly becoming obsolete and new skills emerging constantly, we need to focus on developing a culture of continuous learning and skill upgradation.
- Foster innovation: The world has become a global village, made possible by Technology. No one country can lay its claim on Innovation and best practices and win in isolation. A quick look at some of the largest technology firms would indicate that the organizations are global, leadership talent in most of them is global, and IP & patents are being developed globally. We need to encourage a globally connected ecosystem of partners, labs and talent pool to foster the culture of innovation and meet the speed that is required by businesses to succeed.
- ICT as an Industry: India has defined ICT as a separate industry. It makes sense, considering the pace of change, complexity and significant impact of ICT as a horizontal on all other industry and sectors of economy. Perhaps there is a case for Canada to consider ICT as an Industry.

Case in point, Tata Consultancy Services (TCS) has been in Canada for over 20 years, setting up development centers and hiring locally from campuses and from the market. It has invested in Go-IT initiative along with ICTC to address this growing skills gap by starting early with Grade 7-10 students to spark their interest and passion in careers in the science, technology, engineering, and math (STEM) fields. It has also developed a Co-Innovation network of companies, start-ups and academia in Canada. TCS has partnered with multiple Canadian Universities on joint research to develop intellectual property and also to develop solutions for the community.

Today's world view of globally connected markets, globally connected workforce and global consciousness on environment and a respect for the planet is beautifully summed up in the Sanskrit phrase "Vasudhaiva Kutumbakam" - that the whole world is one family and we must respect the differences while co-existing with each other including plants and animals. The ICT industry is an enabler, beneficiary and a significant contributor to this worldview. India and Canada together can succeed in this digital age.

Akhilesh Tripathi is Vice President & Country Head, Canada at Tata Consultancy Services



CANADIAN AND INDIAN COLLEGES AND INSTITUTES PARTNERING FOR SUCCESS

The Association of Canadian Community Colleges (ACCC), soon to be known as Colleges and Institutes Canada, and its 133 member institutions are committed to developing and strengthening partnerships in India to deliver programs that benefit students, faculty, and communities. Canadian and Indian colleges and institutes have a long history of working together through system initiatives and institution-to-institution activities. These links and partnerships are supported and informed by the communities served by Canadian colleges and institutes, as Canada is home to 1.2 million Indo-Canadians.

Our Association is the national and international voice of 98 percent of Canada's publicly funded colleges and institutes, which serve 3,000 communities across the country. These colleges, institutes and polytechnics deliver applied learning programs that meet the needs of communities, industry, and learners in all sectors and at many levels, conferring certificates, diplomas, degrees, as well as advanced and post-graduate diplomas for learners of all ages.

Many aspects of Canada's college and institute system can inform and support India's increasing focus on skills education and training. Partnering with employers, industry and communities is key to the success of the Canadian college system and its employment-ready focus is applicable to the Indian skills post-secondary system. Employers, industry experts, and other stakeholders inform program design, development and delivery through Program Advisory Committees (PACs) to ensure that curricula and programs are relevant and

that graduates are ready for the workforce. The 91% employment rate of Canada's college and institute graduates is a clear indication of the effectiveness of the Canadian approach to college and institute education.

In addition to working with employers to develop and deliver full-time programming that result in graduates who are equipped with the skills necessary to meet the needs of the workplace, colleges and institutes provide short-term contract training and upskilling programs. The nimbleness, flexibility and responsiveness of Canadian colleges and institutes enables them to build and deliver short-term customized programs that are responsive to the needs of employers and learners. Again, this expertise is applicable and transferable to the Indian skills post-secondary system.

Many of our member institutions currently have productive and beneficial partnerships with Indian institutions and employers. These include joint programming, internships, faculty and student exchanges, as well as curriculum and program development. ACCC also has a history of partnering with Indian provincial minis-



By Denise Amyot

Denise Amyot, President and CEO, Association of Canadian Community Colleges (ACCC)
Dilip Chenoy, Managing Director and CEO, National Skill Development Corporation



Photo credit: Sgt Ronald Duchesne, Rideau Hall, OSGG



tries to develop and deliver system capacity development projects. One example is the Canada India Institutional Cooperation Project (CIICP), launched in 1991 and funded by the Canadian International Development Agency (CIDA), a program that established 25 Indian polytechnics in the Tamil Nadu, Karnataka, and Kerala regions with 22 Canadian colleges and institutes.

The development of more institution-to-institution partnerships and system-wide projects is an ongoing priority for our Association and members, several of whom have invested heavily in exploring partnerships in the education and training market in India. Missions in February 2013, November 2013, and February 2014, involving sixteen ACCC members, focused on exploring opportunities with potential public and private sector partners. These activities included college system development and transformation, program development and delivery, curriculum development and implementation, teacher training, and leadership development.

The February 2014 mission coincided with the official visit of His Excellency the Right Honourable David Johnston, Governor General and Commander-in-Chief of Canada, to India. Denise Amyot, ACCC President and CEO and Canadian Co-Chair of the Canada-India CEO Forum Education Group, was a member of the official delegation that accompanied His Excellency, and several college and institute representatives were part of the business delegation that participated in several events associated with the visit. Education was a key topic of discussion during meetings associated with this visit and the expertise and transferability of Canadian college and institute programs was repeatedly showcased and highlighted.

Also during the February 2014 visit, ACCC signed an MOU with the National Skill Development Corporation that supports the objective of India's National Skills Policy, which is to provide needed workforce and skills development for 500 million people by 2022. Another agreement signed during this visit was an Agreement of Cooperation between ACCC,

the Canada-India Water Training Consortium (CIWTC) that includes Canadian and Indian colleges and institutes, and ReserWater Innovation Foundation (RWIF) to enhance workforce capacity and planning through skills development in the water sector.

Other Canadian college and institute activities in India include student recruitment and pre-departure support for immigrants destined for Canada. Canadian colleges and institutes host more than 8,000 Indian students in a variety of programs and disciplines each year representing two-thirds of all Indian students coming to Canada. Also, the award-winning Canadian Immigrant Integration Program (CIIP) has served, at no cost, more than 4,000 Indian immigrants destined for Canada through the

"The responsiveness of Canadian colleges and institutes enables them to build and deliver short-term customized programs"

provision of pre-departure information, planning and referral services for Federal Skilled Workers and Provincial Nominees. Canada is the only country in the world to offer such services and data shows that immigrants who participate in this program are better prepared for the workforce and find jobs more quickly than those who do not participate.

In May 2014, ACCC is changing its name to Colleges and Institutes Canada as part of ongoing efforts to champion members and position Canadian post-secondary education internationally. While our name may change, our commitment to excellence does not and our members remain keen to continue developing partnerships with Indian institutions to help inspire "made-in-India" solutions to address ongoing skills education and training program needs. For more information about our Association, its members and its programs, please consult our website at www.accc.ca.

Denise Amyot is the President & CEO of Association of Canadian Community Colleges



VIOLENCE AGAINST WOMEN: ALL PERVADING

GENDER-BASED DISCRIMINATION IS A GLOBAL PHENOMENON

The release of the book Violence against women: All pervading marked the first anniversary of the horrendous gang rape of 23-year-old Jyoti Singh Pandey in a moving bus in New Delhi on 16 December 2012 and her sad demise on 28 December 2012. The publication is also devoted to thousands of women who are physically assaulted and raped globally every day.

"I am trying to lay emphasis on the fact that violence against women is a global phenomenon"

Today 68 percent of women in India are victims of domestic violence. Gang-rape is routine and invisible in India, reports the New York Times. The paper had a lengthy report on gang-rape of a photojournalist in Mumbai in October 2013. The report concluded, "The perpetrators of such crimes (two of whom have now been ordered by an Indian court to be hanged for their crimes) do not see such actions as grave crime. To them it is only entertainment."

Petals in the dust – the endangered Indian girls is a documentary being produced by an American filmmaker Nynms Pais Caputi, details of which have been widely circulated on the internet. It pays homage to the 50 million that have been killed in India. Girls that survive being killed at birth through foeticide or infanticide may face severe discrimination and violence at different stages of their lives, including neglect and lack of medical care and attacks, honour killings, domestic violence, rape and dowry deaths.

The film producer provides some disturbing facts:

- 7000 girls continue to be murdered daily
- India is ranked the fourth most dangerous place in the world for women

Dr. Prabhat Jha of St. Michael's hospital in Toronto has done a number of studies regarding the Indian demography – in one report he concludes that there are 30 million missing women in India. His reference is to the female fetuses that are being aborted by Indian women and their families as they all conspire. For them one more girl in the family is not wanted.

As many as 168,000 women in India are killed, due to fire-related accidents. These are not accidents. These are related to the dowry system. If the bride doesn't bring dowry that the in-laws expected, they conspire to cause these fire-related accidents. That way their son will find another bride who may bring more dowry money.

Unfortunately, the situation remains hidden. In urban areas of India, one out of 10 women who are subjected to intimate partner violence report it to the police. In the rural areas, the number is one in 20 women.

The words 'All pervading' part of the title of the book have been deliberated added by me after a great deal of thought. With these words, I am trying to lay emphasis on the fact that violence against women is a global phenomenon.

A recent study by the United Nations reveals that one in three women will be beaten or



By Ajit Jain



raped at least once in their lifetime, that means we are talking of one billion women who will be victimized in their lifetime.

- Globally, a woman is beaten every 15 seconds.
- 1.6 million women die from violence annually
- 25 percent men justify physical violence against women

These statistics show, violence against women is rampant in most societies, including Canada. So, we must advance the struggle against it. We, as elsewhere, must become a society with zero tolerance of such violence.

There have been reports in Canada, India and elsewhere where law enforcement officers have in fact blamed women for being raped. That explains why many women don't report rape or assaults to the police. Violence against women cuts across all ethnic groups,

all faith groups, and there is no country in the world which is immune from this.

"A recent study by the United Nations reveals that one in three women will be beaten or raped at least once in their lifetime"

Canada is not immune from violence against women as well. Dr. Mohit Bhandari from McMaster University says IPV (intimate partner violence) is costing Canada \$5b annually.

- 90 percent of assault cases go unreported
- Only 0.5 percent of sexual assaults results in a conviction.
- There were 460,000 cases of sexual assaults in 2004
- Only 8,279 people were charged by the police
- On an average only 1,994 sexual assault prosecutions actually happen each year

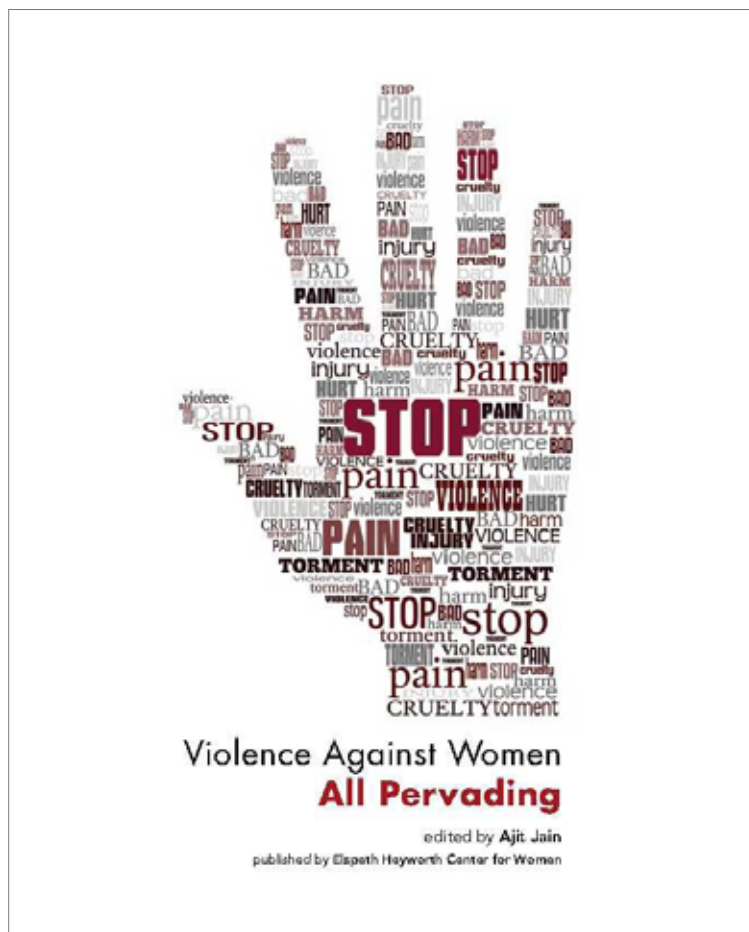
Based on widely published reports, on an average, every six days a woman in Canada is killed by her intimate partner. In 2009, 67 Canadian women were murdered by their intimate partners. Four in 10 women experience some form of abuse in their lifetime, says Dr. Bhandari. Thirty-five percent women experience abuse from their intimate partner such as a spouse or a boyfriend.

What are we doing about it?

Olivia Chow, NDP MP and Toronto Mayoral candidate, released her memoirs recently in which she described how her mother was beaten repeatedly by her father. She encountered a similar experience in two different relationships. A third man similarly tried to assault her. When he hit her, she hit back with full force and called the police.

I am not propagating any violence, but no woman should accept any physical assault, not even once. If you don't stop it, it will magnify.

Ajit Jain is a veteran journalist based in Toronto





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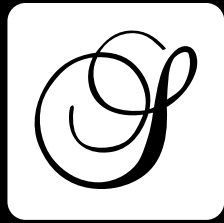
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Naval Bajaj, President

Naval is a dynamic entrepreneur and a certified business consultant at 7-Eleven Canada. He holds a Master of Engineering, Master of Business Administration and Bachelors of law degrees. Naval Bajaj was elected the 25th President of the Indo-Canada Chamber of Commerce (ICCC) in June 2012. He is the Chair of Greater Toronto Business Alliance (GTBA), and a member of the Advisory Committee of Canada's Chief Negotiator on Comprehensive Economic Partnership Agreement (CEPA) with India. Naval was also part of the Prime minister's state visit to India in 2012.

Naval has been honored with South Asian Professional of the Year award, RANA President's Award and Queen Elizabeth II Diamond Jubilee Medal.



Rajni Tekriwal, Corporate Secretary & Director

Rajni Tekriwal, a Barrister & Solicitor is the founder of Rajni Tekriwal Law Office in Toronto, Ontario. She has over 17 years of international experience in the legal field. Rajni practices in the fields of Corporate Law, Real Estate, Family Law, Child-Protection and Wills & Estates. Currently, Rajni is also serving as the Vice- President of RANA (Canada).



Dharma P Jain, Treasurer & Director

Dharma Jain, based in Brampton, is an accomplished finance professional and practicing CGA serving to medium and small businesses. Dharma has over 25 years of international experience. A thorough professional who adds value to his clients' businesses, Dharam holds many international designations such as CPA, USA, CA, India and LL.B., India. He serves as Vice President of Jaipurfoot.Org and Treasurer of Sri Jain Mandir.



Jagdish Bajaj, Vice President & Director, Programs & Events and IT

Jagdish Bajaj is an entrepreneur in the busy field of construction and renovation. He is the President of Tango Kitchens, a growing kitchen remodeler, serving homeowners, contractors, custom builders and renovators. Prior to Tango, he founded Decorstone, an importer and distributor of natural stone.



Tony Chawla, Vice President & Director, Infrastructure

Tony is the President / Broker of Record for HomeLife/Diamonds Realty Inc. He manages a team of over 60 salespersons and his realty firm is among the top 5% in Canada in terms of gross sales commission. He is a pharmacist and has extensively worked in social sphere in India.



Mukesh Bhardwaj, Director, Affinity Programs

Mukesh Bhardwaj is a lawyer at Bharadwaj & Associates Lawyers. His area of expertise is criminal trials, immigration and real estate. He has earlier worked at Juriansz & Li Barristers & Solicitors and at Dutt & Associates in Delhi. Mukesh holds an LLB from Queen's University.

**Avi Goel, Director, Young Professionals & New Immigrants**

Avi Goel is a Vice President of Blair Franklin Asset Management, where he advises on the firm's investments in Canada and Australia. He has been an active member in a number of South Asian organizations including the Agarwal's Based in Canada and Rajasthan Association of North America (Canada).

**Brij Sharma, Director, Sponsorship & Trade and SME**

Brij K. Sharma, CPA, CA is the President and CEO of Brij K. Sharma Professional Corporation, Chartered Accountants and Business Advisers in Toronto. He has a wide experience of public accounting and tax planning with small to large sized professional firms. He is also actively involved in community services.

**Pathik Baxi, Director, Legal Affairs**

Pathik Baxi, partner of Simmons, da Silva LLP is a skilled and experienced litigator, with his practice focused on a broad range of commercial litigation matters, as well as advising clients faced with Receiverships, Construction Lien Matters and Mortgage Enforcement Remedies. Pathik also has broad experience in representing a variety of non-for-profit, religious and community based organizations.

**Mike Mehta, Director, Business Development**

Mike Mehta has over 35 years of entrepreneurial and business development experience. He has launched and operated a series of businesses in Canada and India. He has built multiple companies of up to 300 employees. He is the Managing Director of EXIMCAN Canada and CEO of SCR Ltd. He was past President of FEP Search Group, and Fashion Is.

**Bobby Sahni, Director, Public Affairs & Communications**

With over a dozen years of multicultural marketing experience, Bobby Sahni is a veteran and leader in the industry. He recently co-founded ethnicity, a Multicultural Marketing & Advertising agency dedicated to helping companies drive new growth and sales by engaging North America's fast-growing ethnic communities. Bobby is a pioneer in developing diversity and multicultural marketing initiatives for many organizations.

**Ruby Dhillon, Director, Membership**

Ruby Dhillon is a Business Advisor at TD Canada Trust. She has been with TD for 10 years. Over the course of this time she has held various positions in Retail Banking, Private Banking and TD Waterhouse Private Investment Advice. As a trusted advisor she works closely with business owners and provides integrated, comprehensive and customized business banking solutions to fit their unique needs.

**Satish Thakkar, Immediate Past President**

Satish Thakkar is a Chartered Accountant from India and a CGA from Ontario with a solid background in providing end to end finance solutions and full service business & transaction advisory consultation. Satish is the recipient of the South Asian Professional Award by Mid-Week Weekly, the Top25 Immigrant Award of the Canadian Immigrant magazine, and the Queen Elizabeth's Diamond Jubilee Medal.



ADVISORY BOARD 2013-2014



Bob Dhillon

Bob Dhillon is the president and CEO of Mainstreet Equity Corp., as well as its founder and largest shareholder. Mainstreet has achieved a 910-per cent total return on investment over the last 10 years, making it Canada's highest-performing real estate company. Mainstreet's assets are valued at over \$1 billion, consisting of over 8 500 apartment units in western Canada.



Deepak Ruparell

Deepak Ruparell is owner and president of the Silver Hotel Group, one of the largest privately owned hotel investment, development and management companies in Canada. Under his leadership, the Group has acquired and/or developed hotels with significant investments and has operated under multiple international brands in Toronto, Mississauga, Ottawa, Montreal, Edmonton, Calgary, Vancouver and Princeton. His businesses include car dealerships, real estate developments, and commercial ventures, and private equity and mezzanine loan portfolios.



Don Stephenson

Don Stephenson is the Chief Trade Negotiator for the Canada - India Comprehensive Partnership Agreement. He has been with the Canadian federal public service for more than three decades, having joined the service in 1981. He has held a number of senior level positions including Ambassador and Permanent Representative of Canada to the Office of the United Nations and to the World Trade Organization, in Geneva; the Assistant Deputy Minister, Trade Policy & Negotiations.



Goldy Hyder

Goldy Hyder is President of Hill+Knowlton Strategies Canada's leading strategic communications firm. He is a seasoned public affairs practitioner with public, private and non-profit clients in variety of sectors. Goldy is a Board and Executive member of United Way Ottawa and Co-Chair of the 2013-2014 community campaign, Board member of the Ottawa Senators Foundation and Chair of its Communications and Community Investment Committee.



Jeff Zabudsky

Dr. Jeff Zabudsky is Sheridan's sixth President, a position he assumed on February 1, 2010. He chaired the 2011 United Way of Oakville campaign, and served on the campaign cabinet of the United Way of Peel. He is a member of Mississauga's Healthy City Stewardship Centre, on the Board of Mississauga Board of Trade, and a member of Mississauga's Economic Development Advisory Board. He serves on Brampton's Business Attraction and Retention Advisory Committee and is a member of the Board of Directors for the Research, Innovation, Commercialization (RIC) Centre.



Mark Bolger

Mark Bolger is the Chief Representative for Asia with the International Business Development Group of Export Development Canada (EDC). He started at EDC in 1990. For the past two decades Mark has been actively involved in EDC's Asian portfolio and is now responsible for helping manage EDC's business and partnership relationships in the region.



Pradeep Merchant

Dr. Pradeep Merchant is a Site Chief of the Division of Neonatology at the Ottawa hospital - Civic Campus. He was instrumental in developing the 'Canada-India Center for Excellence in Science, Technology, Trade and Policy' in Ottawa at the Carleton University, where he is the Co-Chair. He has been appointed to the Board of Governors for the Carleton University in 2013. Dr. Merchant has been conferred with the Queen Elizabeth II Diamond Jubilee Medal.



Sriram H. Iyer

Sriram H. Iyer is President & Chief Executive Officer of ICICI Bank Canada. He also serves as Regional Head of ICICI Bank's North American operations. Under his leadership the bank has become one of the fastest growing banks in the country. Sriram is involved in building trade relationships between India and Canada and has participated in multiple Canadian trade delegations to India, including Prime Minister Stephen Harper's delegation in 2009.



Usha George

Usha George came to Ryerson in 2006 from the Faculty of Social Work at the University of Toronto, where she had been a faculty member since 1994 and Associate Dean since 1999. She works in partnership with several community agencies on research and knowledge transfer activities, and has worked closely with a number of government agencies.



Venki Raman

Venki Raman, VP, CIBC Retail Distribution, for the Calgary North District, leads a team of over 400 employees. Over the past 19 years he has successfully led teams to deliver high customer satisfaction, coupled with strong business results. Venki's motivational leadership style is reflected in the enthusiasm and passion with which his team members help clients achieve "what matters" to them. Venki's mission is to "kindle the human spirit" in every person he encounters - personally, in business and in the community.



Vim Kochhar

Vim Kochhar a former Senator, the first person of Indo-Canadian heritage appointed to the Senate of Canada on January 29, 2010. Vim founded the Rotary Cheshire Homes (RCH) in the early 1980s with Joyce Thompson, it offers housing to persons who are deaf-blind. Vim founded the Canadian Foundation for Physically Disabled Persons (CFPDP) in 1984.



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Henna Sethi
Robyn Collette



COMMITTEE EVENTS 2013-2014



Boat Cruise

September 2013

Organized by:
WEP Committee



B2B Meetings for FICCI delegation

November 2013

Organized by:
Trade Committee



India-Israel Opportunity

November 2013

Organized by:
SME Committee



Interaction with Minister Joe Oliver

February 2014

Organized by:
Programs and Events
Committee



Business Opportunities in Timmins

February 2014

Organized by:

Finance Committee



Reception for Indian delegation to PDAC

March 2014

Organized by:

Canada-India Mining Committee



Open House - Discussion on Diversity

April 2014

Organized by:

Membership Committee



Digital Media & Marketing

May 2014

Organized by:

IT Committee





RACE TO THE FUTURE

Naval Bajaj, ICCC President, tours Western Canada with Don Stephenson, Canada's Chief negotiator of CEPA with India, to discuss the implications of a new government in Delhi



L: Winnipeg Session
R: Regina Session



In May 2014, following the Bharatiya Janata Party led National Democratic Alliance's victory in the Indian elections; Indo-Canada Chamber of Commerce organized a series of interactive sessions across Western Canada with Don Stephenson, Canada's Chief Negotiator of Comprehensive Economic Partnership (CEPA) with India. The sessions, attended by small business entrepreneurs, professionals, and India watchers were held in Winnipeg, Regina, Calgary, and Vancouver.

Indo-Canada Chamber of Commerce's (ICCC) provincial councils in Manitoba, Saskatchewan, Alberta and British Columbia organized these sessions. The sessions discussed the existing trade relations between Canada and India, and the emerging scenario when the two important treaties – the Comprehensive Economic Partnership Agreement and the Foreign Investment Promotion and Protection Agreement – which are under negotiations are signed.

Merchandise trade between Canada and India has grown steadily especially over the last few years to reach \$6b in 2013 – still far

away from the targeted \$15b in 2015 that was optimistically set in 2010. However, as Don Stephenson noted, the \$15b target is easily achievable once the CEPA is signed because tariff on many merchandise that hovers in the range of 80 to 85% would whittle down to zero, providing much-needed impetus to trade.

Stephenson also emphasized that in addition to enhancing volume of trade, there was also a compelling need to broaden the trade to include other spheres that have hitherto remained unexplored. At present, trade is narrow and focused on pulses, fertilizers, pulp and paper. India is not a major trading country – trade constitutes a mere 6% of its GDP. On the other hand, Canada is a trading giant, with trade constituting 30% of its GDP. Also, both Canada and India have traditionally preferred to trade with their neighbours. But both the countries have begun to realize the need to diversify the trade partners.

At a macro level, there is tremendous potential to grow trade relations between Canada and India because of a perfect resource fit –



Canada has what India needs. And equally, India has all that Canada needs in terms of a trading ally – it has a vast and growing market and a demographic bonus for the next foreseeable future.

For Canada, India is a priority despite the tough conditions that exist at the ground level. The Trade Commissioner's Service has eight offices across India to promote bilateral trade opportunities. Even EDC plays an important role in trade promotion and trade financing. Several prominent federal leaders have made multiple trips to India. They include Ed Fast, Jason Kenney, Joe Oliver, Tim Uppal, and Bal Gosal. Even Prime Minister Harper has been there twice and the Governor General visited India earlier this year.

The sectors that have significant growth potential include:

- Infrastructure
- Education
- Energy
- Agriculture
- Technology

Naval Bajaj, ICCC's President, emphasized that the new government in India will take proactive measures to get trade back on the agenda after it had been pushed on the back burner. He said his optimism is based on the fact that long before any other foreign power took note of Prime Minister Modi's vision of rapid and inclusive economic and development, Canada had the distinction of partnering him in his ambitious Vibrant Gujarat investment conventions in 2011 and 2013.

Many Canadian federal and provincial leaders have a personal rapport with India's new prime minister. This augurs well for early completion of negotiation on CEPA and generally for the future of Canada-India ties especially in the economic field. He also said that in the near future, Canadians of Indian origin will play a significant role in fostering bilateral economic relations. Pertinently, India's new prime minister is aware of the positive role that non-resident Indians are playing in this sphere.

"I would suggest that this Panel should recommend a flexible approach for concluding negotiations on CEPA and FIPPA that would bring equitable benefits to both Canada and India and which will also include provisions for implementing mechanisms, and periodic monitoring of progress made," he said.

The agreement should contain a provision for review in the light of new developments and increasing number of partnerships as a result of sector dialogues in important subjects such as agriculture and food, education, energy, mining, financial services, etc.

About the role of small businesses, the ICCC President said, "One of the key factors in an increasingly integrated market was the compulsion for small businesses to explore global markets. While this has tremendous benefits, it also has major risks in terms of cash flow and risk management. A thorough understanding of these factors is necessary before any small business can venture into this unchartered territory."

*L: Calgary Session
R: Vancouver Session*





QUEBEC-INDIA: GROWING LINKAGES

ICCC QUEBEC PIVOTS ENHANCED ECONOMIC INTERACTIONS



By Rajesh K.
Tyagi & Puneet
Gupta

India has had a total foreign investment of US\$300 billion since 2000. The inflow started modestly with \$19 billion from 1999-2004 and scaled up to \$114 billion from 2004-2009. The last five years from 2009-2013 have attracted over \$170 billion but clearly the rates of pace of investment slowed down significantly post the financial crisis.

With a less than anticipated GDP growth, seemingly insurmountable CAD (current account deficit), and a nation trapped in policy paralysis; where is the investment opportunity in India for Canadian and Quebec based institutions? Moreover, how should Canadian and Quebec based institutions tap this opportunity?

One such example that fits within Canadian strengths and India's needs is the energy sector. As the second largest producer of hydro-electric power, Canadian energy companies can provide much needed expertise around pumped storage technologies to address the Indian peaking demand needs. The list can go on but the point is that the identification of suitable micro-segments is key for a successful investment strategy.

Today, there is a need to broaden Canada's export base, given more than 70% of exports are to the United States. Therefore it is paramount to look at countries such as India for potential usage of homegrown Canadian expertise.

Considering the importance of India, Canada's action plan (called Global Markets Action Plan, GMAP) and Quebec's International Policy,

place India among the top international priorities. Quebec's priority sectors for action in India are: trade, education and research, and science and technology.

In our view, the mechanism to tap the "right" opportunities is through a combination of on-site and offshore entities that have the ability to source, execute, and manage investments. On-site vehicles such as EDC (Export Development Canada) are well equipped to fund both direct and indirect investments. On-site vehicles such as intermediation bodies in trade commissioners, Quebec's government offices in India, and direct operations of various pension funds etc., are suitable for building on-the-ground knowledge and accessing relationships.

To achieve a comprehensive approach, the importance of involving industry, academia and governments at both provincial and local levels has to be highlighted. Activities by ICCQ Quebec were jump-started by the Montreal roundtable held on March 1, 2013. Indo-Canada Chamber of Commerce (ICCC) together with Shastri Indo-Canadian Institute (SICI) teamed up with HEC Montréal to organize the roundtable discussion.

This roundtable covered the following subtopics: agriculture and food processing; education; innovation in energy, science and technology; small and medium enterprises and the bridge-building role of Indo-Canadians. These initial efforts in this direction are meant to drive the conversation on Canada-India partnership from the "why" towards the "how", laying a foundation for further discussion and action.



More than 60 participants attended a network event held on June 7, 2013, organized by the Youth Division of Indo-Canada Chamber of Commerce (ICCC), Quebec, with support from Mitacs Globalink. Atul Mehta, President, HR Powerhouse, Delhi, was the invited speaker.

Quebec has led several missions to India and has hosted numerous government officials. For example, there have been missions in January 2013, January 2012, January 2011, January 2010, November 2006 and January 2006. Each mission had a specific theme in mind, for example health and social services, innovation and economic development.

The Quebec Bureau opened its doors in Mumbai in 2008 and was officially inaugurated in 2010. These sustained efforts have had an impact in terms of increased trade between Quebec and India. Total exports have grown from CDN \$203.6 million (2004) to CDN \$513.2 million (2013) and total exports have grown from CDN \$375.5 million (2004) to CDN \$655.2 million (2013).

The ICCC hosted a reception in honor of Hon. Vayalar Ravi, India's Minister for Overseas Indian Affairs, on November 27, 2013 in Montreal, Que-

bec. Amitabh Kant, Managing Director of Delhi-Mumbai Industrial Corridor (DMIC) visited Montreal from December 11 to 13th 2013. Quebec signed a Joint Declaration on cooperation in the areas of the economy and education between Québec and Maharashtra and the ICCC participated in the discussion when Minister Chhagan Bhujbal visited Quebec in September 2013.

During the coming months, and years, ICCC Quebec is committed to engaging local business, provincial government and other stakeholders. For example, the ICCC will be partner at India week to be held October 3-10, 2014. The ICCC with support from the High Commission of India (Ottawa) is organizing a roundtable, to be held in June 2014, focused on Canada-India investment opportunities, especially for Quebec-based organizations. The ICCC seeks close collaboration in upcoming missions to India by working closely with the Quebec Bureau in Mumbai (led by Mr. Alain Olivier) and various relevant Quebec-based organizations.

Rajesh Tyagi is assistant professor at HEC Montréal, Department of Logistics and Operations Management.

Puneet Gupta is Managing Director of Kentrus Investment Advisors



Baljit Chadha addressing the Montreal roundtable organized by ICCC Quebec



INDIA MISSION 2014



Naval Bajaj, President, ICCC, led a successful business mission to India in January 2014 providing an exceptional opportunity for Canadian small businesses to network and explore the Indian market. India Mission 2014 was focused on three sectors important to Canada-India bilateral trade – agriculture, education and energy. The Mission comprised a focused group of small business leaders from Canada.

"ICCC's India Mission 2014 was fully supported with the participation of federal government ministers, senators and members of parliament who participated in different programs ICCC organized in different Indian cities"

The Mission visited 12 Indian cities, in eight Indian states. These were Lucknow (Uttar Pradesh), New Delhi (Delhi), Chandigarh (Punjab and Haryana), Anandpur Sahib and Jalandhar (Punjab), Mumbai and Pune (Maharashtra), Ahmedabad and Gandhinagar (Gujarat), Hyderabad and Visakhapatnam (Andhra Pradesh) and Chennai (Tamil Nadu).

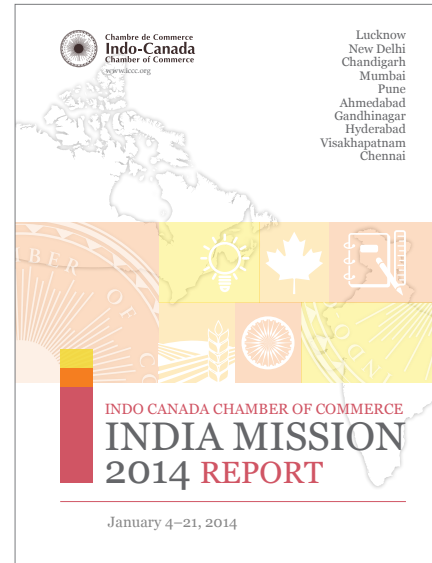
India Mission 2014 organised three major conferences on Agriculture in New Delhi, on Energy in Ahmedabad and on Education in Mumbai. The Mission provided crucial fo-

rum for Canadian small businesses to engage with Indian policymakers, academia, business community & globally-minded advocacy groups.

ICCC's India Mission 2014 was

fully supported with the participation of federal government ministers, senators and members of parliament who participated in different programs ICCC organized in different Indian cities as a part of India Mission 2014 were Hon. Tim Uppal, Canada's Minister for Multiculturalism; Hon. Bal Gosal, Canada's Minister of State for Sports; Dr. Asha Seth, Senator; Hon. Parm Gill, Parliamentary Secretary to the Minister of Veterans Affairs; and Hon. Joe Daniel, Member of Parliament.

Indo-Canada Chamber of Commerce's partners for India Mission 2014 were: Abellon Clean Energy, All India Association of Industries (AIAI), Anna University, Confederation of Indian Industries (CII), Eros International, Federation of Indian Chamber of Commerce and Industry (FICCI), Federation of Karnataka Chamber of Commerce and Industry (FKCCI), GITAM University, Global Organization of People of Indian Origin (GOPIO), Gujarat Chamber of Commerce and Industry (GCCCI), Hyundai factory, India Green Business Council (IGBC), Indo-Canadian Business Chamber (ICBC), Info-tech Enterprises, Kirloskar Brothers Ltd, Mahratta Chamber of Commerce & Industry (MCCIA), Mohali Business Council, Mohali Industries Association (MIA), Olympia Green Park, Pandit Deendayal Upadhyay Petroleum University (PDPU), PHD Chamber of Commerce and Industry (PHDCCI) and World Trade Centre (WTC) Mumbai.





ICCC's Naval Bajaj speaking at Anna University



L: Panelists at the PBD-India's discussion on Global Indian Organizations



R: ICCC's Naval Bajaj lighting the traditional lamp at the commencement of Canada-India Summit on Bilateral Trade & Investment



L: Minister Joe Oliver interacting with the India Mission 2014 delegates in Mumbai



R: MP Joe Daniel with Haryana CM Hooda



L: India Mission 2014 delegates at the CII-Infotech Enterprise business reception.



R: Senator Asha Seth addressing Conference on Canada-India collaboration in infrastructure, cold chains, agriculture & agri-foods in Delhi



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CANADA-INDIA RELATIONS: UNLOCKING THE FULL POTENTIAL

ICCC launched the project the Future Agenda of Canada – India Relations: Unlocking Full Potential in November 2012. The main theme of the project is Advancing Canada-India Partnerships: Mobilization of Diaspora Networks and Resources. Since November 2012, various events have been held. Towards this end, ICCC had been collaborating with a number of business, trade and academic institutions like SICI, Calgary; HEC Montréal, Montréal; University of Regina, Saskatchewan; Pandit Deendayal Petroleum University (PDPU), Gandhinagar; INDEXTb, Gandhinagar; the World Trade Centre, Bengaluru; Confederation of Indian Industries, Delhi; among others. The purpose of this project is to examine the current role that the Indian Diaspora in Canada plays in building economic bridges between Canada and India and its role in unlocking the full potential of Canada-India partnership.

The research project has begun to analyse in detail how best the growing resources, and potential of Indo-Canadian community can be harnessed in the progression of bilateral relations especially in the economic field. Supported by ICCC, the project will focus on the development of business networks especially for small businesses, educational linkages, science and innovation, biotechnology, energy, agriculture, mining and medicine. In 2013, two significant roundtables were held in Regina and Ottawa under the aegis of the project.

Regina: 11 October 2013

A roundtable on the theme: CEPA and Beyond: Canada-India Partnership in Agriculture and Food Processing was jointly organized ICCC

and Shastri Indo-Canadian Institute (SICI) with support from University of Regina and Ministry of the Economy (ECON), Government of Saskatchewan, at the University of Regina on Friday, October 11, 2013. Roundtable brought together a mix of representatives from business, academia, and government. President ICCC emphasized that Saskatchewan has the most extensive trade relations with India with agricultural goods such as potash, peas, lentils and chickpeas at the top of the list.

Ottawa: 19 November 2013

A roundtable on Unlocking Full Potential: Future of Canada India Partnership was jointly organized by ICCC and Shastri Indo-Canadian Institute (SICI) with support from Senator Honourable Asha Seth at Parliament Hill, Ottawa. Roundtable discussed Canada India bilateral relations in Education, skill development and vocational training, Innovation, science and technology, and sustainable development, Investment, Roles of diaspora and bridge-builders.

Ottawa Roundtable





ANNUAL AWARDS & GALA NIGHT 2013

8 JUNE 2013



Over 1,200 eminent Indo-Canadians converged at the Metro Toronto Convention Centre on June 8, 2013, to celebrate and honour the achievements of eleven Indo-Canadians from diverse fields honoured at ICCC's Annual Awards & Gala Night. John Baird, Federal Minister of Foreign Affairs, was the Chief Guest and Ontario Premier Kathleen Wynne was the keynote speaker. The theme for 2013 gala was "Partnering Economic Growth – A Time to Soar."











WINTER GALA 2013

29 NOVEMBER 2013



ICCC - First Day First Show - Winter Gala 2013 - 29-11-13

ICCC celebrated a century of Indian cinema with its theme of First Day, First Show at Pearson Convention Centre, Brampton. In keeping with the theme, over 600 guests that comprised the who's who of the Indo-Canadian community and a number of dignitaries were treated to a veritable feast of Bollywood masala that included songs and dances, re-enactments of memorable scenes from iconic movies. India's Consul General Akhilesh Mishra was the guest of honour at the Gala, and he regaled the audience with his anecdotal speech, peppered with poetry. The highlight of the evening, of course, was the ICC-Channel Global Indian Cinema Award. Mr. Ken Naz, President & CEO of Eros America accepted the award on behalf of Eros International.





15TH ANNUAL CHARITY GOLF CLASSIC

12 SEPTEMBER 2013



ICCC 15th Annual Golf Classic was an overwhelming success with over 140 enthusiastic amateur golfers having a great time. Thursday, September 12, 2013 turned out to be a perfect day for golf, and the Blue Springs, at Acton ON, a perfect venue. The team comprising Rahul Mehta, Anuj Luthra, Neil D'souza and Harpinder Gill won the tournament. Consul General Akhilesh Mishra and Naval Bajaj, President, ICCC, presented the winning team with the rotating trophy. Speaking at the occasion CG Mishra said that the consulate would work in tandem with the community organizations to meet the aspirations of the Indo-Canadian community. Addressing golfers at the cocktail reception, Naval Bajaj said the revenues from the classic tournament would be utilized for the Chamber's new 6,000 square feet headquarters.





YEAR IN REVIEW

2 August 2013

Farewell reception for CG Saran



ICCC hosted a farewell dinner reception in the honour of Preeti Saran, Consul General of India in Toronto at the Pearson Banquet Hall Brampton Friday, August 2, 2013. She lauded ICCC's role in building strong economic and cultural relations between Canada and India. Naval Bajaj, President ICCC said, "Indian Consulate office in Toronto has always extended unprecedented help to ICCC." Over 200 guests attended the dinner reception.

18 September 2013

The Beginning

ICCC's Young Professional's (YP) committee kicked-off the year with their first networking event called 'The Beginning' at the Kathi Roll Express. Committee co-chairs Shreya Tekriwal and Oeishi Bhattacharjee introduced the 2013-14 Young Professionals committee to members. ICCC president, Naval Bajaj introduced announced the opening of the new ICCC office.



16 August 2013

Interaction with Chris Alexander

Hon. Chris Alexander, Canada's Minister for Citizenship and Immigration addressed members of ICCC at an interactive session in Toronto. The Minister expressed confidence in ICCC's leadership and its commitment to fostering bilateral ties between Canada and India. He underscored India's critical importance to the Canada's immigration program. Naval Bajaj, President, ICCC, welcomed the minister and said "We are constantly working with governments on many issues including immigration."



24 September 2013

Canada & free trade with Asia



ICCC in collaboration with the Montreal branch of the Canadian International Council, The Asia Pacific Foundation of Canada's National Conversation on Asia and the Montreal Council on Foreign Relations organized an international business conference on Canada and Free Trade with Asia in Montreal. Naval Bajaj, President, ICCC, highlighted the new strategies that ICCC has adopted to enable small businesses to become globally competitive and explore the Indian market through ICCC's India Missions.



29 September 2013 The Boat Cruise

The delayed start to the fall season proved to be a boon for the first all-women boat cruise organized by ICCC Women Entrepreneurs and Professionals (WEP) committee. Ravinder Malhi and other members of the WEP committee including Smita Dayal, Shibani Sahney, Ginni Sethi and Mini Khurana welcomed the guests. The cruise included a business networking, and a talent show.



3 October 2013 Workplace safety



ICCC in collaboration with St. John Ambulance, Peel, and the CCOHS and the Radiation Safety Institute of Canada, hosted an interactive seminar in Mississauga to educate community members about health and safety requirements for businesses in Ontario. Steve Mahoney President, Radiation Safety Institute of Canada and Steve Horvath, President, CCOHS spoke at the seminar.

2 October 2013 Business reception for CG Mishra



ICCC organized a welcome reception for Akhilesh Mishra, the new Consul General of India in Toronto. He highlighted the common values of democracy, pluralism, liberty, multiculturalism and a common economic vision. Naval Bajaj, President, ICCC, welcomed him and assured support to enhance trade ties between the two countries. Over 100 guests including Hon. Harinder Takhar, Dr. Asha Seth, Hon. Mark Adler, Hon. Brad Butt and Hon. Kristy Duncan attended the dinner reception.

9 November 2013 13th Annual National Diwali

Prime Minister Right Hon. Stephen Harper lighted the traditional Diwali lamp Saturday November 9 at the International Centre in Mississauga while participating in the 13th Annual National Diwali celebrations organized by Hon. Deepak Obhrai, Parliamentary Secretary to Minister of Foreign Affairs and International Human Rights. PM Harper said, "Our Indo-Canadian community are contributing to Canada's prosperity through their ingenuity, hard work and entrepreneurship."





18 November 2013

FICCI B2B meetings

ICCC organised 20 business to business (B2B) meetings for a visiting small and medium businesses delegation led by Federation of Indian Chambers of Commerce and Industries (FICCI) in agriculture and agri-food, renewable energy, power & waste management, steel, pharmaceutical and R&D, biotech, life science, IT and used machinery sector. Brij K Sharma, ICCC's Director for Trade and SME, said that the visit of the delegation would help foster bilateral trade ties between Canada and India, and open up new avenues in future.



27 November 2013

Chai with CEO



ICCC's YP Committee and the Jewish Chamber of Commerce with CIJA came together for a young professionals networking night titled "India and Israel: Shared Values, Shared Future. Consul General of Israel DJ Schneeweiss and Consul General of India Akhilesh Mishra were the guests of honour, and featured guest speakers Noam Ben-Ozer and Anchit Gupta of Focal Energy. The speakers explained the importance of conservative timelines, investing in local expertise and numbers when entering a risky and new industry.

19 November 2013

November networking



ICCC's YP committee welcomed approximately thirty-five attendees throughout the evening. Incidentally, the pub was also hosting an event with the British-Canada Chamber of Commerce and this provided ICCC members the opportunity to network internally and externally with other organizations as well.

27 November 2013

Business reception for Vayalar Ravi

ICCC and the India-Canada Association of Montreal Inc. jointly organized an interactive evening session to welcome and honor Hon. Vayalar Ravi, India's minister for overseas Indian affairs in Montreal. Minister Ravi emphasised on the prominence of the Indian diaspora in enabling the socio-economic development of India. Naval Bajaj, ICCC's President, spoke about the constructive role that ICCC played in creating a right environment to foster bilateral ties between Canada and India.





27 November 2013

India-Israel Opportunity



ICCC in association with the Centre for Israel and Jewish Affairs, the Canada Israel Chamber of Commerce, and the City of Markham held a business breakfast in Markham. Consul General of Israel DJ Schneeweiss, Consul General of India Akhilesh Mishra, and His Worship Frank Scarpitti, Mayor of Markham were the chief guests. Consul Generals emphasized the unique and growing relations between Israel and India across a number of sectors. The mayor has participated in both Indian and Israeli trade missions.

11 December 2013

Succession Planning

ICCC's SME committee organized a session on Succession Planning. The speakers included Larry S. Rudner, CPA, CA and Leigh Somerville Taylor, BA Hons JD, Principal, LST Tax Law. During his presentation, which dealt with all aspects of succession planning, Larry S. Rudner, said, "Succession planning should commence even before you start your business." Leigh Somerville discussed the taxation implication of the process of success planning.



29 November 2013

Film & Television Forum

ICCC organized the first-ever Canada-India Film & Television Forum. It highlighted the need to have an on-going dialogue on the tremendous potential in collaboration between Canada and India in the entertainment sector. The panelists agreed that this new-found ability had found a new niche that while appealing to the Indian audiences had changed the content and made it Indian Diaspora centric. This has opened new avenues for Indo-Canadian talent in content creation.



12 December 2013

Mind & Body Workshop



ICCC's WEP committee organized a Mind & Body Workshop and Networking program. The event provided a glorious opportunity to the members of the WEP committee to network and gain insights into dealing with every day issues that they encounter in their busy lives. The core members of the committee – Ravi Malhi, Mini Khurana, Ginni Sethi, and Shibani Sahney – had worked assiduously to formulate a program to make it meaningful.



15 January 2014 Leadership Series



ICCC's YP Committee hosted a Leadership Speaker series with Consul General of India in Toronto, Mr. Akhilesh Mishra. The audience enjoyed the CG's inspirational journey, as he talked about the ups and downs of a career in diplomacy. The new Consul General is calm and sincere, and despite being soft spoke, he is a force on his own. His interest in Canada is to unite the Indo-Canadian community with India and encourage connection of youth projects between India and Canada.

5 February 2014 Cash Flow & Risk Management

ICCC in association with Export Development Canada (EDC) organized a session on Success Strategies for Global Business that included a workshop on risk and cash flow management. John M. McPherson, Senior Advisor, Trade Advisory Services, Export Development Canada, was the main presenter at the workshop. Using a case-study approach, this workshop offered a guide to tools and solutions that small and medium-sized exporters could deploy to reduce risk and protect and accelerate cash flow.



4 February 2014 Funding for Growth

ICCC's SME committee organized an interactive session on Funding for Growth on February 4 in Mississauga. Adrian Cayton Vice President, Commercial Financial Services, RBC Royal Bank discussed many aspects of funding for growth including catalysts, consequences, implications, criteria, metrics, solutions, safeguards, success factors. Randy Roth Managing Director, Corporate Finance, RBC Royal Bank focussed on Canadian M&A activity, Balance sheet capitalization, subordinated debt, mezzanine financing etc.



9 February 2014 Interaction with Minister Joe Oliver



ICCC organized an interactive luncheon session with Hon. Joe Oliver, Canada's Minister of Natural Resources, to discuss the Minister's recently-concluded official visit to India. Minister Oliver said, "History has made Canada and India friends. Commerce is making us partners. And more than a million people of Indian origin now call Canada home. So demography has made us family."



19 February 2014

Interaction with Tim Uppal

ICCC held an interactive post-budget session with Hon. Tim Uppal, Minister of State (Multiculturalism). Naval Bajaj, President ICCC, welcomed the federal budget 2014 for supporting the small businesses by cutting taxes, supporting internships and promoting the women entrepreneurs. Minister Uppal said that the Canadian industry has the potential to generate more jobs but the required skilled work force is not available in the market. Canadian federal government is trying to bridge the gap between industry and training institutions.



20 February 2014

Roundtable with Dr. Kellie Leitch



ICCC's WEP Committee organized a roundtable with Dr. Kellie Leitch, Canada's Minister for Labour and Minister for Status of Women on February 20 in Toronto to discuss the federal government's economic action plan 2014 with specific reference to women. Dr. Leitch said successful entrepreneurs create high-paying jobs by developing new goods and services and developing innovative business models. Women are significantly under-represented as a proportion of small business owners.

19 February 2014

Business Opportunities in Timmins



ICCC in collaboration with Timmins Economic Development Corporation organized an interactive session on Opportunities in Timmins. Fred Gibbons, Chair of TEDC and President and CEO of Northern College said Timmins is one of the fastest growing cities in Canada and is an attractive investment destination. The affordability of Timmins makes it a prime location for commercial and industrial development. D. P. Jain, Treasurer and Director, ICCC, said ICCC also promotes the investment opportunities in Canadian cities and the program with Timmins was a part of this promotion.

20 February 2014

Paul Farley's Economic Briefing

ICCC organized an economic briefing session in collaboration with RBC Royal Bank where Paul Farley, the assistant chief economist of the bank made a presentation on Global, U.S. and Canadian Economic Outlook: Growth to Strengthen as Downside Risks Ease. He said, the Canadian economy has benefited from strong, albeit slowing, demand from emerging markets, particularly in Asia, for various natural resources.





4 March 2014

PDAC reception

ICCC organized a business reception for the Indian mining delegation visiting the annual Prospectors and Developers Association Convention (PDAC) in Toronto. Naval Bajaj, President, ICCC, emphasized the significance of the PDAC convention and the role it has played in promoting bilateral trade and investment between Canada and India in the mining sector. R Sirdharan, the Additional Secretary of the Ministry of Mines of Government of India, spoke of the long and fruitful relations between Canada and India.



25 March 2014

Funding for start-ups



ICCC in collaboration with CIBC organized a Speaker Series on Funding for start-ups and small businesses as a part of ICCC-CIBC series for Canadian small businesses, Tuesday, March 25 in Mississauga. Rajeev Misra, General Manager, Brampton, Vaughan/Etobicoke, CIBC; and Mike Marshall, Senior Director, Small Business Banking, CIBC; started with various kinds of business ownership and then covered CSB-FL program, eligibility criteria, requirements and exclusion.

8 March 2014

International Women's Day



ICCC organized the third annual International Women's Day panel discussion to discuss what success means to women. The theme of the panel discussion was On Success: A Woman's Perspective. The panelists were: Dr. Usha George, Ryerson University; Asha Luthra, Balmoral Marketing, & Former President, ICCC; Raj Girn, Anokhi Media; Sunita Malik, Crown Attorney; Sarab Hans, Hans Dairy. Rajni Tekriwal, Corporate Secretary and Director, Women Entrepreneurs & Professionals (WEP) committee, moderated the discussion.

27 March 2014

Life is a game

ICCC organized an interactive session with Deepak Manchanda titled Life is a Game of Snakes and Ladders, the event saw the launch of Deepak Manchanda Inc. – the boutique company that offers advice on franchising, joint ventures, life coaching, training, among others. During his hour-long session, he explained that life has to have its ups and downs, the good and the bad days, the pitfalls and the soaring flights.





9 April 2014

Tax incentives for small business



ICCC organized an interactive session on tax incentive programs for start-ups and small businesses as part of the ICCC-CIBC series for Canadian small businesses. Grant Thornton's Martha Oner and Jaipreet Bindra were the key speakers at the session. They provided a general review of tax incentive programs available for start-ups and small businesses conducting research and development or creating interactive digital media. They specifically discussed the Scientific Research & Experimental Development (SR&ED) and the Ontario Interactive Digital Media Tax Credit (OIDMT) credits.

22 April 2014

Digital Media Marketing

Indo-Canada Chamber of Commerce (ICCC) organized an Expert Speaker session on Digital Media and Marketing on Thursday May 22, 2014, as part of ICCC-RBC Royal Bank series for small business Mark N. Swaine, Senior Director of UX / UI Design & Experience Strategy for Mobile & Tablet Apps & Responsive Web. Swaine made a detailed presentation on Mobile & Web Design - 2014 Industry Design Implementation Trends.



22 April 2014

Open House - I

The main component of ICCC's first Open House was a panel discussion jointly organized by Ascend Canada and ICCC on the issue of diversity in the work place. The theme of the panel discussion was Diversity is not a nicety, it's a necessity. Kelvin Tran, CFO, TD Securities; Sanjay Nakra, MD & Head of Diversified Group, TD Securities; and Sohana Inderlall, assurance partner at Ernst & Young were the key participants in the panel discussion which Ruby Dhillon, ICCC's Director for Membership moderated.



29 May 2014

Open House - II



ICCC organized its second Open House on May 29, 2014, that included a fireside chat with leaders from TD Group who provide perspectives on the economic outlook, corporate diversity. The speakers included Satish Rai, SVP TD Bank, Chief Investment Officer TD Asset Management; Manjit Singh, SVP TD Bank, Chief Financial Officer TD Canada Trust; and Ron McInnis, SVP TD Canada Trust (Central Ontario Region).



PARTNERS IN SUCCESS



ICCC President Naval Bajaj with GOPIO President Ashook Ramsaran after signing the MOU.

In Canada



Canadian Aboriginal
& Minority Suppliers
Council (CAMSC)



The Diamond Bourse of
Canada (DBC)

In India



All India Association of
Industries (AIAI)



Anna University



Confederation of Indian
Industry (CII)



Federation of Indian
Chambers of Commerce
& Industries (FICCI)



Federation of Karnataka
Chambers of Commerce
and Industry (FKCCI)



GITAM University



Global Organization of
People of Indian Origin
(GOPIO)



The Gujarat Chamber of
Commerce and Industry
(GCCCI)



Indo-Canadian Business
Chamber



Mahratta Chamber of
Commerce and Industry



Mohali Industries
Association (MIA)



Overseas Indian
Facilitation Centre –
Delhi



Pandit Deendayal
Petroleum University
(PDP)



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Commerce & Industry
(PHDCCI)



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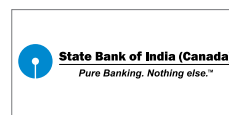
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Tel: 905 762-2405



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EVENTS




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yudhvir@southasiandaily.com

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A full-page background image showing an astronaut in a white spacesuit floating in space, with the Canadarm (Canadian Remote Manipulator System) visible. The Earth's blue and white clouds are in the background.

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Photo courtesy of NASA.

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- All India Association of Industries
- World Trade Centre

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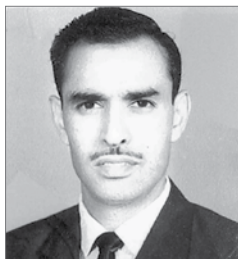




ICCC PAST PRESIDENTS



1977-78 • 1979-80
Kishore C. Doshi



1978-79
Homi Billimoria



1980-81
Mike Flecker



1981-82
Bakul Joshi



1982
Ramesh Chotai
(acting)



1982-83
Harshad Patel



1983-84
Suresh Goswamy



1984-85
Vinu Vasani



Photo
Unavailable

1985-86
Rajeev Jain



1986-87
Rasik Morzaria



1987-89
Sat P. Chopra



1989-91
Benny Lobo



1991-93
Ajit Someshwar



1993-94
Manoj Pundit



1994-96
Hari Panday



1996-98
Raj Kothari



1998-00
Ravi Seethapathy



2000-01
Rakesh Goenka



2001-03
Kris Krishnan



2003-05
Pradeep Sood



2005-2007
Ajit Khanna



2007 -08
Sunil Jagasia



2008-10
Asha Luthra



2010-11
Vinay Nagpal



2011-12
Satish Thakkar



2012-2014
Naval Bajaj





LIFETIME/OUTSTANDING ACHIEVEMENTS AWARD



1992
Shan Chandrasekar



1993
Ranjit Kumar
Chandra



1994
Prasanta Basu



1995
Satya Poddar



1996
Sudi Devanesan



1997
Nalini Stewart



1998
Herb Dhaliwal



1999
Bhausahab Ubale



2000
Ujjal Dossanjh



2001
Balbir S. Sahni



2002
Naranjan S.
Dhalla



2003
C. Sen Gelda



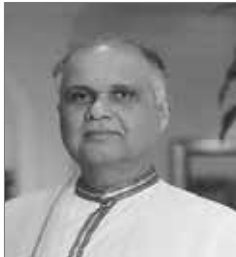
2004
M. N. Srikanta
Swamy



2005
Chandrakant P.
Shah



2006
Ben Sennik



2007
Budhendranauth
Doobay



2008
Ashok Vijh &
Ratna Ghosh



2009
Suresh Thakrar



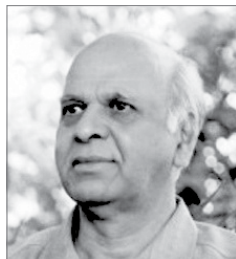
2010
Baljit Chadha



2011
H. Rayadu Koka



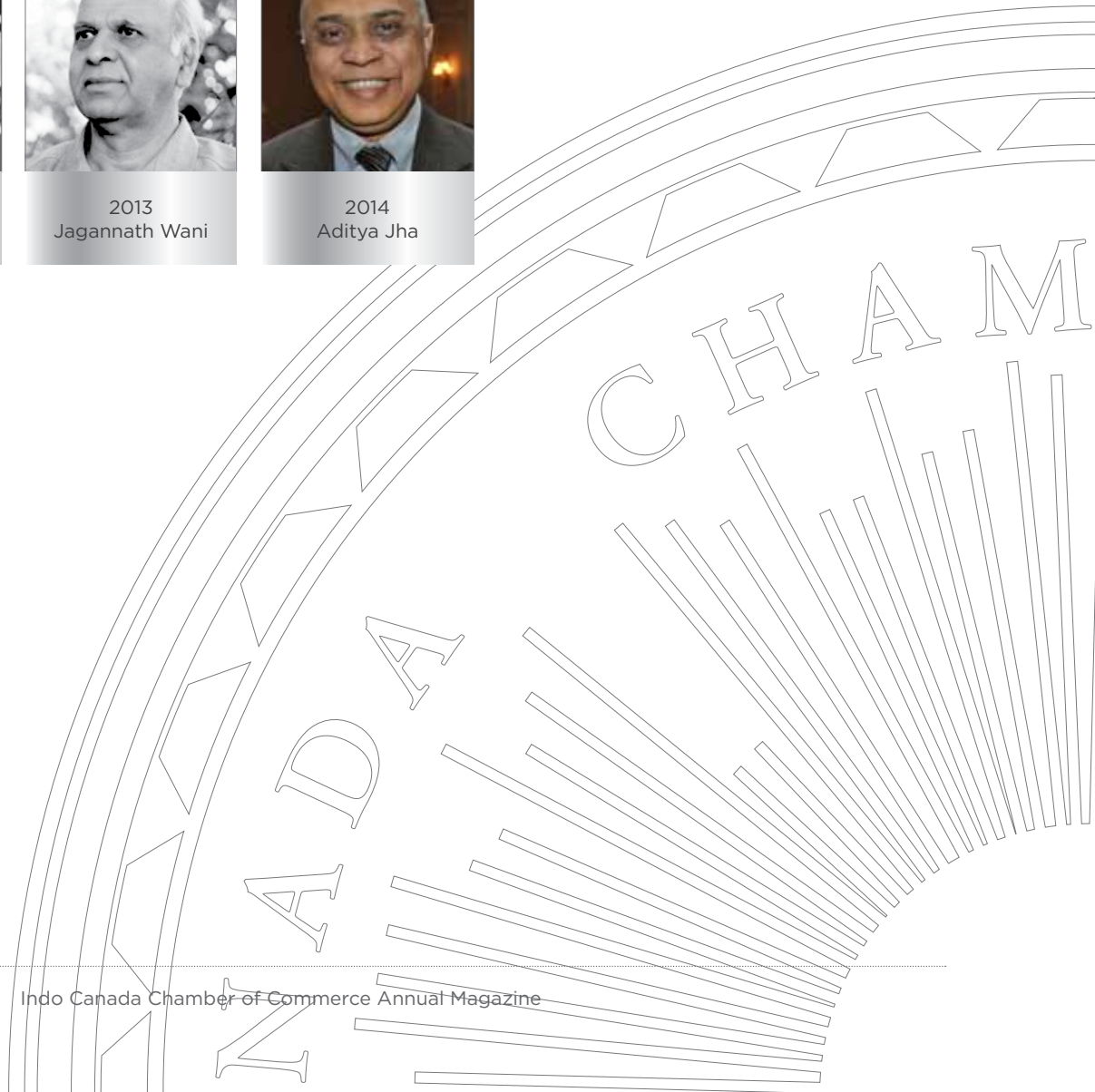
2012
Pawan Singal



2013
Jagannath Wani



2014
Aditya Jha





HUMANITARIAN AWARD



1992
Kappu Desai



1993
Nurajehan N. Mawani



1994
Sunera Thobani



1995
Vim Kochar



1996
Keshav Chandaria



1997
Bonnie & Fred
Cappucino



1998
Anup Singh Jubbal



1999
Bhadur Madhani



2000
Cassim Degani



2001
Shiv L. Jindal



2002
Hussein Kanji



2003
Shree Mulay



2004
Gary Singh



2005
Abhijit Guha



2006
Rahul Singh



2007
T.D. Dwivedi



2008
Vivian S. Rambihar



2009
Terry Papneja



2010
Gagan Bhalla



2011
Meenu Sikand



2012
Chandrakant
Sachdev



2013
Chandrasekhar
Sankurathri



2014
Kishor Modha





FEMALE ENTREPRENEUR AWARD



1997
Kiran Kataria



1998
Deepa Mehta



1999
Seema Narula



2000
Nilufer Mama



2001
Neena Kanwar



2002
Razia
Nathani-Suleman



2003
Afsana Amarsy



2004
Dhun Noria



2005
Rani Advani



2006
Rashmi Rekha



2007
Manishi Sagar



2008
Nina Gupta



2010
Anita Gupta



2011
Lisa Mattam



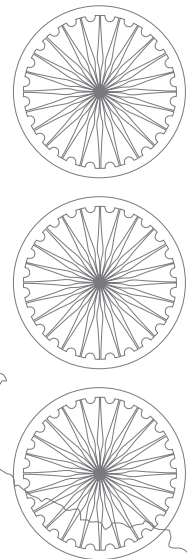
2012
Pravina Budhdev



2013
Raj Girn



2014
Sarab Hans





MALE ENTREPRENEUR AWARD



1992
Santokh Singh



1992
Om Arora



1993
Rai Sahi



1994
Asa Johal



1995
Navin Chandra



1996
Surjit S. Babra



1997
K.C. Vasudeva



1998
Madan Bhayana



1999
Krishan Singhal



2000
Kashmiri Lal Sood



2001
Steve Gupta



2002
Bill Malhotra



2003
Nirmal Mussady



2004
Bob Dhillon



2005
R. K. Bakshi



2006
Gyan Chand Jain



2007
Bhim D. Asdhir



2008
Vikas Gupta



2009
Soham Ajmera



2010
Pyarali Nanji



2011
Raman Agarwal



2012
Harpreet Sethi



2013
Sujay Shah



2014
Sanjeev Sethi





FEMALE PROFESSIONAL AWARD



2000
Shobha Khetrapal



2001
Naseem Somani



2002
Lalitha Shankar



2003
Lata Pada



2004
Suhana
Meharchand



2005
Veena Rawat



2006
Mitali De



2007
Sheila Kumari Singh



2008
Poonam Puri



2009
Sonia Anand



2010
Shirish Chotalia



2011
Usha George



2012
Madhur Anand



2013
Sadhna Joshi



2014
Shanthi Johnson



MALE PROFESSIONAL AWARD



1992
Satinder Lal



1993
Haroon Sidiqqi



1994
Sabi Marwah



1995
Kunjar Sharma



1996
Salim Yusuf



1997
Trichy Sankaran



1998
Clarence
J. Chandrani



1999
Rama Bhatt



2000
Ramachandra
Munikoti



2001
Ramesh Khosla



2002
Vern Krishna



2003
Salim Daya



2004
Virendra K. Jha



2005
Tad Murty



2006
Asit K. Biswas



2007
Raj Anand



2008
Gopal
Bhatnagar



2009
Vivek Rao



2010
Prabhat Jha



2011
Subodh Verma



2012
Sunit Radia



2013
Raj Kothari



2014
Deep Saini

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YOUNG ACHIEVERS AWARD



1993
Rochan Sankar



1994
Akaash Maharaj



1995
Manisha Bharti



1996
Aashna Patel



1997
Sanjay Nath



1998
Aziz Hurzook



1999
Emmanuel Sandhu



2000
Dilnaz Panjwani



2001
Anita Gahir



2002
Manisha Bawa



2003
Shahmeer Ansari



2004
Rahul Raj



2005
Manjit Minhas



2006
Ravi Sood



2007
Ankit Kapur



2008
Asha Suppiah



2009
Suraj Kumar Gupta



2010
Guru Gobind Singh
Children's Foundation



2011
Jasmeet Sidhu



2012
Aakash Sahney



2013
Bilal Rajan



2013
Sapna Shah



2014
Aaron Joshua Pinto



2014
Nikhil Seetharam





TECHNOLOGY ACHIEVEMENT AWARD



2002
A. Jasuja



2002
V. Chanchalani



2003
Sunil Kumar Sethi



2004
Aditya Jha



2005
Dipak Roy



2006
Sankar Das Gupta



2007
Nishith Goel



2008
Karan Sher Singh



2009
Jamal Deen



2010
Harinder Pal Singh
Ahluwalia



2011
Kunal Gupta



2012
Raja Singh Tuli



2012
Suneet Singh Tuli



2013
Nilesh Bansal



2014
Alok Goel



CORPORATE EXECUTIVE AWARD



2006
Nadir Mohamed



2007
Bharat Masrani



2008
Kishore Kapoor



2009
Hari Panday



2010
Zabeen Hirji



2011
Nitin Kawle



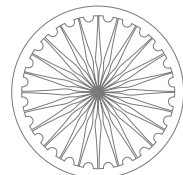
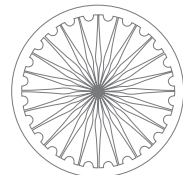
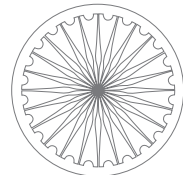
2012
Sriram Iyer



2013
Deepak Chopra



2014
Sanjay Tugnait





MEMBER OF THE YEAR AWARD



1992
Raymond Christian



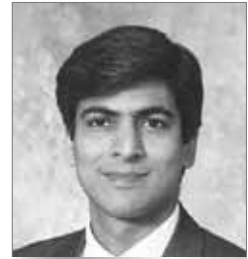
1993
Gordan Pohani



1994
Hira Joshi



1995
Reema Duggal



1996
Rajiv Bhatnagar



1997
Ravi Seethapathy



1998
Pradeep Sood



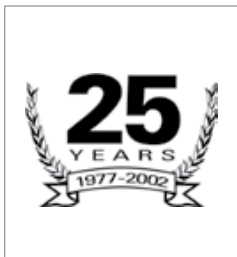
1999
Rashmi Brahmhatt



2000
Rakesh Goenka



2001
Suresh Thakrar



2002
All ICCC Members



2003
Sampat Poddar



2004
Sudarshan
Jagannathan



2005
Anil Shah



2006
Young Professionals
(YP) Committee



2007
Geetha Ramesh



2008
Rina Gill



2009
Surinder (Pal)
Ghuman



2010
Satish Thakkar



2010
Harjit Kalsi



2011
Ruby Sohi



2011
Davy Sohi



2012
Kasi Rao



2013
Women Entrepreneurs & Professionals
(WEP) Committee



2014
Kant Bhargava



2014
Indira Singh



PRESIDENT'S AWARD



1993
Paul Fernandes



1994
Amar Erry



1996
Ajit Jain



1997
Rajiv Bhatia



1998
Menaka
Thakkar



1999
Rohinton Mistry



2000
Firoz Rasul



2001
Maria Minna



2002
Mobina Jaffer



2003
Colin D'Cunha



2004
Ramesh Chotai



2005
Ratna Omidvar



2006
Rajesh
Subramaniam



2007
Subha Rajan
(Tampi)



2008
Gary M.
Comerford



2009
Asha Seth



2010
Harinder Takhar



2011
Vasu Chanchlani



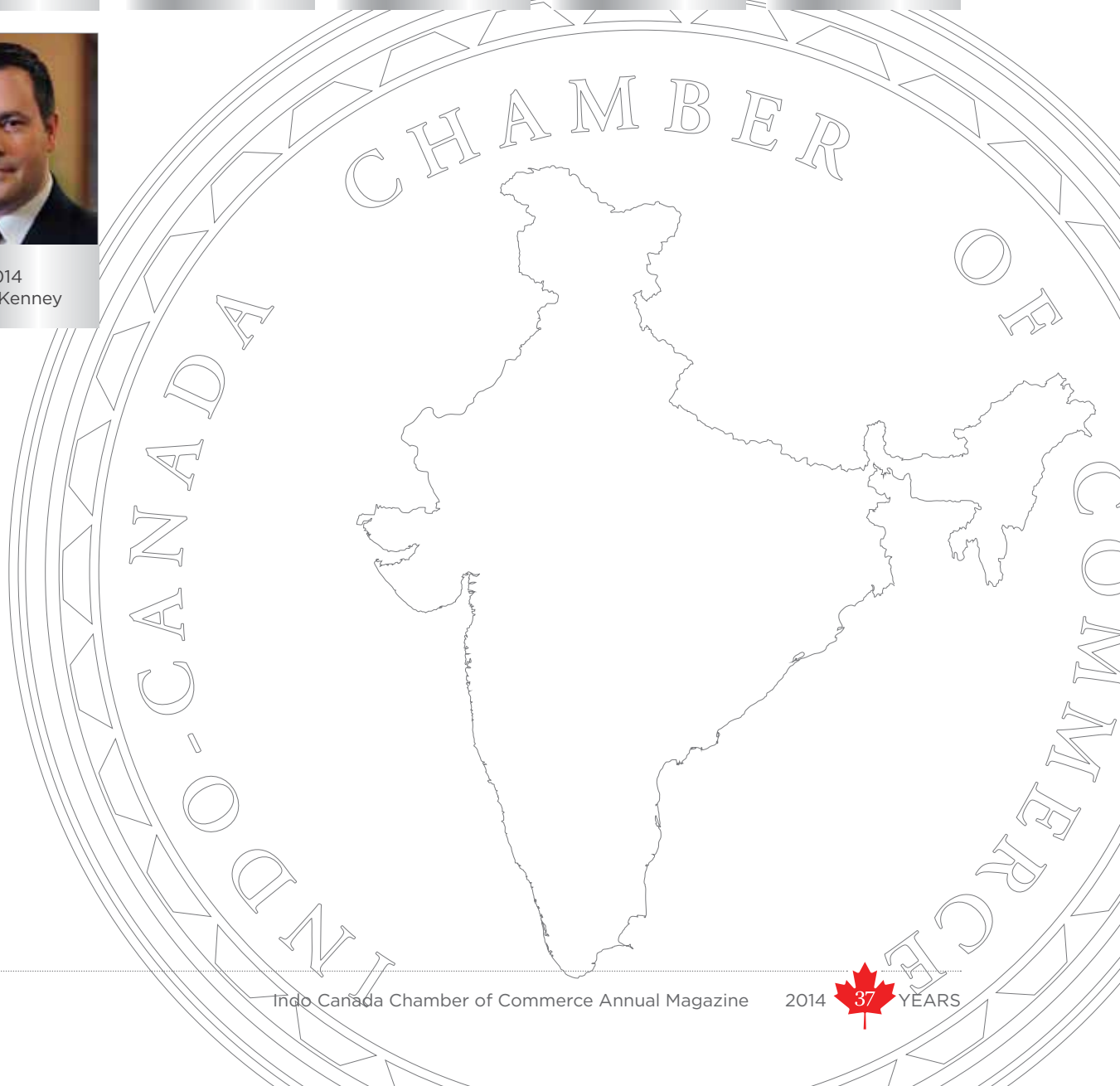
2012
Preeti Saran

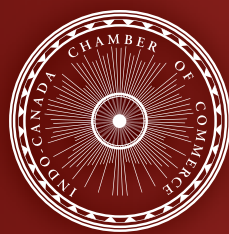


2013
Stewart Beck



2014
Jason Kenney





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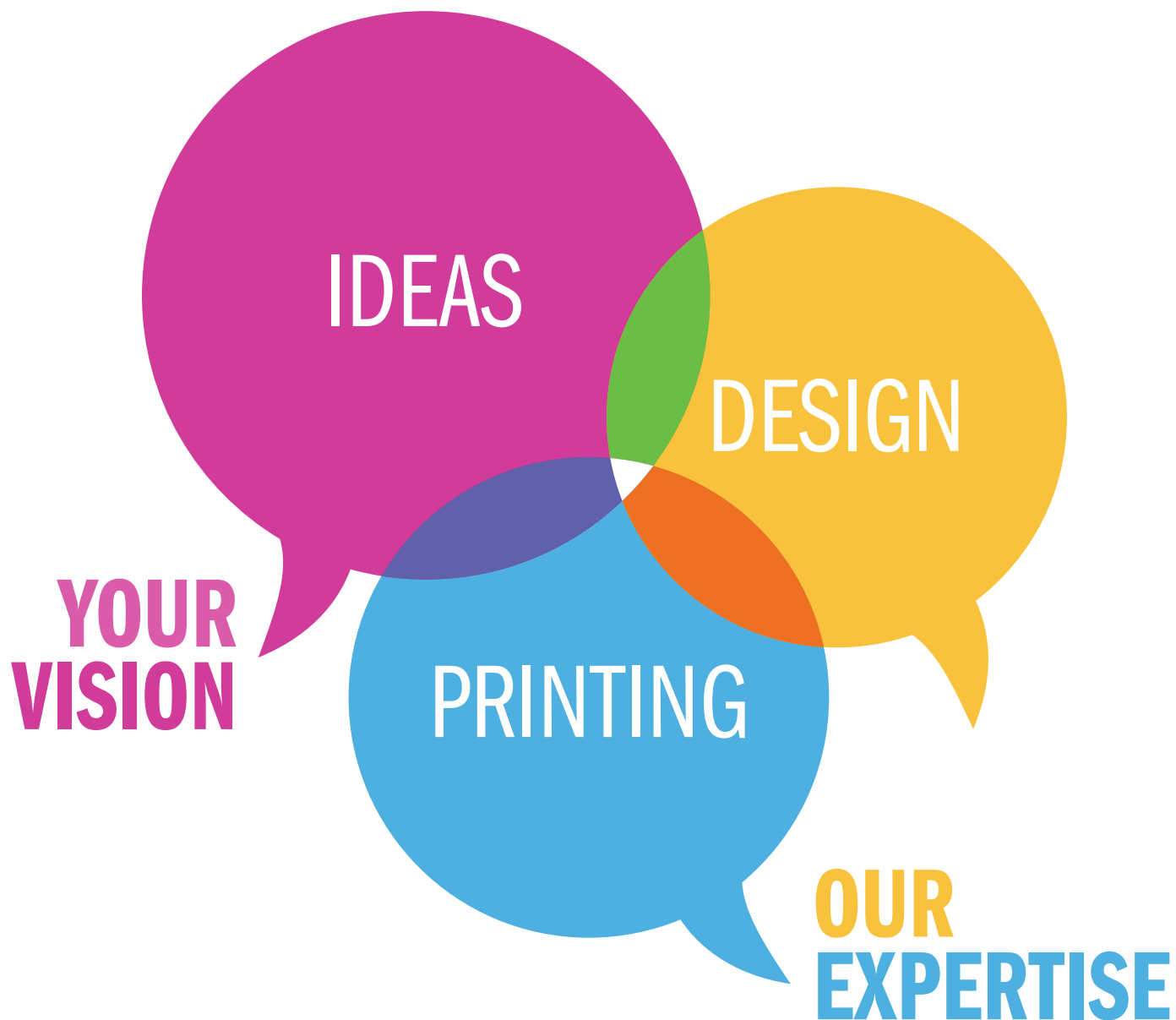
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Glenn DeSouza, Vice President, Sourcing,
RBC Financial Group

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"Kii Naturals/Shashi Foods has seen tremendous growth since its inception in 2006. The support and recognition received from its partners, including being recognized as "Supplier of The Year" at CAMSC's 2011 Business Achievement Awards, has gone a long way in securing relationships with many of our Fortune 500 customer list."

Sujay Shah, President & CEO, Shashi Foods

CAMSC CHARTER MEMBERS



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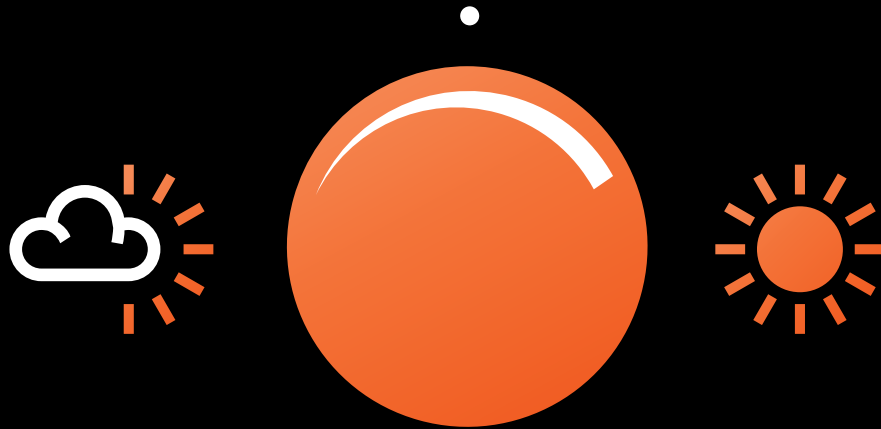
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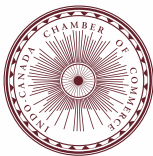
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Fax: 416-916-0086
E-mail: iccc@iccc.org
Website: www.iccc.org

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WOODEN STICKS GOLF & COUNTRY CLUB



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Venue: Wooden Sticks
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5:00pm: Networking cocktail reception
6:00pm: Dinner, auction & contests

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E: iccc@iccc.org	E: Sudha@ni-met.com

Golf Committee	Anil Shah 416 843 2645	Pradeep Sood 416 809 4239	Rahul Mehta 416 456 1064
		Tavinder Malhotra 416 839 5544	Vikram Dua 416 400 0775

Ticket: EARLY BIRD Registration until June 25: \$1150 per foursome
After June 25: \$1200 per foursome
Individual Golfer: \$350



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